

Original Article

The Effect of Work Environment and Person-Job Fit on Job Satisfaction with Work Stress as an Intervening Variable in Employees of Dazzle Cell Phones Retail Company in Yogyakarta

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Abstract: Through the use of job stress as a mediating variable, this study seeks to examine the direct relationship between the workplace and an individual's fit for their position and job happiness. 52 respondents who worked for the Dazzle Yogyakarta Mobile Phone Accessories Retail Company provided the data. A quantitative approach and non-probability sampling method with saturated sampling were used to analyse the data. Using a questionnaire, primary data were gathered. SPSS is used as the analysis method in this study. The findings of this study show that job satisfaction is directly influenced by the work environment, directly influenced by person-job fit, indirectly influenced by work environment through job stress as a mediating variable, and indirectly influenced by person-job fit through job stress as a mediating variable.

Keywords: Work Environment, Person-Job Fit, Job Satisfaction, Job Stress.

I. INTRODUCTION

This era of globalization is synonymous with modernization, especially in the technological aspect. The number of users of information technology in Indonesia will reach 212.35 million people based on internet world stats data in 2021. Technology is the main medium that plays an important role in all developments, including in retail companies selling cell phone accessories. Over time, technology is growing rapidly in Indonesia. Modern lifestyle in society is accompanied by the development of retail companies that meet the needs of human life. Retail companies attempt to break down goods or products from large quantities into units or retail quantities and produce, distributed by companies in large and mass quantities to be consumed by consumers according to their needs (Utami, 2010).

Currently, the development of the retail business is very rapid, marked by the change from traditional to modern retail business. The convenience and comfort offered in modern retail have attracted many consumers, so retail companies in Indonesia are growing rapidly.

Dazzle Yogyakarta is a retail company that provides cell phone accessories founded in 2002. At its inception, Dazzle was a small shop selling cellphone accessories such as various cellphone covers or casings, earphones or headsets, and other equipment. Dazzle has 52 employees at the Dazzle Gejayan branch who work daily shifts. The success of the company requires cooperation and coordination from its employees so that it can achieve the goals of the company. Employees in retail companies have roles and responsibilities in smooth logistics so that products can be properly distributed to consumers. Every business will plan and create its management approach, which includes human resource management. Because resources are utilised to run other resources and work towards achieving the organization's initial aims, human resources are a crucial component of any organisation. To create effective and efficient human resources, necessary to manage human resources, which can be done by evaluating employee job satisfaction.

Job satisfaction or job satisfaction is important for companies, especially for employees, to describe what employees feel about their work. Satisfaction reflects a person's feelings towards his work, whereas pleasant and unpleasant emotional states greatly affect the results of employee job satisfaction. The company can maintain employees by always being consistent at work and providing satisfaction (Asmike, 2020).

There are elements of the workplace that affect employee satisfaction. The work environment is a factor that might influence job satisfaction since it paints a picture of the continuously changing realities of working situations. The workplace



can give a glimpse into the daily lives of individuals who report to work, collaborate towards common objectives, complete their tasks, and adhere to business policies (Aoliso & Lao, 2018).

Person-Job Fit or individual suitability with their work has a big impact on oneself and the company and is a variable that influences employee job satisfaction. Person-job fit is a situation that describes a match between employee abilities and job demands, individual needs and what the job can provide to employees (Setiono Bagus, 2019 on Hidayat, 2020). Conformity can be seen objectively and subjectively. In terms of appropriateness, it's important to consider how well a person's traits mesh with those required for the position. At the same time, appropriateness is viewed subjectively by comparing it to each employee's unique perception of how well they match their position. (Kristof-Brown, Zimmerman and Jonhson on Titis, 2018).

Another factor that might amplify the impact of employee work satisfaction is job stress. The employee will be more satisfied with their employment if there is less workplace stress. In contrast, a high amount of work stress will diminish an employee's perception of job satisfaction. Workplace stress, according to Monicha (2021), is a state of tension that has an impact on one's feelings, thoughts, and physical health. Work stress can arise due to pressure from the environment at work and can be caused by an imbalance in an individual's ability to carry out a given job.

