

THE EFFECT OF PERSON JOB FIT AND INTRINSIC MOTIVATION AND DISCIPLINE ON JOB SATISFACTION AND EMPLOYEE PERFORMANCE AT THE YOUTH AND SPORTS OFFICE OF EAST KUTAI REGENCY

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Abstract

This study aims to analyze the influence of Person-Job Fit, Intrinsic Motivation, and Discipline on Job Satisfaction and its impact on the Performance of Employees of the East Kutai Regency Youth and Sports Office. In addition, this study examines the role of Job Satisfaction as a mediating variable between Person-Job Fit, Intrinsic Motivation, and Discipline with Employee Performance. The research method used is quantitative with the Structural Equation Modeling-Partial Least Squares (SEM-PLS) approach. The data was collected through a questionnaire distributed to employees of the East Kutai Regency Youth and Sports Office. The results of the analysis show that Person-Job Fit, Intrinsic Motivation, and Discipline have a positive and significant effect on Job Satisfaction and Employee Performance. Job Satisfaction also plays a mediator that strengthens the influence of these three variables on Employee Performance. These findings affirm the importance of human resource management that integrates appropriate work placement, internal motivation enhancement, and discipline enforcement to improve job satisfaction and employee performance. The practical implications of this research can be the basis for policies to improve employee management within the East Kutai Regency Youth and Sports Office.

Keywords: Person Job Fit, Intrinsic Motivation, Discipline, Job Satisfaction, Employee Performance

1. Introduction

Employee performance is one of the key factors in achieving organizational goals, especially in the public sector such as the East Kutai Regency Youth and Sports Office. In carrying out this function, the level of productivity and work effectiveness of employees greatly determines the success of the program implemented. Previous research has shown that the performance of public sector employees is often influenced by internal factors such as work motivation and discipline, as well as external factors such as the work environment and organizational support (Maharaj 2021; Fauzan, 2023). Recent research highlights that employee intrinsic motivation, work discipline, and person-job fit have a significant influence on employee performance (Goetz & Wald, 2022; Kaur & Kaur, 2023). This shows that a holistic approach to human resource management can substantially improve employee performance.

At the Youth and Sports Office, the strategy to increase job satisfaction needs to be implemented holistically by integrating an approach based on intrinsic motivation, discipline, and person-job fit. By understanding the relationship between these factors, organizations can design policies that focus not only on the outcome of the work, but also on the well-being of employees. This strategy is expected to create a work environment that supports productivity and encourages superior employee performance in the public

sector. Strategies to increase intrinsic motivation in the public sector need to be designed holistically, taking into account the person-job fit aspect as the foundation. At the East Kutai District Youth and Sports Office, this approach can be implemented through relevant training, recognition of employee achievements, and job management that allows employees to explore their interests and competencies. Thus, the intrinsic motivation supported by person-job fit not only improves employee welfare, but also the productivity and effectiveness of the organization as a whole.

2. Theoretical Background

2.1. Employee Performance

Employee performance is the result of individual or group work that is measured based on standards that have been determined by the organization. (Gibson et al. 2020) defines performance as the extent to which an individual performs his or her duties in accordance with the responsibilities given. Furthermore, (Mathis and Jackson, 2021) describes performance as an individual's ability to achieve work targets in accordance with the competencies and resources available in the work environment. According to Robbins and Judge, (2022), employee performance is the result of a combination of individual abilities, efforts made, and organizational support. Meanwhile, Rivai and Sagala (2021) argue that employee performance includes quantity, quality, and time to complete work. Bernardin and Russell (2023) also added that employee performance can be evaluated based on the achievement of work goals and behaviors that support organizational goals.

Based on theoretical and empirical studies, employee performance can be interpreted as the result of individual work influenced by internal factors such as motivation, ability, and work involvement, as well as external factors such as person-job fit, work discipline, and organizational support. This definition emphasizes the importance of synergy between individuals and organizations to achieve common goals.

2.2. Job Satisfaction

Job satisfaction is defined as a positive emotional state that arises from an evaluation of an individual's work experience, including aspects of the work environment, interpersonal relationships, and compensation. According to Robbins and Judge (2022), job satisfaction is the level of comfort and happiness an individual results from his or her job. Mathis and Jackson (2021) mention that job satisfaction reflects the extent to which individual needs, desires, and expectations can be met through work. Bernardin and Russell (2023) explain that job satisfaction includes an evaluation of compensation, recognition, and development opportunities. Rivai and Sagala (2021) added that job satisfaction is also influenced by organizational culture factors and strong managerial support.

Indicators of job satisfaction include satisfaction with compensation, a conducive work environment, interpersonal relationships, career development opportunities, work-life balance, and recognition and rewards. These indicators provide a comprehensive overview of the elements that affect employee job satisfaction. By understanding these indicators, organizations can identify areas that need improvement to create a work environment that supports employee well-being and overall productivity.

