

THE INFLUENCE OF PERSON ORGANIZATION FIT AND QUALITY OF WORK LIFE ON EMPLOYEE JOB SATISFACTION

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh *Person Organization Fit* dan *Quality of Work Life* terhadap kepuasan kerja karyawan di PT. PLN (Persero) Unit Layanan Pelanggan Madiun Kota. *Person Organization Fit* merujuk pada tingkat kesesuaian nilai antara individu dan organisasi, sedangkan *Quality of Work Life* mencerminkan persepsi karyawan terhadap kualitas lingkungan kerja dan kesejahteraan kerja. Penelitian ini menggunakan pendekatan kuantitatif dengan teknik pengumpulan data melalui penyebaran kuesioner kepada seluruh populasi karyawan sebanyak 64 orang. Analisis data dilakukan menggunakan metode *Partial Least Square* (PLS) dengan bantuan aplikasi *SmartPLS*. Hasil penelitian menunjukkan bahwa *Person Organization Fit* tidak berpengaruh signifikan terhadap kepuasan kerja, sedangkan *Quality of Work Life* berpengaruh positif dan signifikan terhadap kepuasan kerja karyawan. Temuan ini memberikan implikasi bahwa peningkatan kualitas kehidupan kerja lebih berkontribusi terhadap kepuasan kerja dibandingkan kecocokan nilai antara individu dan organisasi dalam konteks unit operasional BUMN.

Kata Kunci: *Person Organization Fit, Quality of Work Life, Kepuasan Kerja.*

Abstract

This study aims to analyze the influence of Person Organization Fit and Quality of Work Life on employee job satisfaction at PT. PLN (Persero) Madiun City Customer Service Unit. Person Organization Fit refers to the alignment between individual values and organizational values, while Quality of Work Life reflects employees' perceptions of their working environment and overall well-being. A quantitative approach was employed, with data collected through questionnaires distributed to all 64 employees. Data analysis was conducted using Partial Least Square (PLS) with the SmartPLS software. The findings indicate that Person Organization Fit does not have a significant effect on job satisfaction. In contrast, Quality of Work Life has a positive and significant effect on employee job satisfaction. These results suggest that improving the quality of work life contributes more substantially to job satisfaction than value alignment between individuals and the organization in the context of state-owned enterprises' operational units.

Keywords: *Person Organization Fit, Quality of Work Life, Job Satisfaction.*

A. INTRODUCTION

The rapid transformation of the business environment in the digital era has compelled organizations to manage human resources more strategically. One crucial dimension of human resource management is employee job satisfaction. Job satisfaction not only reflects an individual's psychological state at work but also serves as a key indicator of organizational effectiveness. Employees who experience satisfaction tend to demonstrate higher productivity, stronger loyalty, and greater work engagement (Robbins & Judge, 2015). Consequently, organizations must identify and understand the factors that influence job satisfaction. One significant factor is Person Organization Fit, which refers to the alignment between an individual's values and those of the organization. When employees perceive that their personal beliefs, goals, and ethics are consistent with the organization's culture and mission, they are more likely to adapt, feel accepted, and ultimately achieve greater job satisfaction (Morley, 2007). Person Organization Fit fosters a sense of belonging and emotional attachment to the organization, which in turn enhances loyalty while reducing turnover intentions (Kakar et al., 2019).

In addition to value alignment, Quality of Work Life (QWL) is also a crucial factor influencing job satisfaction. QWL refers to employees' overall perception of their work environment, which includes job security, work life balance, managerial support, and opportunities for growth (Wassan et al., 2022). A healthy, inclusive workplace that supports both physical and psychological well-being has been proven to sustainably enhance employee motivation and performance.

In recent years, the issue of employee job satisfaction has attracted growing attention in both academic and professional contexts. Organizations that fail to address this aspect often encounter problems such as decreased productivity, higher absenteeism, and increased turnover rates, all of which can undermine long-term performance (Kinicki, 2021). Particularly within state-owned enterprises, where operational effectiveness and public accountability are equally important, ensuring job satisfaction becomes an essential foundation for maintaining service quality and achieving organizational goals. Therefore, examining the determinants of job

satisfaction is not only a theoretical contribution but also a practical necessity for organizational sustainability.

Furthermore, the uniqueness of PT. PLN (Persero) Customer Service Unit in Madiun City lies in its dual role as both a business entity and a provider of essential public services. Employees are required to meet customer expectations while adhering to strict regulatory frameworks, creating a complex work environment. This situation highlights the importance of investigating whether Person–Organization Fit and Quality of Work Life adequately capture the dynamics that influence employees’ job satisfaction in such a setting. Addressing this research gap provides valuable insights that can help formulate more effective human resource strategies tailored to the public service sector in Indonesia.