In this case, the management of Dazzle Yogyakarta requires attention from all variables. Management is required to make sure that the workplace is suitable given the amount of employees in each region. The workstation is made available in accordance with existing agreements in order to lower workplace stress levels and boost employee job satisfaction, which may lead to strong employee performance.

The sorts of work environments, according to Sedarmayanti (2015), can be divided into two categories, namely:

- a. The term "physical work environment" refers to all physical elements around the workplace that may have an impact on workers directly or indirectly. There are two divisions of the physical work environment:
 1. Workstations, seats, tables, and other workplace amenities directly affect employees.
 2. The general or intermediary environment, which includes factors like temperature, humidity, air circulation, lighting, noise, mechanical vibration, odour, colour, and others, is sometimes referred to as the workplace environment.
- b. The non-physical work environment includes everything that has to do with interactions at work, including those with superiors and those with coworkers or subordinates. Another work environment category that cannot be disregarded is this intangible workplace. The business should be able to portray the circumstances that encourage cooperation between bosses, deputies, and people in similar statuses. A sense of family, effective communication, and self-control should be fostered. Conditions of the non-physical working environment include:
 1. Social environment:

The family environment, including family status, the number of families, the amount of welfare, and other factors, has a significant impact on an employee's performance.
 2. Social status:

The authority and discretion to make judgements increase with a person's status.
 3. Work relations within the company:

The working relationships that exist within the organisation include those between superiors and subordinates as well as between employers and employees.
 4. Information Systems:

Work relationships will work well if there is good communication between company members. With good communication in the corporate environment, company members will interact, understand each other, understand each other, and eliminate misunderstanding disputes.

H1: The work environment has a direct effect on job satisfaction.

A) Person-Job Fit

A worker might have positive experiences. When a person is a good fit for a job, they love it, find it interesting, and have the knowledge and abilities to accomplish the job well (Kristof Brown et al., 2002 in Saeed, 2012). The degree to which a person's knowledge, tastes, activities, and talents meet the needs of the job is known as person-job fit (Brikch, Jeffs, 2006).

Sulistiowati et al. (2018) state that the indicators used to measure person-job fit variables are:

1. Compatibility with job demands and worker abilities
2. The suitability of the ability of workers with job requirements,
3. Appropriateness of work discipline

4. Appropriation of skills with job requirements, ability to use talents, skills and competencies at work
5. Conformity between what is obtained from work with the needs of workers and fulfillment of worker satisfaction in carrying out work.

H2: Person Job-Fit has a direct effect on job satisfaction.

B) Job Satisfaction

Job satisfaction is defined by Locke (1976) in Kaur and Kang (2021) as "a positive emotional and pleasurable state driven by the appraisal of one's work or work experience." Job satisfaction is "an individual's overall feeling about various aspects of their job," according to Spector (1997). In Robbins and Judge (2006), Luthans and Spector stated that the following are some signs of job satisfaction:

a. The job itself:

The primary cause of job satisfaction is job satisfaction itself. the degree of labour that assigns duties in accordance with employee skills, gives learning chances, and allows employees to assume responsibility.

b. Wages:

The importance of wages and salaries as multifaceted, cognitively challenging, and substantial markers of job satisfaction is well known. As a result of the income being able to meet individual needs, there will be an increase in personal happiness.

c. Promotion:

Promotional opportunities affect job satisfaction differently because promotions take several different forms and have various rewards. Promotional opportunities usually refer to the extent to which movement or advancement opportunities between different organizational levels can satisfy employees with higher income, social status, and a sense of fairness.

d. Oversight or supervision:

Another significant factor in job happiness is supervisory supervision. Two managerial style characteristics that affect job happiness. As defined by managers who let individuals engage in decision-making, the first is employee-centered, while the second is participation or influence.

e. Work colleague:

The simplest sources of job happiness for lone workers are cooperative coworkers or team members. Workgroups, especially powerful teams, offer aid, support, and consolation to individual members.