2.3. Discipline

Discipline is an individual's compliance with rules, norms, and standards set by the organization, which aims to maintain stability, efficiency, and productivity in the work environment. Mathis and Jackson (2021) define discipline as a form of self-control and

behavior that is in accordance with organizational rules. Gibson et al. (2020) explained that discipline is a tool to ensure that employees carry out their responsibilities consistently and according to work standards.

Based on theoretical and empirical studies, discipline can be defined as the behavior of individuals to obey organizational rules and policies that aim to create stability, efficiency, and productivity in work. Work discipline includes aspects of adherence to schedules, execution of responsibilities, and effective time management. Good discipline not only improves individual performance, but also creates a positive work culture and supports the achievement of organizational goals.

2.4. Motivation Intrinsic

Intrinsic motivation is an individual's internal drive to perform an activity out of a sense of satisfaction, interest, or desire to grow, without relying on external incentives. Deci and Ryan (2020) in the theory of Self-Determination state that intrinsic motivation arises when a person feels competent, has autonomy, and is emotionally connected in the activities carried out. According to Robbins and Judge (2022), intrinsic motivation is the desire to do work because the activity is considered interesting and enjoyable. Mathis and Jackson (2021) add that intrinsic motivation encourages individuals to behave proactively and innovatively because it is based on personal satisfaction.

Based on theoretical and empirical studies, intrinsic motivation can be defined as an internal drive that makes individuals perform an activity out of personal satisfaction, sense of accomplishment, or interest in the work. Intrinsic motivation influences individual performance, engagement, and innovation, as well as contributes to the emotional well-being of employees. This motivation encourages individuals to achieve better results through initiative and a sense of responsibility for tasks.

2.5. Person Job Fit

Person-job fit is the match between individual abilities, skills, and needs with the demands of the job being carried out. According to Mathis and Jackson (2021), person-job fit is the degree of conformity between individual characteristics and job requirements, which creates a balance between employee competencies and job demands. Rivai and Sagala (2021) define person-job fit as an individual's ability to meet job expectations based on their competencies and experience.

Person-job fit indicators include the suitability of skills with job duties, the suitability of values with the organizational culture, the suitability of interests with the job duties, the suitability of competencies with the demands of the job, the suitability of career expectations with the job position, and the suitability of work experience with the demands of the job. These indicators provide a comprehensive picture of the extent to which individuals can meet the demands of their job, while supporting job satisfaction and performance. By understanding these indicators, organizations can improve their recruitment, training, and human resource management processes.

3. Methods

Data collection was conducted using a structured questionnaire based on a 5-point Likert scale, ranging from "strongly disagree" to "strongly agree." The questionnaire was designed to measure the variables of support, person job fit, intrinsic motivation, and discipline on job satisfaction and employee performance at the East Kutai Regency Youth and Sports Office. The validity of the content and the reliability of the questionnaire were

tested on the trial sample prior to the full-scale deployment to ensure that the instrument could accurately measure each variable. The questionnaire included statements describing respondents' perceptions of Person Job Fit and intrinsic motivation and discipline towards job satisfaction and employee performance at the Youth and Sports Office of East Kutai district.

Data analysis was carried out using Partial Least Squares Structural Equation Modeling (PLS-SEM) through SmartPLS software. PLS-SEM was chosen for its ability to analyze causal relationships in complex research models, including mediating variables such as job satisfaction. The analysis was carried out in two main stages: testing the measurement model (outer model) and the structural model (inner model). In the outer model stage, convergent validity, discriminant validity, and composite reliability are tested to ensure the quality of the instrument. In the inner model stage, the relationships between variables are tested using path coefficients, R-square values, and statistical significance (p-values). The bootstrapping analysis was carried out to test the mediating role of person job fit and intrinsic motivation as well as employee discipline and performance.

The population in this study includes all employees of the East Kutai Regency Youth and Sports Office, an institution with a diverse, dynamic work environment, and reflecting the complexity of modern organizations. This population consists of individuals who have an important role in supporting the smooth administrative process. As an institution that manages various tasks, ranging from administrative to operational, this Office is an ideal forum to explore the interaction between research variables such as person-job fit, motivation, work discipline, job satisfaction, and employee performance.

The research sample was taken from all employees of the East Kutai Youth and Sports Office, which amounted to 160 people with the census method of collection techniques taken from all members of the population included in the study. So that all elements of the population are part of the data collection. This method is usually used when the population is small or when highly accurate data is required. According to (Cochran et al. 2020), the census is a research method that involves all members of the population to ensure that no information is missed.

Table 1. Distribution of Research Samples

No.	Field	ASN		Total ASN
		Men	Woman	
1	Secretarial	15	34	34
2	Sports Culture	11	22	22
3	Improved Sports Performance	17	28	28
4	Infrastructure and Partnerships	9	24	24
5	Youth Services	8	25	25
6	UPT Sports Facilities and Infrastructure	17	27	27
Total		51	77	160

Source: Secretariat, (2025).

