



The Role of Job Satisfaction Mediation in the Influence of Person-Job Fit and Job Training on Employee Performance at Grand Inna Kuta Hotel

Luh Putu Alda Meysintia Dewi^{1*}, Anak Agung Media Martadiani², Ida Bagus Komang Suarka³

Fakultas Ekonomi dan Bisnis Universitas Warmadewa

Corresponding Author: Luh Putu Alda Meysintia Dewi

aldameysintya@gmail.com

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ABSTRACT

The study aims to analyze how job satisfaction mediates the influence of person-job fit and job training on employee performance at Grand Inna Kuta Hotel. With a population of 158 employees, saturation sampling was used. Data collected via questionnaires were analyzed using SEM-PLS. Findings reveal: 1) Person-job fit positively but insignificantly influences employee performance, 2) Job training also positively but insignificantly affects employee performance, 3) Person-job fit significantly affects job satisfaction, 4) Job training significantly impacts job satisfaction, 5) Job satisfaction significantly boosts employee performance, 6) Job satisfaction mediates the relationship between person-job fit and employee performance, and 7) It also mediates the connection between job training and employee performance.

INTRODUCTION

The development of tourism economy is achieved through the construction of equipped tourist destinations, ultimately meeting the desires and needs of tourists. One such destination is Bali, the most popular tourist destination in Indonesia. Bali boasts several world-class resorts with renowned beaches known for their beauty and activities, vibrant nightlife, and natural charm. Additionally, Bali's unique cultural heritage attracts both domestic and foreign tourists, with Balinese hospitality serving as a major draw. Basic services and infrastructure like hotels are crucial in the tourism industry to enhance tourist satisfaction while vacationing in Bali. A hotel is a building, business, or accommodation establishment that provides accommodation, catering, beverage, and other services entirely for the general public, residents, and designated users.

One of Bali's famous tourist destinations is Kuta, known for its white sandy beaches in the southern part of the island. Kuta's main attraction is undoubtedly Kuta Beach, offering a range of accommodations from budget to luxury hotels, conveniently located near the beach. Grand Inna Kuta Hotel is a tourism accommodation company providing accommodation services for domestic and international tourists vacationing in Bali. Known for its surfable waves, stunning sunsets, and various tourist activities, the hotel faces rapid growth from competitors, necessitating excellent customer service. Grand Inna Kuta Hotel offers a variety of accommodations from standard rooms to luxurious suites, along with amenities such as swimming pools, restaurants, bars, gyms, spas, and direct beach access. The hotel boasts beautiful views of Kuta Beach, allowing guests to enjoy breathtaking sunsets directly from the hotel. It also offers easy access to Kuta's nightlife and shopping centers, renowned for their shops, restaurants, entertainment, and special events conferences. Hence, high-quality and experienced human resources are needed to ensure consistent service quality for guests staying at the hotel. In the business world, human resources play a crucial role. From November 2021 to November 2022, employee absenteeism at Grand Inna Kuta Hotel varied monthly, with an average rate of 38%. Thus, the absenteeism rate of 38% at Grand Inna Kuta Hotel is considered high, indicating that employee performance still needs improvement. Factors hindering employees from attending work primarily include holiday leave, illness, and unforeseen significant circumstances. Therefore, absenteeism requires serious attention from the hotel, as it is one of the factors affecting employee performance.

One indicator to assess employee performance at Grand Inna Kuta Hotel is person-job fit. Person-job fit is considered an important type of fit, ensuring individuals have the necessary skills and technical expertise to perform assigned tasks and make meaningful contributions. Individuals experiencing person-job fit are likely to also experience job satisfaction. Villar-Rubio et al. (2015) in Martadiani et al. (2022) describe job satisfaction as "a positive emotional and enjoyable state driven by an individual's assessment of their job or work experience." Measured from employee data by position as seen in Table 1:

Table.1 Employee Data By Position at the Grand Inna Kuta Hotel Year 2022

No	Position	Graduate							Total	Percentage	
		SM A	SM K	D 1	D 2	D 3	D 4	S 1		SMA/SM K	Diploma/S 1
1.	HCD (Human Capital Department)	0	0	0	2	0	1	1	4	0.00%	2.53%
2.	Marketing	1	1	0	1	0	3	3	9	1.27%	4.43%
3.	Accounting	4	1	4	3	1	0	5	18	3.16%	8.23%
4.	Front Office	5	1	6	1	1	2	3	19	3.80%	8.23%
5.	House Keeping	3	3	17	8	3	0	1	35	3.80%	18.35%
6.	Engineering	2	6	1	1	2	0	1	13	5.06%	3.16%
7.	Food & Beverage	5	11	25	6	2	4	4	54	10.13%	24.05%
8.	Security	4	0	0	0	0	0	0	4	2.53%	0.00%
9.	Executive Office	0	0	1	1	0	0	0	2	0.00%	1.27%
Total									158	29.75%	70.25%

