

# Person-Job Fit As a Dominant Factor That Directly Improves Employee Performance (Study At PT PLN (Persero) Semarang City)

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**Abstract.** This study aims to analyze the influence of learning organization, person-job fit on employee performance with job satisfaction as a mediating variable. This research is through a quantitative approach, with a survey method using questionnaires as a data collection technique. The method used in sampling is purposive sampling with the criteria in sample selection being employees with a minimum working period of 3 years as many as 97 respondents. The results of the study found that 1) Learning Organization does not have a direct impact on the performance of employees of PT PLN (Persero) Semarang City, 2) Person-Job Fit has a significant influence on the performance of employees of PT PLN (Persero) Semarang City, so the more aligned the work with the employee's skills, the greater their productivity. 3) Job satisfaction plays a mediator in the relationship between the Learning Organization and Person-Job Fit to employee performance.

**Keywords:** Learning Organization, Person-Job Fit, Job Satisfaction, Employee Performance.

## 1. Introduction

Labor plays a major role in achieving organizational goals. Without adequate support, facilities cannot be utilized optimally. Consequently, effective management of the workforce plays a pivotal role in boosting corporate performance. Management must ensure employees have skills that align with their duties as well as receive appropriate support to optimize their potential.

Labor in a company or organization is an important element that affects the success or failure of a company, as a company's success largely hinges on the attitudes and conditions of its workers Ananda Muhamad Tri Utama (2022). Employee achievement has a great impact on the success of an organization. Therefore, each part of the organization should be assessed based on the results of its work so that the performance of human resources in it can be understood fairly. Organizations continually strive to boost the productivity of their workforce with the aim of achieving the desired targets. In order to achieve this target, the standard of human resources is a crucial aspect to be considered by Pokhrel (2024). Therefore, the improvement of employee performance in the company is significantly influenced by human resource management.

Performance is used as a tool to assess work achievements, which is part of performance management. Therefore, employee performance in an organization can be accurately estimated through performance evaluation (Mashavira et al., 2022). In practice, the productivity of employees at PT PLN (Persero) Semarang City is influenced by a dynamic work system and various operational challenges in the field. PLN as a national electricity service provider must ensure that each of its employees has adequate technical skills, considering the importance of the reliability of the electricity network for the community.

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According to (Firdausi, 2020) Performance is a collection of results obtained and reflects actions in achieving a task or work. Employee productivity is affected by several factors such as motivation, organizational culture, compensation, leadership, work discipline, job satisfaction, work environment, and commitment. The concept of organizational learning is an effective approach in ensuring that employees continue to gain new knowledge, adapt to changes, and contribute better to achieving organizational goals.

As mentioned by S. Suryani & Syahbudi (2022), a Learning Organization can be defined as an organization in which each member constantly improves or expands their skills to achieve outcomes from expansive thinking is encouraged, where there is freedom to set common goals, and where members are encouraged to do so. Likewise, attention must also be directed toward the compatibility between employees and their jobs or known as person-job fit. Ganesha et al., (2022) argue that the compatibility between employee personality and work is the main basis for person-job fit. When an employee's personality is aligned with the demands of his job, their performance tends to improve naturally. Therefore, companies need to conduct a thorough analysis to ensure that they are in accordance with the placement.

Based on interviews with employees of PT PLN (Persero) ULP West Semarang, it was revealed that many workers held positions that were not in line with their educational backgrounds. Bangkit, who has a D1 degree in Electrical Engineering and 15 years of experience, worked in the marketing division for 7 months, shorter than his technical ability. A lack of match between people and work can decrease productivity.

Lucky, an employee with a 9-year tenure and an electrical engineering education background, works in a maintenance division that includes tasks such as harmet, meter maintenance, P2TL, and billing. Although the position is partly related to the field of engineering, it does not fully match Lucky's specific competencies. Currently, the position of Performance Officer has been held by Rizka for one year, an industrial engineering graduate and has eight years of work experience, although this role is not fully in accordance with her industry expertise and production analysis. Cases like these illustrate the need for better placement policies in order for employee performance and satisfaction to be achieved.

The match between the qualifications, skills, and positions held by employees has an impact on productivity. For example, employees like Bangkit, who have an electrical engineering education background but work in the marketing division, show a mismatch that leads to a potential decrease in performance effectiveness. Similarly, the assignments of Lucky in the maintenance division and Rizka in the performance division, although technically relevant, still lack to maximize their specific competencies.

Job satisfaction also has an important role as a link between the learning organization and person-job fit to employee performance. Pratiwi & Rizky (2024) stated that job satisfaction includes the level of satisfaction and happiness of employees in work-related aspects like salary, workplace conditions, recognition, development opportunities, and relationships with colleagues. This indicates that workers who feel happy tend to be more motivated to contribute with optimal performance.

Research at PT PLN (Persero) Semarang City highlights the impact of learning organization, person-job fit, and employee satisfaction on employee productivity. It was found that the mismatch of work placement and limited training had an impact on employee effectiveness. Job satisfaction holds a significant role in enhancing motivation and productivity. This research output can help PT PLN design a more effective HR management strategy to support the optimal performance of employees.