4. Results and Discussion

4.1. Analysis Results

The analysis used in this study is structural equation modeling–partial least square (SEM-PLS), which is an alternative SEM method used for models that have great complexity, mixed indicators, namely reflexive and formative and have the purpose of model prediction.

4.1.1. Evaluation of the Outer Model

This structural model shows the relationship path between independent variables and dependent variables by involving mediation variables. This trajectory diagram helps in understanding the strength of the relationships between variables, which is expressed in the form of path coefficients. The PLS Algorithm model is presented in the following image.

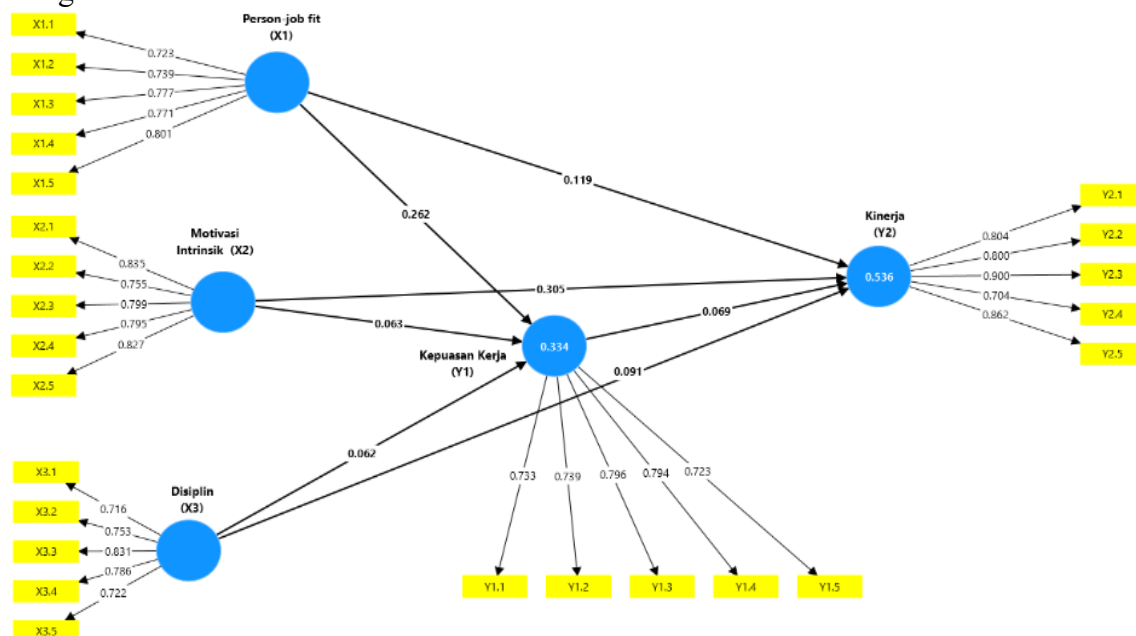


Figure 1. PLS Algorithm Structural Model Trajectory Diagram
 Source: Data processing results, 2025.

4.1.2. Validities Convergence

The evaluation of the outer model in the analysis of Structural Equation Modeling - Partial Least Squares (SEM-PLS) aims to ensure the validity and reliability of the research construct. This outer model aims to measure how well the indicator is able to reflect the latent variables being measured. In this model, there are four main variables, namely Employee Performance (Y2), Job Satisfaction (Y1), Person-Job fit (X1), Intrinsic Motivation (X2) and Discipline (X3). Validity and reliability are evaluated through several main criteria, namely Outer Loading, Composite Reliability (rho_a), Average Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability (rho_c).

Table 2. Convergent Validity

Symbol	Statement	Outer Loading	Composite Reliability (rho_a)	(AVE)	Cronbach's alpha	Composite reliability (rho_c)
Employee Performance (Y2)						
Y2.1	Complete tasks on time according to predetermined deadlines.	0,80	0,878	0,667	0,873	0,909
Y2.2	Meet the quality standards set	0,80				

Symbol	Statement	Outer Loading	Composite Reliability (rho_a)	(AVE)	Cronbach's alpha	Composite reliability (rho_c)
	by the organization.					
Y2.3	Achieve work targets that have been set by the organization.	0,90				
Y2.4	Have creativity in solving problems in the workplace.	0,70				
Y2.5	Makes an additional contribution to the success of the work team.	0,86				
Job Satisfaction (Y1)						
Y1.1	Satisfied with the benefits I received from the organization.	0,73				
Y1.2	Support productivity at work.	0,74				
Y1.3	Relationships with colleagues and superiors are going well and harmoniously .	0,80	0,828	0,574	0,820	0,870
Y1.4	Have the opportunity to develop a career in this organization.	0,79				
Y1.5	Maintaining a good work-life balance.	0,72				