In addition, this study contributes to filling the research gap by simultaneously examining the effects of Person Organization Fit and Quality of Work Life on job satisfaction within the context of a state-owned enterprise in Indonesia. While numerous studies have focused on these variables separately, integrated analyses remain scarce, particularly in the public service sector where organizational dynamics and employee expectations may differ from those in private companies. By addressing this gap, the study not only enriches the literature on human resource management but also provides empirical evidence that can guide managerial policies in enhancing employee well-being and organizational performance.

A number of studies have demonstrated that both Person–Organization Fit and Quality of Work Life (QWL) have a significant positive relationship with job satisfaction. Research by (Karyawan et al., 2023) revealed that the alignment between individual and organizational values, along with QWL, can enhance employee loyalty and contribution. Similarly, (Riskawati et al., 2023) found that QWL has a significant influence on employee commitment and job satisfaction in the public sector. Nevertheless, studies that simultaneously integrate these two variables remain limited, particularly in the context of public organizations such as state-owned enterprises (SOEs). In practice, companies like PT. PLN (Persero) face a dual challenge: maintaining optimal public service performance while ensuring employee well-being and job satisfaction. The Customer Service Unit in Madiun City is one of the frontline divisions, where employees are required to remain professional, responsive, and adaptive to change. However,

high job demands may negatively affect job satisfaction if not accompanied by a supportive work environment and strong value congruence with the organization.

This study aims to empirically examine the influence of Person–Organization Fit and Quality of Work Life on employee job satisfaction at PT. PLN (Persero), Customer Service Unit Madiun City. The findings are expected to contribute to the development of human resource management strategies in the public sector and serve as a reference for enhancing employee psychological well-being and loyalty through approaches that emphasize value alignment and the quality of the work environment.

Theoretical Review

Person-Organization Fit

Person Organization Fit (POF) refers to the alignment between an individual's values, beliefs, and goals with the values, culture, and norms of an organization. (Morley, 2007) explained that POF occurs when there is harmony between employees' personal characteristics and organizational characteristics, thereby fostering work comfort and strengthening commitment. Employees who experience a high degree of POF are generally more loyal, motivated, and satisfied with their jobs (Kakar et al., 2019). Moreover, POF has been shown to reduce job stress and turnover intentions (Putri & Anisa, 2022). Thus, POF is an essential factor that organizations should consider in recruitment strategies and in shaping their organizational culture.

Quality of Work Life

Quality of Work Life (QWL) refers to employees' perceptions of the quality of their work environment, encompassing physical, psychological, and social well-being within the organization. QWL goes beyond providing comfortable working conditions; it also includes participation in decision-making, work life balance, recognition, and opportunities for personal growth (Nugraha & Suhariadi, 2021). A high-quality work environment can sustainably enhance employee satisfaction, loyalty, and productivity (Wassan et al., 2022). (Firdaus & Lusiana, 2020) further emphasized that good QWL is positively associated with organizational commitment and helps reduce turnover intentions. Therefore, QWL is a critical element in building a healthy organizational climate that supports the achievement of organizational goals.

Job satisfaction

Job satisfaction is a positive emotional response that arises from an individual's evaluation of their job, including the nature of the work, the work environment, and interpersonal relationships. (Robbins & Judge, 2015) describe job satisfaction as the extent to which a person's job fulfills their expectations and needs. Factors such as compensation, working conditions, opportunities for development, and leadership style strongly influence job satisfaction levels. (Kinicki, 2021) further emphasizes that job satisfaction plays a vital role in enhancing loyalty, increasing motivation, and reducing turnover intentions. Therefore, managing and improving job satisfaction is a key strategy for organizations to build a productive and committed workforce.

Conceptual Framework

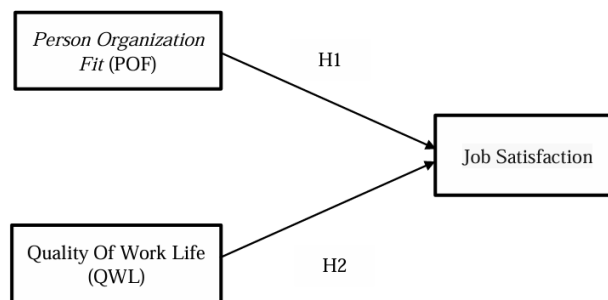


Figure 1. Conceptual Framework

Source: Darmi Astuti (2010) Firdaus & Lusiana (2020) Thompson-Lee *et al.* (2024)

H1: Person Organization Fit has a positive and significant effect on employee job satisfaction.