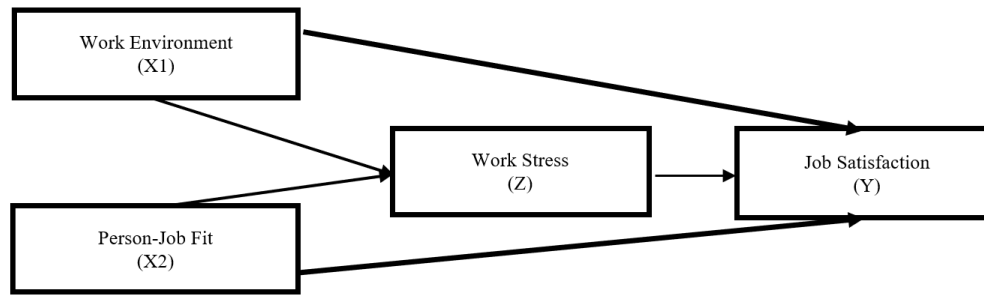
H3: The work environment indirectly impacts job satisfaction, with work stress as a mediating variable.

C) Work Stress

A worker experiences job stress when they are heavily influenced and attacked by anything related to their job. Another instance of job stress is when certain aspects of the workplace contribute to poor mental or physical health or establish risk factors for bad health (Beehr & Newman, 1978)'; (Giao et al., 2020). Robbins and Judge (2019) state that aspects of work stress are:

1. Physiological Aspect: Physiological symptoms usually characterize symptoms caused by someone experiencing work stress. Stress can cause disease in the body, characterized by headaches, backaches, increased blood pressure, heart attacks, or energy loss.
2. Psychological Aspect: Stress can cause depression, anxiety, anxiety, irritability, irritability, and other things that can cause dissatisfaction at work.
3. Behavioral Aspect: Stress-related behaviors include changes in productivity, increased absenteeism, blaming others, eating disorders, sleep disturbances, using tranquillizers, and drinking.

H4: Person Job Fit indirectly affects job satisfaction with work stress as a mediating variable.

Fig. 1 Conceptual Framework

II. METHODOLOGY

With job stress serving as an intermediary variable, the study's design was employed to ascertain the impact of the work environment and person-job fit on job satisfaction for employees at Dazzle Yogyakarta. Descriptive and qualitative analysis are the types of analysis used in this study. Descriptive analysis is a type of statistical analysis that seeks to turn raw data sets into clear, concise information that is simple to grasp (Istijanto, 2008). According to Creswell (2014), quantitative analysis is a type of research study that uses statistical techniques as data measurements to ascertain the relationship between two variables. Non-probability sampling, which uses a saturated sample and involves selecting samples from the entire population, is the sampling approach employed (Sugiyono, 2017). Non-probability sampling with a saturated sample, which uses the entire population's members as samples, is the sampling methodology employed (Sugiyono, 2017). All 52 employees of the Dazzle Yogyakarta Company made up the population of this study. Test the hypothesis using the regression method with path analysis.

III. RESULTS AND DISCUSSION

This study uses route analysis, often known as quantitative analysis. Through the use of work stress as an intervening variable, this path analysis determines the impact of the work environment and person-job fit on employee job satisfaction. The results of this study were obtained from data processing using the help of a computer and the IBM SPSS 25 application program with the following results.

A) Model Test Results I:

The work environment (X1) and person-job fit (X2) variables are tested on work stress (Z) using the first regression model run at this point. The first regression's results, which were analysed using the SPSS programme, are shown in Table 1 in the following manner.

Table 1: Test Results I

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	35.789	.678		52.768	.000
X ₁	-.306	.050	.588	-6.075	.000
X ₂	-.163	.067	.376	-2.428	.019
Variable Dependent : Work Stress (Z)					

Source: Data processed by researchers, 2023

The regression equation model is as follows, as can be seen from the test results in Table 1 above:

$$Z = -0,306X_1 + -0,163X_2$$

From the results of the regression equation, it can be interpreted as follows:

The constant shows a value of 35, 789 which indicates that if the independent variable is the work environment (X1) and Person-Job Fit (X2) does not change, then the value of work stress (Z) is 35.789.