Symbol	Statement	Outer Loading	Composite Reliability (rho_a)	(AVE)	Cronbach's alpha	Composite reliability (rho_c)
Discipline (X3)						
X3.1	Comply with the rules set by the organization.	0,72	0,826	0,582	0,820	0,874
X3.2	Manage work time well to complete tasks on time.	0,75				
X3.3	Be consistent in completing tasks in accordance with the responsibilities given.	0,83				
X3.4	Responsible for carrying out the duties given by the boss.	0,79				
X3.5	Adhere to the work schedule that has been determined by the organization.	0,72				
Intrinsic Motivation (X2)						
X2.1	Have a desire to continue to grow in my work.	0,835	0,863	0,644	0,862	0,900
X2.2	Feeling satisfied after successfully completing a task well.	0,755				
X2.3	Have a high interest in my current job.	0,799				
X2.4	Feel a sense of accomplishment when you	0,795				

Symbol	Statement	Outer Loading	Composite Reliability (rho_a)	(AVE)	Cronbach's alpha	Composite reliability (rho_c)
	get the job done well.					
X2.5	Strive to produce work of high quality and creativity.	0,827				
Person-Job fit (X1)						
X1.1	Have skills according to the demands of my job duties.	0,72				
X1.2	in line with the culture of the organization I work for.	0,74				
X1.3	Have an interest in the work according to the tasks I carry out.	0,78	0,821	0,582	0,820	0,874
X1.4	Keeping up with the demands of job skills.	0,77				
X1.5	Career expectations in accordance with the job position I currently have.	0,80				

Source: Data Processing Results, 2025.

4.1.3. Outer Loading

Overall, the Outer Loading value that is above 0.70 on each indicator confirms that all items in this measurement instrument are valid and capable of accurately representing the construct of the variable. Thus, the instruments used can be relied upon to measure the variables studied in this study.

4.1.4. Composite Reliability (rho_a)

Overall, the Composite Reliability value for all variables was above the minimum threshold of 0.70, which indicates that this research measurement instrument has good to

very good internal reliability. Thus, the results of research based on these constructs can be scientifically accounted for.

4.1.5. Average Variance Extracted (AVE)

Overall, the AVE values on all variables were above the minimum limit of 0.50 required for convergent validity. This shows that the measurement instruments used in this study have adequate validity for each variable construct, so that the data obtained can be reliably used in further analysis and interpretation of research results.

4.1.6. Cronbach's alpha

Overall, Cronbach's Alpha values on all variables were above the minimum threshold of 0.70, which indicates that the measurement instruments in this study have good to very good internal reliability. Thus, the results of research based on these constructs can be scientifically accounted for.

4.1.7. Composite Reliability (rho_c)

Overall, the Composite Reliability value for all variables was above the minimum threshold of 0.70, which shows that the measurement instruments in this study have good to very good internal reliability. Thus, the results of research based on these constructs can be scientifically accounted for.

4.1.8. Discriminant Validity

Discriminant validity shows that latent variables (constructs) in the model are more powerful in measuring the indicators of which they are part compared to other constructs. One of the methods often used to test the validity of discriminators is the Fornell-Larcker Criterion.

The Fornell-Larcker method is used to compare the square root value of AVE (Average Variance Extracted) of each construct with the correlation between latent variables in the model. Discriminant validity is stated to be achieved if the square root value of AVE on the diagonal of the table is greater than the correlation between constructs that are in the same column or row. If the root value of AVE on the diagonal is greater than the value of other correlations, then it can be concluded that the construct has good discriminant validity.

Table 3. Fornel- Lacker Test Results

	Disciplin (X3)	Job Satisfaction (Y1)	Performance (Y2)	Motivation Intrinsik (X2)	Person-job fit (X1)
Discipline (X3)	0,530				
Job Satisfaction (Y1)	0,219	0,526			
Performance (Y2)	0,275	0,372	0,567		
Motivasi_Intrinsik (X2)	0,112	0,203	0,366	0,558	
Person-job fit (X1)	0,119	0,338	0,320	0,083	0,530

Source: Data processing results, 2025.

Overall, all constructs in the model have met the Fornell-Larcker criteria. There is no correlation value between constructs that exceeds the square root value of each construct.

This means that there is no significant overlap between the constructs, which indicates that each construct is measured differently and precisely by its indicators. The application of the Fornell-Larcker criteria in this study is important to strengthen the validity of the measurement model. The discriminant validity achieved provides assurance that each construct actually represents a different theoretical concept and that there is no measurement redundancy.

4.1.9. Reliability

In this study, the reliability test was carried out using several parameters, namely Cronbach's Alpha, Composite Reliability (rho_a), Composite Reliability (rho_c), and Average Variance Extracted (AVE). These parameters are used to evaluate how consistent and accurate the indicator is in measuring the concepts being researched.