Source: HCD Grand Inna Kuta Hotel

Based on Table 1, it can be explained that high school/vocational school graduates account for 29.75%. Observations of two employees reveal that among high school graduates, there are 1 marketing employee, 5 front office employees, 3 housekeeping employees, and 5 food & beverage employees who do not possess expertise in their respective fields. Each department faces issues such as employee performance not being achieved due to misplacement of employees not aligned with their personality, abilities, skills, and experience in their current positions. As a consequence, employees may not fully engage in their roles in alignment with their personal attributes, leading to reduced satisfaction and performance. Given the observations, there is interest in conducting research titled "The Mediating Role of Job Satisfaction in the Influence of Person-Job Fit and Job Training on Employee Performance at Grand Inna Kuta Hotel".

LITERATURE REVIEW

Performance

According to Sedarmayanti (Efendi & Maharani, 2017), performance is the outcome of an individual's work achieved within a group of people in an organization in accordance with their competencies and responsibilities, aiming to achieve organizational goals. It is imperative for business leaders to comprehend the primary benefits and factors influencing employee performance to identify strengths, weaknesses, and potential gaps in leadership within the business organization (Sysindo, 2018). Efficiency portrays the level of attainment of implementing a program of action or policy in achieving the goals, targets,

vision, and mission of the organization through strategic planning (Moeheriono in Kurnia, 2018). Performance is an integral part of overall business success required by entrepreneurs.

Training

Training is the process of providing or enhancing skills and abilities, adjusting attitudes among employees, or assisting employees in improving past performance deficiencies (Yuniarsih, 2016:134). Veithzal Rivai elucidates in a Journal (Mulyani, 2017) that training is a part of education involving a learning process to acquire and improve skills outside the educational system, with practice being prioritized over theory. Mangkuprawira, as cited in Sabroto (2018), defines training as the provision of specific knowledge, skills, and attitudes to enhance the quality of employees and enable them to perform their duties better according to standards, depicted as a process. Training is a short-term educational process utilizing systematic and organized procedures. Non-managers acquire technical knowledge and limitations for limited purposes. Safitri, D E (2019) states that training is a process that assists employees in learning or enhancing specific skills.

Hypotheses:

1. Person job fit has a significant and positive influence on employee performance.
2. Job training has a significant and positive impact on employee performance.
3. Person job fit has a significant and positive influence on job satisfaction.
4. Job training has a significant and positive impact on job satisfaction.
5. Job satisfaction has a significant and positive influence on employee performance.
6. Job satisfaction can mediate the relationship between the fit between individuals and their jobs and employee performance.
7. Job satisfaction can mediate the relationship between job training and employee performance.

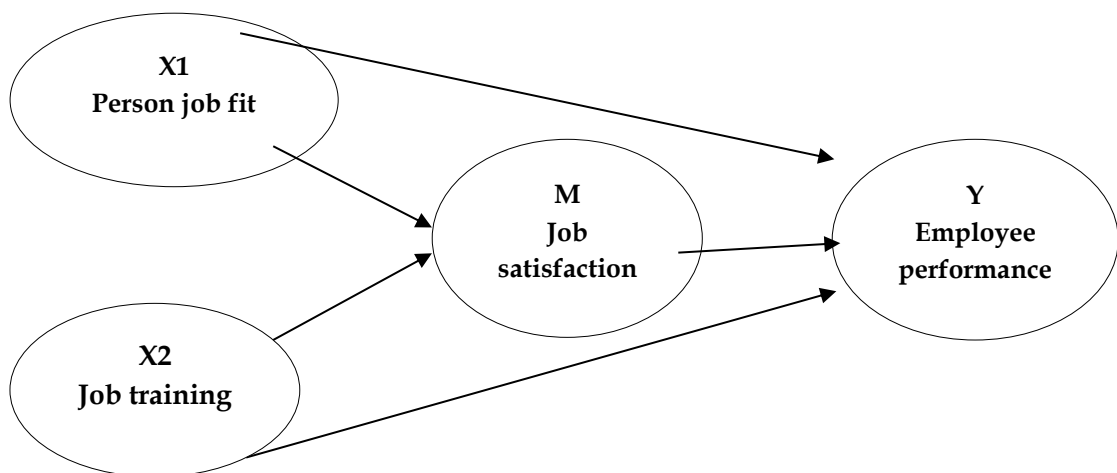


Figure 1. Conceptual Framework

METHODOLOGY

This research was conducted at the Grand Inna Kuta Hotel, located at Jalan Pantai Kuta No. 1, Pande Mas, Kuta District, Badung Regency, Bali. The subject of this study revolves around the Mediating Role of Job Satisfaction in the Influence of Person Job Fit and Job Training on Employee Performance at the Grand Inna Kuta Hotel. The population of this study consists of 158 employees of the Grand Inna Kuta Hotel. In this research, respondents were determined using the saturated sample method where all employees were considered as research samples. The sampling technique employed in this study is a survey. The survey method is utilized to gather data from specific locations through interviews or questionnaires. Questionnaires were directly delivered to the research location and distributed to respondents, as the sample taken comprises all employees of the Grand Inna Kuta Hotel, totaling 158 individuals, data were analyzed using SEM-PLS.