Work Environment regression coefficient (X1) $\beta = -0,306$. It means if the variable Person-Job Fit (X2) is considered fixed, then every increase in the Work Environment variable (X1) will reduce work stress (Z).

Person-Job Fit regression coefficient (X2) $\beta = -0,163$. That is, if the variable Work Environment (X1) is considered fixed, then each increase in the Person-Job Fit variable (X2) will reduce Work Stress (Z).

The Work Environment sig value (X1) on Work Stress (Z) is 0.000, indicating that the Work Environment variable (X1) has a significant effect on the Work Stress variable (Z) because the sig value is 0.000 < 0.05. Moreover, the sig value of Person

job Fit (X2) on Job Stress (Z) of 0.019 indicates that the variable Person job Fit (X2) has a significant effect on the Job Stress variable (Z) because the sig value is $0.019 < 0.05$, where 0.05 is the limit of significance or error that can be tolerated.

B) Model Test Results II

The second regression model was carried out at this stage to test the variables Work Environment (X1), Person-Job Fit (X2) and Job Stress (Z) on Job Satisfaction (Y). The results of the second regression, which were processed with the help of the SPjSS application, are presented in Table 2 as follows.

Table 2: Results of Testing Model II

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
Constant		31.832	3.872		8.220	.000
X ₁		.167	.050	.232	3.344	.002
X ₂		.233	.053	.243	4.375	.000
Z		-.880	.107	-.530	-8.207	.000
Variable Dependent: Job Satisfaction (Y)						

Source: Data processed by researchers, 2023

It is clear from Table 2's test results that the regression equation model is as follows:

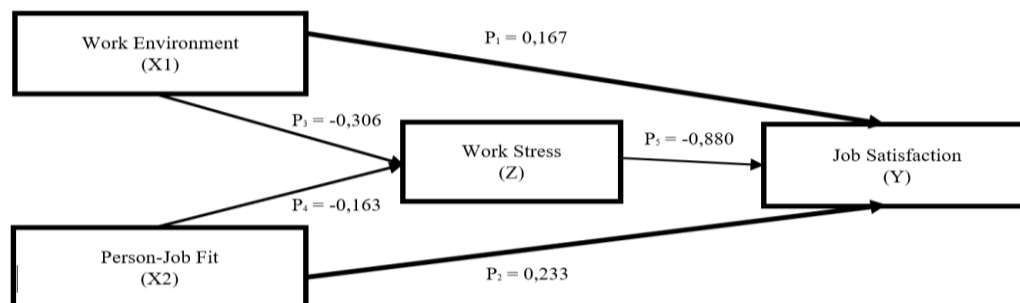
$$Y = 0,167X_1 + 0,233X_2 + -0,880Z$$

From the results of the regression equation, it can be interpreted as follows:

- The constant shows a value of 31,832 which indicates that if the independent variables, namely Work Environment (X1), Person-Job Fit (X2) and Job Stress (Z), do not change, then the value of Job Satisfaction (Y) is 31,832.
- Work Environment regression coefficient (X1) $\beta = 0.167$. That is, if the variables Person-Job Fit (X2) and Job Stress (Z) are considered constant, then any increase in the Work Environment variable (X1) will increase Job Satisfaction (Y).
- The regression coefficient of Person-Job Fit (X2) $\beta = 0.233$. That is, if the variables Work Environment (X1) and Work Stress (Z) are considered constant, then any increase in the Person-Job Fit variable (X2) will increase Job Satisfaction (Y).
- The regression coefficient of Work Stress (Z) $\beta = -0.880$. That is, if the Work Environment (X1) and Person-Job Fit (X2) variables are considered constant, then any increase in the Job Stress variable (Z) will decrease Job Satisfaction (Y).
- The sig value of the Work Environment (X1) on Job Satisfaction (Y) is 0.002, indicating that the Work Environment variable (X1) has a significant effect on Job Satisfaction (Y) because the sig value is $0.002 < 0.05$. The sig value of Person Job Fit (X2) on Job Satisfaction (Y) is 0.000, indicating that the variable Person Job Fit (X2) has a significant effect on Job Satisfaction (Y) because the sig value of $0.000 < 0.05$. The sig value of Job Stress (Z) on Job Satisfaction (Y) is 0.000, indicating that the variable Job Stress (Z) has a significant effect on Job Satisfaction (Y) because the sig value of $0.000 < 0.05$, where 0.05 is the limit of significance or tolerable error.