Based on the results of the reliability and validity test of the construct, it can be concluded that all variables in this model meet the criteria of good reliability and validity. All Cronbach's Alpha, Composite Reliability (rho_a and rho_c), and AVE values were above the set minimum limit, which was 0.7 for reliability and 0.5 for AVE. This shows that the instruments used in this study can be trusted in measuring each construct accurately and consistently.

4.1.10. Evaluation Inner Model

The results of the structural model estimation with all PLS Algorithm estimation methods show the value of the path coefficient, namely through the t-statistical test (> 1.96) and p value (< 0.05) between the construct variables, which can be seen in the following image.

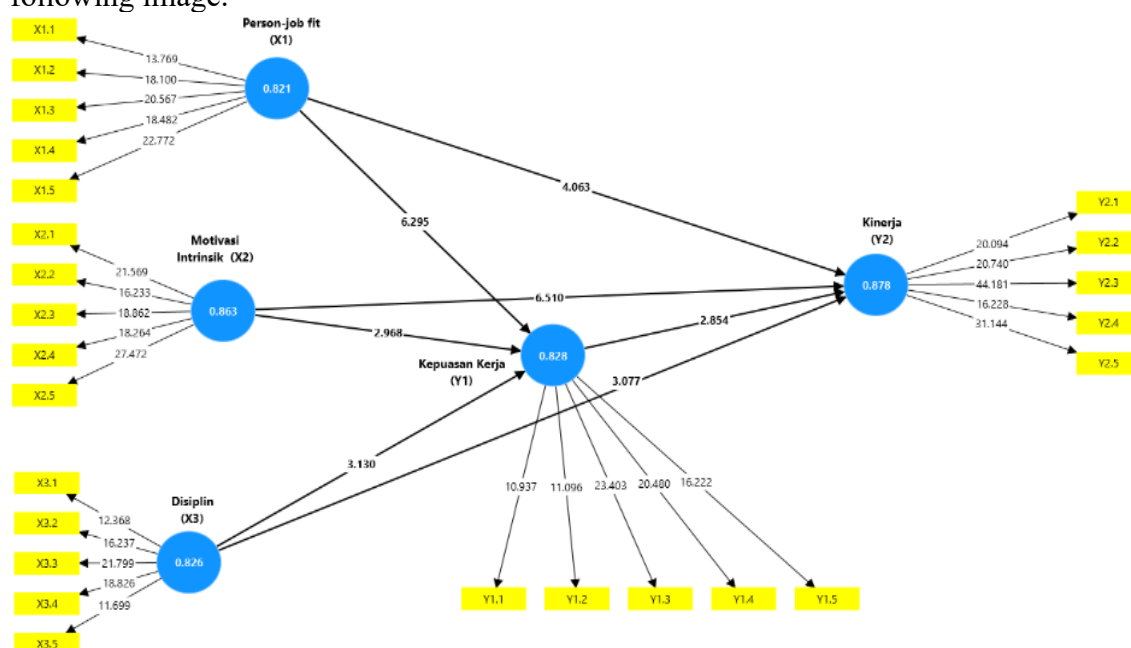


Figure 2. PLS Bootstrapping Structural Model Trajectory Diagram
 Source: Data processing results, 2025.

4.1.11. R Square

R-Square is often used to evaluate structural models because it provides information regarding the degree of determination of the relationships between latent variables. The R-Square value is categorized into three quality levels: 0.75 (strong), 0.50 (medium), and

0.25 (weak). In addition, there is an R-Square Adjusted which is used to correct the bias especially when the number of predictors varies.

Table 4. Coefficient R²

	R-square	R-square adjusted
Job Satisfaction (Y1)	0.334	0.321
Performance (Y2)	0.536	0.523

Source: Data processing results, 2025.

This model shows that the relationship between variables is synergistic, so human resource development programs in public agencies should be designed in an integrated manner. Efforts to increase motivation and discipline need to be carried out simultaneously with increasing job satisfaction so that results are more optimal.

Table 5. F Squares

	f-square
Discipline (X3) -> Job Satisfaction (Y1)	0.062
Discipline (X3) -> Performance (Y2)	0.091
Job Satisfaction (Y1) -> Kinerja (Y2)	0.069
Motivation Intrinsik (X2) -> Job Satisfaction (Y1)	0.063
Motivation Intrinsik (X2) -> Kinerja (Y2)	0,212
Person-job fit (X1) -> Job Satisfaction (Y1)	0,182
Person-job fit (X1) -> Performance (Y2)	0,083
Discipline (X3) -> Job Satisfaction (Y1)	0.062

Source: Data processing results, 2025.

This f-square result provides an important picture for the organization's strategy. Moderate-effect variables need to be prioritized in policy and human resource development, while small-effect variables can be combined with other approaches to increase effectiveness. Thus, this model becomes a solid foundation for managerial decision-making and employee development strategies

4.1.12. Hypothesis Test

The analysis of Structural Equation Modeling - Partial Least Squares (SEM-PLS) in this study was conducted to test the relationship between the variables of Person Job Fit, Intrinsic Motivation, Discipline, Job Satisfaction, and Employee Performance at the East Kutai Regency Youth and Sports Office. The test was carried out using path coefficient values, t-statistical values, and p-values as indicators of whether or not there is a significant relationship between variables. The hypothesis is accepted if the t-value of the > 1.96 and the p-value < 0.05. The path coefficients and hypothesis testing can be seen in the table as follows.