RESEARCH RESULT

Table.2 The Direct Effects of Person-Job Fit, Job Training, Job Satisfaction, and Employee Performance

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
M → Y	0.705	0.698	0.083	8.517	0.000
X1 → M	0.288	0.285	0.088	3.282	0.001
X1 → Y	0.089	0.089	0.054	1.647	0.100
X2 → M	0.647	0.649	0.085	7.636	0.000
X2 → Y	0.141	0.149	0.079	1.789	0.074

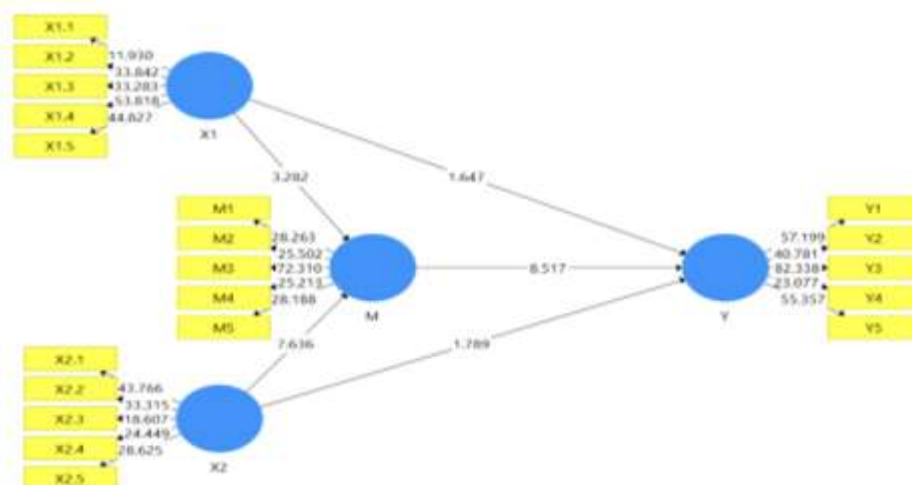


Figure.2 Bootstrapping Diagram (T-Statistic Test)

Table.3 The Indirect Effects of Person-Job Fit, Job Training, and Job Satisfaction on Employee Performance

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> M -> Y	0.203	0.200	0.069	2.960	0.003
X2 -> M -> Y	0.456	0.452	0.073	6.245	0.000

DISCUSSION

1. Based on the test results regarding the influence of person-job fit on employee performance, it can be observed that the coefficient value (β) is 0.089, and the p-value is $0.100 > 0.05$. This indicates that person-job fit has a positive but non-significant effect on employee performance at the Grand Inna Kuta Hotel. This suggests that the better the person-job fit, the higher the employee performance, but there may not necessarily be a significant increase in performance.
2. Based on the test results regarding the influence of job training on employee performance, it can be observed that the coefficient value (β) is 0.141, and the p-value is $0.074 > 0.05$. This indicates that job training has a positive but non-significant effect on employee performance at the Grand Inna Kuta Hotel. This suggests that better job training may lead to improved employee performance, but a significant increase may not necessarily occur.
3. Based on the test results regarding the influence of person-job fit on employee job satisfaction, it can be observed that the coefficient value (β) is 0.288, and the p-value is $0.001 < 0.05$, indicating that person-job fit has a positive and significant effect on job satisfaction at the Grand Inna Kuta Hotel. This implies that higher levels of person-job fit lead to increased job satisfaction among employees.
4. Based on the test results regarding the influence of job training on employee job satisfaction, it can be observed that the coefficient value (β) is 0.647, and the p-value is $0.000 < 0.05$, indicating that job training has a positive and significant effect on job satisfaction at the Grand Inna Kuta Hotel. This suggests that better job training leads to increased job satisfaction among employees.
5. Based on the test results regarding the influence of job satisfaction on employee performance, it can be observed that the coefficient value (β) is 0.705, and the p-value is $0.000 < 0.05$, indicating that job satisfaction has a positive and significant effect on employee performance at the Grand Inna Kuta Hotel. This implies that higher levels of job satisfaction lead to improved employee performance.
6. The test results regarding the mediating role of job satisfaction in the relationship between person-job fit and employee performance indicate that job satisfaction can mediate the relationship between person-job fit and employee performance at the Grand Inna Kuta Hotel. The coefficient

value of the path representing the mediating role of job satisfaction in the influence of person-job fit on employee performance is 0.203, with a t-statistic value of $2.960 > t\text{-table } 1.96$.