H2: Quality of Work Life has a positive and significant effect on employee job satisfaction.

B. METHOD

This study employed a quantitative approach using a survey method to examine the influence of Person Organization Fit and Quality of Work Life on job satisfaction. The population consisted of all employees of PT. PLN (Persero) Customer Service Unit Madiun City, with a saturated sampling technique involving 64 respondents. Data were collected through a closed-ended questionnaire using a Likert scale and analyzed with the Partial Least

Squares (PLS) method via the SmartPLS application to test the relationships among variables, both simultaneously and partially.

Table 2. Respondent Profile

No.	Aspect	Frekuensi	Persentase (%)
1.	Gender		
	Male	59	98%
	Female	5	8%
2.	Age		
	20 year	0	0%
	21 - 30 year	14	22%
	31 - 40 year	35	54%
	>40 year	15	23%
3.	Last Education		
	SMA	28	44%
	Diploma	16	25%
	Bachelor	20	31%
4.	Length of employment		
	1 – 2 year	12	19%
	3 – 6 year	32	50%
	6 – 10 year	20	31%

C. RESULTS AND DISCUSSIONS

Outer Model Test (Measurement Model)

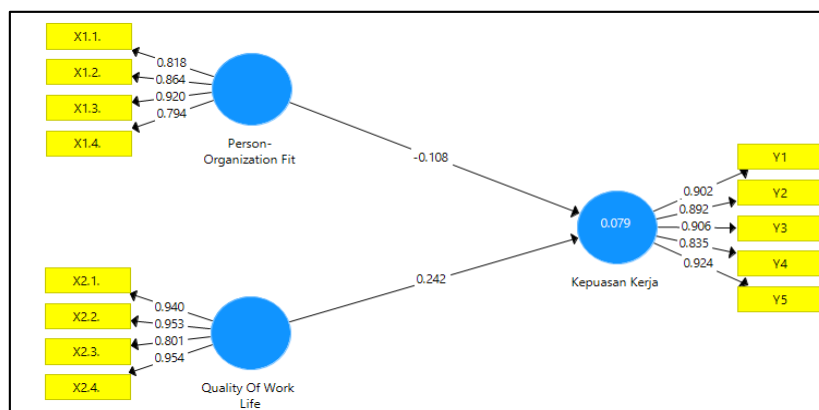


Figure 2. Outer Model

Source: SmartPLS results, 2025 (processed)

Figure 2 presents the measurement model (outer model), which illustrates the relationship between latent constructs and their respective indicators. Each variable Person Organization Fit, Quality of Work Life, and Job Satisfaction is represented by indicators connected through arrows with their corresponding outer loading values. Most indicators demonstrate values above 0.70, indicating that they are valid in measuring the intended constructs. This model confirms that the measurement of the latent variables meets the requirements for further analysis through validity and reliability testing.

Convergent Validity

Table 4. Uji Convergent Validity (Outer Loading)

Variable	Question Items	Outer loadings	Information
<i>Prson Organization Fit</i> (X1)	X1.1 <- X1	0,818	VALID
	X1.2 <- X1	0,864	VALID
<i>Quality of Work Life</i> (X2)	X1.3 <- X1	0,920	VALID
	X1.4 <- X1	0,794	VALID
	X2.1 <- X2	0,940	VALID
	X2.2 <- X2	0,953	VALID
Kepuasan Kerja (Y)	X2.3 <- X2	0,801	VALID
	X2.4 <- X2	0,954	VALID
	Y.1 <- Y	0,902	VALID
	Y.2 <- Y	0,892	VALID
	Y.3 <- Y	0,906	VALID
	Y.4 <- Y	0,835	VALID
	Y.5 <- Y	0,924	VALID

Source: SmartPLS results, 2025 (processed)

Table 5. Uji Discriminant Validity (AVE)

Variable	Average variance extracted (AVE)
<i>Person Organization Fit (X1)</i>	0,723
<i>Quality of Work Life (X2)</i>	0,836
<i>Kepuasan Kerja (Y)</i>	0,796

Source: SmartPLS results, 2025 (processed)

As shown in Table 3.1, the convergent validity test evaluates whether each indicator appropriately represents its construct. The results indicate that all indicators have outer loading values greater than 0.70, and all variables demonstrate AVE values above 0.50. Thus, the constructs satisfy the criteria for convergent validity (Hair et al., 2017).