Table 6. Hypothesis Testing Results

Hypothesis	Coefficient Jalur (O)	T-Statistic	P-Value	Conclusion
H1: Person-Job Fit has a positive effect on job satisfaction in employees of the East Kutai Regency Youth and Sports Office.	0,426	6,295	0,000	Accepted (Significant)
H2: Intrinsic Motivation has a positive influence on Job Satisfaction in employees of the	0,209	2,968	0,003	Accepted (Significant)

Hypothesis	Coefficient Jalur (O)	T-Statistic	P-Value	Conclusion
East Kutai Regency Youth and Sports Office.				
H3: Discipline has a positive influence on Job Satisfaction in employees of the East Kutai Regency Youth and Sports Office.	0,208	3,130	0,002	Accepted (Significant)
H4: Person Job Fit has a positive influence on Employee Performance in employees of the East Kutai Regency Youth and Sports Office.	0,27	4,063	0,000	Accepted (Significant)
H5: Job Satisfaction has a Positive Influence on Employee Performance in the East Kutai Regency Youth and Sports Office.	0,219	2,854	0,004	Accepted (Significant)
H6: Discipline has a positive influence on Employee Performance in employees of the East Kutai Regency Youth and Sports Office.	0,217	3,077	0,002	Accepted (Significant)
H7: Intrinsic Motivation has a Positive Effect on Employee Performance in the Employees of the East Kutai Regency Youth and Sports Office.	0,395	6,510	0,000	Accepted (Significant)
H8: Job Satisfaction Mediates the Influence of Person Job Fit on Employee Performance.	0,093	2,167	0,030	Accepted (Significant)
H9: Job Satisfaction (Y1) mediates the influence of Intrinsic Motivation (X2) on Employee Performance.	0,046	2,096	0,036	Accepted (Significant)
H10: Job Satisfaction Mediates the Influence of Discipline on Employee Performance.	0,045	2,351	0,019	Accepted (Significant)

Source: Data processing results, 2025.

The results of this study show that Person Job Fit, Intrinsic Motivation, and Discipline are important factors that affect job satisfaction and employee performance. The better the job match, the higher the internal motivation, and the more disciplined the employees, the job satisfaction and employee performance will increase.

The mediating role of job satisfaction is also very important, suggesting that job satisfaction is a mechanism that links the influence of these factors on performance. In other words, organizations need to pay attention to factors that can increase job satisfaction as a strategic effort to improve employee performance.

4.2. Discussion

4.2.1. Person-Job Fit for Job Satisfaction

These findings are in accordance with the Person-Job Fit theory which explains that the match between individuals and work plays an important role in encouraging motivation and job comfort so as to increase satisfaction (Deci & Ryan, 2020). Research by Goetz and Wald (2022) supports that Person-Job Fit helps reduce work stress and increase employee satisfaction in the public sector. Fauzan (2023) found a positive relationship between job compatibility and employee loyalty and commitment. Kaur and Kaur (2023) added that employees whose values and competencies are in accordance with the organizational culture have a more positive perception of work. Maharaj (2021) shows that a good Person-Job Fit decreases the intention to change jobs and strengthens emotional attachment to the organization. In addition, White et al. (2022) emphasized that job compatibility contributes to a positive work culture and improved performance in public services.

4.2.2. Intrinsic Motivation to Job Satisfaction

These findings are supported by the Self-Determination theory of Deci and Ryan (2020) which affirms intrinsic motivation as the main driver of engagement and job satisfaction. The study of Fauzan (2023) also reinforces these results by finding that intrinsic motivation increases job satisfaction through increased commitment and engagement. Research by Kaur and Kaur (2023) states that employees with high intrinsic motivation tend to be more creative and adaptive, which contributes to a better perception of job satisfaction. Maharaj (2021) revealed that intrinsic motivation can reduce work stress and fatigue, support psychological well-being and sustainable job satisfaction. In addition, Schaufeli and Bakker (2021) show that intrinsic motivation is an important foundation in building deep work engagement that has a positive impact on satisfaction and performance. Research by White et al. (2022) also links intrinsic motivation to the quality of services in the public sector.