C) Path Analysis

Following is a path diagram that illustrates the estimation findings of the relationship model between the four variables in this study:



D) Hypothesis test**Hypothesis 1 (Work Environment directly influences employee Job Satisfaction)**

According to Table 2, the relationship between the Work Environment variable and Job Satisfaction is positive, with a regression coefficient of 0.167 indicating that if the Work Environment variable improves, so will the Job Satisfaction variable. The job satisfaction variable will likewise be lower if the work environment variable is poor. The significance level for this influence is $0.002 < 0.05$. It implies that job satisfaction is significantly influenced by the workplace. As a result, hypothesis 1, which contends that job happiness is directly influenced by the workplace, is supported.

Hypothesis 2 (Person Job Fit has a direct effect on Job Satisfaction)

According to Table 2, the Person-Job Fit variable has a positive correlation of 0.233 with Job Satisfaction, meaning that as Person-Job Fit grows, so will Job Satisfaction. Conversely, the Job Satisfaction variable will decrease if the Person-Job Fit variable decreases. The significance level for this influence is $0.000 < 0.05$. Job satisfaction is significantly impacted by Person-Job Fit. As a result, Hypothesis 2, which contends that Job Satisfaction is directly influenced by Person-Job Fit, can be accepted.

Hypothesis 3 (Work environment has an indirect effect on job satisfaction with work stress as a mediating variable)

As shown in Table 3, the path analysis calculations' findings analyse the relationship between Job Stress, an intervening variable, and Job Environment, looking at both direct and indirect effects:

Table 3: Direct effect, indirect effect and total effect of the Work Environment on Job Satisfaction through Job Stress as an Intervening variable

Direct Effect
$X_1 \rightarrow Y$
(P1)
= 0,167
Indirect Effect
$X_1 \rightarrow Z \rightarrow Y$
$(P_3 \times P_5) = -0,306 \times -0,880$
= 0,26928
Total Effect
$(\text{Direct Effect} + \text{Indirect Effect}) = 0,167 + 0,26928$
= 0,43628

Source: Data processed by researchers, 2023

The variable Job Stress can be utilised as an intervening between the factors of the Work Environment on Job Satisfaction, according to the Sobel test, which yielded a value of $8.151 > \text{Table } 2.006$ with a significance level of 0.05. As a result, hypothesis 3, which claims that work stress acts as an intermediary variable between the work environment and job satisfaction, can be validated.

Hypothesis 4 (Person Job-Fit has an indirect effect on job satisfaction with job stress as a mediating variable)

As shown in Table 4, the results of path analytic calculations assess the impact of person-job fit on job satisfaction with job stress as an intervening variable exhibiting direct and indirect impacts.

According to Table 3, the Work Environment has a direct impact on Job Satisfaction of 0.167 and an indirect impact of the Work Environment on Job Satisfaction through Job Stress as an intervening variable of 0.26928. This means that the Work Environment has a total influence of 0.43628 on Job Satisfaction through Job Stress as an intervening variable.