Construct Reliability Test

Table 6. Uji Reliabilitas

Variable	Cronbach's alpha
Person Organization Fit (X1)	0,877
Quality of Work Life (X2)	0,945
Kepuasan Kerja (Y)	0,939

Source: SmartPLS results, 2025 (processed)

Referring to Table 3.3, the construct reliability measured through Cronbach's Alpha revealed that all variables scored above 0.70, signifying that the research instrument demonstrates strong internal consistency and can be considered reliable.

R-Square Test

Tabel 7. Uji R- Square

Variabel	R-square	R-square adjusted
Kepuasan Kerja (Y)	0,790	0,490

Source: SmartPLS results, 2025 (processed)

Based on the results in Table 3.3, construct reliability is assessed using Cronbach's Alpha. All variables show values above 0.70, indicating that the research instrument demonstrates good internal consistency and reliability.

Path Coefficient

Tabel 8. Uji T-Statistik

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Person Organization Fit -> Kepuasan Kerja	-0.108	-0.090	0.210	0.513	0.610
Quality Of Work Life -> Kepuasan Kerja	0.242	0.289	0.096	2.525	0.014

Source: SmartPLS results, 2025 (processed)

The hypothesis testing results indicate that Person Organization Fit does not have a significant effect on Job Satisfaction, as the p-value is greater than 0.05. In contrast, Quality of Work Life has a positive and significant influence, with a p-value less than 0.05. This suggests

that employees' job satisfaction is more strongly influenced by the quality of work life than by the alignment between personal values and organizational values.

DISCUSSIONS

The results of this study indicate that Person-Organization Fit does not have a significant effect on employee job satisfaction. This finding aligns with several previous studies suggesting that the alignment between individual and organizational values is not always the primary determinant of job satisfaction, particularly in public sector organizations that emphasize stability and job security (Tallo et al., 2024). In the context of PT. PLN (Persero) Unit Layanan Pelanggan Madiun City, employees tend to prioritize work environment and welfare factors over the congruence of personal and organizational values. This can be explained by the fact that state-owned enterprises operate within a relatively stable and bureaucratic system, which allows employees to feel secure even if their personal values do not fully align with those of the organization.

On the other hand, the study results reveal that Quality of Work Life significantly and positively influences employee job satisfaction. This aligns with (Nugraha & Suhariadi, 2021), who highlighted that aspects such as work-life balance, managerial support, and opportunities for growth are crucial factors that contribute to higher job satisfaction. Put simply, when employees perceive a better quality of work life, their satisfaction at work increases. These findings are further reinforced by (Putri & Anisa, 2022), who concluded that a supportive workplace not only fosters loyalty but also decreases employees' intention to leave the organization.

The results of this study carry meaningful implications for PT. PLN (Persero)'s management. Even though Person Organization Fit did not show a significant effect, it remains important to emphasize this factor during the hiring process to facilitate employees' adjustment to the company culture. Greater emphasis, however, should be placed on advancing work-life quality through initiatives such as fostering a supportive and healthy workplace, offering career growth opportunities, and promoting work-life balance policies. Such strategies are proven to be more impactful in boosting job satisfaction, which in turn drives better organizational performance overall.

Furthermore, these findings suggest that interventions aimed at improving employee well-being should be prioritized over efforts to strictly align individual and organizational values. By focusing on tangible aspects of Quality of Work Life such as flexible working arrangements, recognition programs, and opportunities for skill development PT. PLN (Persero) can create a more motivated and satisfied workforce. This approach not only enhances individual performance but also contributes to organizational effectiveness, as employees who feel supported and valued are more likely to demonstrate commitment, productivity, and positive workplace behaviors.

D. CONCLUSIONS

The findings from the research on PT. PLN (Persero) Customer Service Unit Madiun City employees reveal that Person-Organization Fit does not significantly influence job satisfaction. This suggests that the congruence between individual and organizational values is not a decisive factor in shaping employees' satisfaction within this context. On the other hand, Quality of Work Life demonstrates a significant and positive effect on job satisfaction. In other words, when employees experience better work conditions, balanced work-life integration, and adequate organizational support, their level of job satisfaction increases. Consequently, the company should place greater emphasis on enhancing the quality of work life as a strategic approach to fostering employee well-being and boosting productivity.

E. SUGGESTIONS

It is recommended that PT. PLN (Persero) management place greater emphasis on enhancing employees' quality of work life, as this factor has been shown to significantly influence job satisfaction. Although Person Organization Fit was found to have no significant effect, it should still be considered during the recruitment process. Future researchers are encouraged to include additional variables and broaden the scope of the study to produce more comprehensive and generalizable findings.

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