4.2.3. Discipline Towards Job Satisfaction

These findings are in line with organizational behavior theory that emphasizes the importance of work discipline in creating an orderly and comfortable work environment that increases job satisfaction (Ahmad et al., 2019; Budianto & Saputra, 2020). Research by Putra and Lestari (2020) also shows that work discipline plays a direct role in increasing job satisfaction through reducing conflicts and improving order in the work environment. Harahap et al. (2021) found a positive relationship between discipline and employee satisfaction in government agencies, while Hidayat and Wahyuni (2019) emphasized that disciplined employees have a high commitment to work and organization. In addition, Nasution (2022) shows that discipline helps employees manage work pressure so as to improve psychological well-being and job satisfaction. The study of Santoso and Lestari (2021) and Lubis and Sari (2022) also strengthens the positive relationship between discipline and job satisfaction in the non-profit and education sectors.

4.2.4. Person Job Fit for Employee Performance

These findings are consistent with human resource management theory which states that job matching facilitates employees in optimizing their abilities and competencies so as to produce better performance (Nguyen et al., 2019; Zhang & Bartol, 2019). The study

of Sarwar et al. (2021) found a positive correlation between Person-Job Fit and the performance of public sector employees. Goetz and Wald (2022) emphasized that employees with high Person-Job Fit have greater motivation and commitment that support performance improvement. Fauzan (2023), Kaur and Kaur (2023), and Maharaj (2021) add evidence that job matching increases satisfaction, motivation, and reduces absenteeism and turnover, which contributes to organizational stability and performance. Research by Lee & Choi (2020), White et al. (2022) also supports the role of Person-Job Fit in creating a harmonious work environment and increasing productivity. Lim and Yang (2019) highlight that job matching drives innovation and initiatives that are important for organisations such as the Youth and Sports Office.

4.2.5. Job Satisfaction with Employee Performance

These findings are in line with the theory of motivation and organizational behavior that links job satisfaction with effective and efficient work outcomes (Spector, 2018; Judge et al., 2019). Research by Ahmad et al. (2020) supports that job satisfaction has a significant positive impact on the performance of public sector employees. The Serafim et al. (2021) study emphasized the role of job satisfaction in increasing productivity and work effectiveness. Wulandari and Kusuma (2019) found that job satisfaction increases employee commitment and performance, while Putra and Hadi (2022) affirmed a positive relationship between job satisfaction and the quality of work quantity. Ramadhan et al. (2020) added that job satisfaction reduces turnover and absenteeism, supporting performance stability. The study by Sari and Hartono (2021), Fauzan (2023), and Lim et al. (2022) also linked job satisfaction to initiative, innovation, and work involvement that have a positive impact on employee performance.

4.2.6. Discipline to Employee Performance

These findings are consistent with management theory that links discipline to increased work efficiency and effectiveness (Ahmad et al., 2019; Hasan & Dewi, 2020). Research by Putra and Lestari (2020) revealed that work discipline directly improves employee performance through an orderly work pattern and minimal errors. Harahap et al. (2021) found a positive relationship between discipline and employee performance in the government sector. Hidayat and Wahyuni (2019) emphasized that employees with high discipline have a strong work commitment and optimal contribution to the organization. Nasution (2022) added that discipline helps employees deal with work pressure effectively so as to improve performance. Other studies such as Muhammad et al. (2019), Rahman et al. (2020), Santoso and Lestari (2021), and Lubis and Sari (2022) also strengthen the role of discipline in improving performance in various sectors, including education and non-profit organizations.

4.2.7. Intrinsic Motivation to Employee Performance

These findings are in line with work motivation theory that emphasizes the role of intrinsic motivation in increasing productivity and innovation in organizations (Deci & Ryan, 2019; Gagné & Deci, 2020). Research by Fauzan (2023) supports that intrinsic motivation significantly improves employee performance in the public sector. The Serafim et al. (2021) study corroborated that intrinsically motivated employees have better productivity and work quality. Kaur and Kaur (2023) found that intrinsic motivation increases creativity and innovation which has a positive impact on performance. Maharaj (2021) added that employees with intrinsic motivation are able to

maintain high performance despite facing work pressure. Other studies such as Sari and Hartono (2021), White et al. (2022), Muhammad et al. (2019), Rahman et al. (2020), and Lim et al. (2022) also show that intrinsic motivation plays a role in increasing work engagement, reducing turnover and absenteeism, and strengthening employee loyalty and commitment.

4.2.8. Job Satisfaction, Mediation, Person Job Fit, and Employee Performance

These findings are consistent with the theory of motivation and job satisfaction that places job satisfaction as the main link between internal factors and work outcomes (Nguyen et al., 2019). Goetz and Wald (2022) also affirm the role of job satisfaction as the main mechanism that strengthens the impact of Person-Job Fit on work performance. Fauzan (2023) added that employees with high job compatibility and satisfaction show strong loyalty and commitment, which has an impact on improving performance. Kaur and Kaur (2023) emphasized that job satisfaction mediates the influence of Person-Job Fit on performance through intrinsic motivation. Maharaj (2021) and Lee & Choi (2020) highlight job satisfaction as a link between job fit and productive work output. Research by White et al. (2022), Lim and Yang (2019), and Islam et al. (2021) also strengthens the role of job satisfaction as a mediator that increases creativity, initiative, and work effectiveness. Other research by Nguyen et al. (2019) and Serafim et al. (2021) confirms a similar pattern in various public sector organizations.