Testing the significance of the indirect effect on the Work Environment variable on Job Satisfaction through Job Stress as an intervening variable with statistics t (tvalue) tested using the Sobel Test as follows: t table

$$\begin{aligned}
 SP_3P_5 &= \sqrt{P_5^2 SP_3^2 + P_3^2 SP_5^2 + SP_3^2 SP_5^2} \\
 &= \sqrt{(-0,880)^2 (0,107)^2 + (-0,306)^2 (0,050)^2 + (0,107)^2 (0,050)^2} \\
 &= \sqrt{(0,774)(0,011) + (0,093)(0,250) + (0,011)(0,250)} \\
 &= \sqrt{0,008 + 0,023 + 0,002} \\
 &= 0,033
 \end{aligned}$$

The next step is to perform a t_{value} search as follows:

$$\frac{P_3 P_5}{SP_3 P_5} = \frac{0,269}{0,033} = 8,151$$

Based on the Sobel test, the t_{value} obtained was $8.151 > t_{\text{table}} 2.006$ with a significance level of 0.05; it can be concluded that the variable Job Stress can be used as an intervening between the variables of the Work Environment on Job Satisfaction. As a result, hypothesis 3, which claims that work stress acts as an intermediary variable between the work environment and job satisfaction, can be validated.

Table 4: Direct effect, indirect effect and total effect of Person Job Fit on Job Satisfaction through Job Stress as an Intervening variable

Direct Effect
$X_2 \rightarrow Y$
(P2)
= 0,233
Indirect Effect
$X_2 \rightarrow Z \rightarrow Y$
$(P_4 \times P_5) = (-0,163) \times (-0,880)$
= 0,143
Total Effect
$(\text{Direct Effect} + \text{Indirect Effect}) = 0,233 + 0,143$
= 0,376

Source: Data processed by researchers, 2023'

According to Table 4, Person-Job Fit has a direct effect on Job Satisfaction of 0.233 and an indirect effect on Job Satisfaction through the intervening variable of Job Stress of 0.143, for a total effect of Person-Job Fit on Job Satisfaction through the intervening variable of Job Stress of 0.376.

Testing the significance of the indirect effect on the Person-Job Fit variable on Job Satisfaction through Job Stress as an intervening variable with the t statistic (t_{value}) tested using the Sobel Test as follows:

$$\begin{aligned}
 SP_4 P_5 &= \sqrt{P_5^2 SP_4^2 + P_4^2 SP_5^2 + SP_4^2 SP_5^2} \\
 &= \sqrt{(-0,880)^2 (0,067)^2 + (-0,163)^2 (0,050)^2 + (0,067)^2 (0,050)^2} \\
 &= \sqrt{(0,774)(0,004) + (0,026)(0,250) + (0,004)(0,250)} \\
 &= \sqrt{0,003 + 0,006 + 0,001} \\
 &= 0,010
 \end{aligned}$$

The next step is to perform a t_{value} search as follows:

$$\frac{P_4 P_5}{SP_4 P_5} = \frac{0,143}{0,010} = 14,344$$

The variable Job Stress can be employed as an intervening variable between Person-Job Fit and Job Satisfaction based on the Sobel test's result of $14.344 > \text{table of } 2.006$ with a significance level of 0.05. Thus, hypothesis 4, which claims that Job Stress acts as an intermediary variable and that Person-Job Fit has an indirect effect on Job Satisfaction, can be supported.

IV. CONCLUSION

The following conclusions can be drawn from the findings of the research through analysis and discussion conducted to demonstrate the impact of the work environment and personal job fit on job satisfaction using work stress as an intervening variable at Dazzle Yogyakarta Mobile Phone Accessories Retail Company:

- At Dazzle Yogyakarta Mobile Accessories Retail Company, the work environment has a direct and significant impact on job happiness. As a result, hypothesis 1 is confirmed.
- At Dazzle Yogyakarta Mobile Accessories Retail Company, Person-Job Fit has a direct and significant impact on job happiness. As a result, hypothesis 2 is confirmed.
- At Dazzle Yogyakarta Mobile Phone Accessories Retail Company, work stress acts as an intervening variable that significantly and indirectly influences job satisfaction. As a result, hypothesis 3 is confirmed.

- d. At Dazzle Yogyakarta Mobile Phone Accessories Retail Company, work stress acts as an intervening variable that significantly and indirectly influences person-job fit. As a result, theory 4 is true.

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