7. The test results regarding the mediating role of job satisfaction in the relationship between job training and employee performance indicate that job satisfaction can mediate the relationship between job training and employee performance at the Grand Inna Kuta Hotel. The coefficient value of the path representing the mediating role of job satisfaction in the influence of job training on employee performance is 0.456, with a t-statistic value of $6.245 > t\text{-table } 1.96$.

CONCLUSIONS AND RECOMMENDATIONS

1. Person-job fit has a positive but non-significant effect on employee performance at the Grand Inna Kuta Hotel. This implies that better person-job fit may lead to improved employee performance, but a significant increase may not necessarily occur.
2. Job training has a positive but non-significant effect on employee performance at the Grand Inna Kuta Hotel. This suggests that better job training may result in enhanced employee performance, but a significant improvement may not necessarily occur.
3. Person-job fit has a positive and significant effect on job satisfaction at the Grand Inna Kuta Hotel. This indicates that better person-job fit leads to increased job satisfaction.
4. Job training has a positive and significant effect on job satisfaction at the Grand Inna Kuta Hotel. This suggests that better job training leads to increased job satisfaction.
5. Job satisfaction has a positive and significant effect on employee performance at the Grand Inna Kuta Hotel. This implies that higher job satisfaction leads to improved employee performance.
6. Job satisfaction mediates the relationship between person-job fit and employee performance at the Grand Inna Kuta Hotel. This suggests that higher job satisfaction resulting from person-job fit enhances employee performance.
7. Job satisfaction mediates the relationship between job training and employee performance at the Grand Inna Kuta Hotel. This implies that higher job satisfaction resulting from job training enhances employee performance.

The leadership needs to pay attention to employees' passion and their primary and secondary needs to enhance and facilitate the tasks they undertake. Additionally, conducting job training requires leaders to provide relevant materials to enhance employees' knowledge. As supervisors, leaders need to pay attention to their employees to ensure they fulfill their duties and responsibilities effectively. By doing so, leaders can ensure that employees feel satisfied with their work, which in turn leads to job satisfaction. Leaders should also ensure that the tasks assigned align with employees' personalities so that they feel content with their work, thereby impacting employee performance positively.

ADVANCED RESEARCH

For future research, it is recommended to include additional variables such as work motivation, work environment, leadership, loyalty, organizational culture, and job satisfaction, and to consider using other mediating variables and expanding the scope of the study to other organizations or businesses, not limited to hotels but also including startups, banking, and other community enterprises to generalize the findings of this research.

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Pencipta

Nama : **Luh Putu Alda Meysintia Dewi, A.A. Media Martadiani, S.E., M.M dkk**

Alamat : Jl Gn Welirang 18 A Denpasar Br/Ling Tegal Kawan, Denpasar Barat, Denpasar, Bali, 80119

Kewarganegaraan : Indonesia

Pemegang Hak Cipta

Nama : **Luh Putu Alda Meysintia Dewi, A.A. Media Martadiani, S.E., M.M dkk**

Alamat : Jl Gn Welirang 18 A Denpasar Br/Ling Tegal Kawan, Denpasar Barat, Denpasar, Bali, 80119

Kewarganegaraan : Indonesia

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LAMPIRAN PENCIPTA

No	Nama	Alamat
1	Luh Putu Alda Meysintia Dewi	Jl Gn Welirang 18 A Denpasar Br/Ling Tegal Kawan, Denpasar Barat, Denpasar
2	A.A. Media Martadiani, S.E., M.M	Jl. Drupadi II No. 9 Denpasar Timur, Denpasar Timur, Denpasar
3	Ida Bagus Komang Suarka, S.E., M.M	Jl. Tk.Petanu Per.Griya Wisesa D1 Br./Link Bekul, Panjer, Denpasar, Denpasar Selatan, Denpasar

LAMPIRAN PEMEGANG

No	Nama	Alamat
1	Luh Putu Alda Meysintia Dewi	Jl Gn Welirang 18 A Denpasar Br/Ling Tegal Kawan, Denpasar Barat, Denpasar
2	A.A. Media Martadiani, S.E., M.M	Jl. Drupadi II No. 9 Denpasar Timur, Denpasar Timur, Denpasar
3	Ida Bagus Komang Suarka, S.E., M.M	Jl. Tk.Petanu Per.Griya Wisesa D1 Br./Link Bekul, Panjer, Denpasar, Denpasar Selatan, Denpasar