4.2.9. Job Satisfaction Mediates Intrinsic Motivation and Employee Performance

These findings are in line with the theory of Self-Determination which places job satisfaction as an important factor that strengthens the relationship between intrinsic motivation and work outcomes (Deci & Ryan, 2019; Gagné & Deci, 2020). Fauzan's (2023) research supports that job satisfaction mediates the relationship between intrinsic motivation and performance in the public sector. The study of Serafim et al. (2021) also found a similar mediation mechanism. Kaur and Kaur (2023) show that high intrinsic motivation results in job satisfaction that increases creativity and productivity. Maharaj (2021) added that job satisfaction as a mediator helps employees maintain high performance despite facing pressure. Sari and Hartono (2021) and White et al. (2022) affirm the role of job satisfaction in increasing engagement, initiative, and innovation. Research by Muhammad et al. (2019), Rahman et al. (2020), and Lim et al. (2022) also confirms that job satisfaction as a mediator reduces attendance and turnover, as well as increases productivity.

4.2.10. Job Satisfaction Mediating Discipline and Employee Performance

These findings are in line with the theory of organizational behavior that places job satisfaction as the main link between discipline and work outcomes (Putra & Lestari, 2020; Harahap et al., 2021). Research by Putra and Lestari (2020) and Harahap et al. (2021) supports that job satisfaction mediates the relationship between discipline and employee performance in the public sector. Hidayat and Wahyuni (2019) revealed that disciplined and satisfied employees show higher commitment and performance, while Nasution (2022) emphasized the role of job satisfaction in strengthening the influence of discipline. The study of Sari & Utami (2021) and Wahyudi (2020) added that the interaction of discipline and job satisfaction reduces absenteeism and tardiness, as well as encourages positive work behavior. Research by Muhammad et al. (2019), Rahman et al. (2020), Santoso & Lestari (2021), and Lubis & Sari (2022) strengthens this

relationship across a wide range of organizations, including the education and non-profit sectors.

5. Conclusion

Based on the results of hypothesis testing using the Structural Equation Modeling - Partial Least Squares (SEM-PLS) method in this study, the following conclusions can be drawn:

- 1) Person-Job Fit has a positive and significant effect on Job Satisfaction. High Person-Job Fit indicates an optimal match between the employee's abilities, interests, and values with the demands of the job being carried out. This suitability creates a sense of comfort, confidence, and psychological fulfillment that are important for employees, thereby increasing overall job satisfaction. Employees who feel suitable for their work will be more motivated and enthusiastic in carrying out their duties, resulting in positive satisfaction.
- 2) Intrinsic motivation comes from the internal drive that drives employees to work because of the sense of satisfaction and personal meaning gained from the job. Employees who have high intrinsic motivation enjoy their work more, so they experience greater job satisfaction. This type of motivation also encourages higher engagement and commitment, which reinforces job satisfaction.
- 3) High discipline creates an orderly, consistent, and rule-compliant work atmosphere, thus forming a conducive and comfortable work environment for employees. Compliance with these rules and regulations provides a sense of security and order that supports increased job satisfaction.
- 4) Person-Job Fit has a positive and significant effect on Employee Performance. The optimal match between employee characteristics and job demands allows employees to use their best potential effectively and efficiently. Person-Job Fit supports increased productivity, quality of work outcomes, and innovation, which ultimately improves performance significantly.
- 5) Job Satisfaction has a significant positive effect on Employee Performance. Employees who are satisfied with their work show better performance. Job satisfaction increases employee motivation, enthusiasm, and loyalty in carrying out tasks, thereby contributing to optimal productivity and work effectiveness.
- 6) Work discipline has a significant positive effect on Employee Performance. High discipline fosters consistent work behavior, punctuality, and focus on completing tasks according to standards. This discipline has a direct impact on improving the quality and quantity of employee work.
- 7) Intrinsic Motivation has a significant positive effect on Employee Performance. Employees who are intrinsically motivated tend to be more creative, innovative, and proactive in carrying out their duties. Internal motivation drives higher and sustainable work productivity.
- 8) Job Satisfaction mediates the relationship between Person-Job Fit and Employee Performance significantly. Person-Job Fit not only has a direct effect, but also indirectly through increasing job satisfaction which strengthens employee performance. Job satisfaction is the main mechanism that explains how job compatibility contributes to performance.
- 9) Job Satisfaction mediates the relationship between Intrinsic Motivation and Employee Performance significantly. High intrinsic motivation improves employee performance

through increased job satisfaction, so employees are more committed and productive in their work.

- 10) Job Satisfaction mediates the relationship between Discipline and Employee Performance significantly. Discipline accompanied by good job satisfaction is able to encourage optimal employee performance improvement. Job satisfaction reinforces the positive effects of discipline on productivity and quality of work results.

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