Observations at PT PLN (Persero) Semarang City show that learning organizations encourage continuous learning, while person-job fit increases motivation and productivity. However, there are obstacles such as training limitations and inconsistencies in employee placement. Job satisfaction is the link between the learning organization and person-job fit to employee performance, where placement according to competencies and learning opportunities increases job satisfaction.

Studies relevant to this topic have found differences in research results. According to (Nisa et al., 2024), the learning organization positively influences the performance levels of employees at PT Trikaraya Jaya Food Sidoarjo, while according to (Fadlilah et al., 2023) the learning organization does not impact employee performance. However, studies (Viryananta & Prawitowati, 2024) Person-job fit has a significant beneficial impact on employee productivity, while research by (Nursafitri & Helmy, 2022) Person-job fit has no substantial effect on performance. According to (Sapar, 2022) job satisfaction positively enhances employee performance, then research by (Tarjo, 2019) job satisfaction has an insignificant impact between work satisfaction variables on employee performance.

According to the research gap and the above phenomenon, the author is interested in taking the topic of Learning Organization, Person Job-Fit, and Employee Satisfaction to Employee Productivity. This research aims to address the question of how these factors have an impact on employee productivity.

## 2. Literature Review

### Employee Performance

Employee productivity and organizational productivity levels affect human resource management. An individual's ability to meet organizational standards is referred to as employee performance. According to Ulfa et al. (2022), work achievements in companies, both in the business and non-profit sectors, are obtained through employee performance over a particular of time. According to (Mahirah & Setiani, 2022) performance is a process carried out to obtain the desired results through pre-planned programs. According to (Sanjaya & Indrawati, 2023), the factors that reflect employee performance are as follows: 1) Quantity, 2) Quality of work results, 3) Punctuality, 4) Attendance, 5) Ability to collaborate.

### Learning Organization

According to Negeri & Tuntungan (2022), learning organization is a concept that is suitable for an organization to apply to improve the quality of its employees. This concept refers to the ability of an organization to continuously carry out the independent learning process. Meanwhile, as stated by Rahayu et al., (2024) learning organization is a driver of productivity. Each member of the Learning Organization can develop their skills to achieve their goals. According to (Syahrurrahmah et al., 2023), the elements to assess a Learning Organization are: 1) *Systems thinking*, 2) *Personal mastery*, 3) *Mental models*, including evaluation and reciprocity, 3) *Building shared vision*, including focusing on achieving goals, having a target person to achieve common goals, 4) *Team learning*, Includes the learning spirit of employees, learning teams, and knowledge management sharing.

### Person Job-Fit

Human resource management values the fit between people and work because it can reduce employee turnover and increase productivity. Tests of competence, talent, and work behavior and preferences can measure this match. Parmin (2022) defines a match between people and work as a match between an employee's skills and job requirements. The indicators of person job-fit according to (Sari & Arief, 2021) include: 1) Career priority, 2) Ideal job, 3) Harmony between training, 4) Harmony between abilities.

### Job Satisfaction

Employee job happiness is influenced by workplace conditions, interaction with leaders, remuneration, career growth possibilities, and work character alignment. Job happiness is the key to optimal work achievement (Ayunasrah et al., 2022). According to Tri Finta (2021), job satisfaction drives individual and organizational performance because it comes from employee assessments of how well their work meets important goals. Job satisfaction represents a positive or negative emotional state that is derived from work experience or employee evaluation. The indicators of job satisfaction based on N. Novianti et al., (2023) include: 1) Employment, 2) Wages, 3) Supervisors, 4) Colleagues.

## Conceptual Framework

In this study, the conceptual framework includes variables, independent variables, namely Learning Organization (X1) and Person Job-Fit (X2), the mediating variables in this research are Job Satisfaction (Y1) and the dependent variable, namely Employee Performance (Y2).

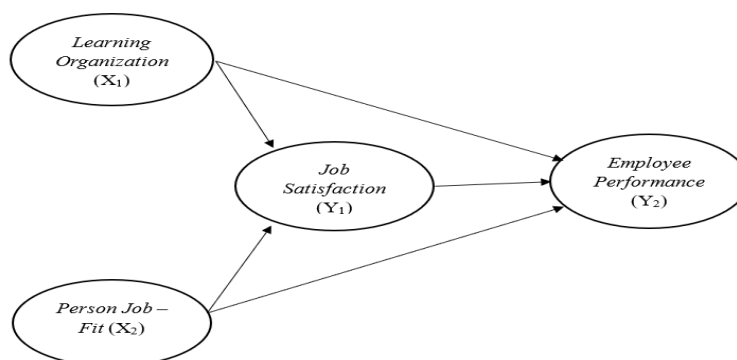


Figure 1. Conceptual Framework

## Hypothesis Development

### The Influence of Learning Organization on Employee Performance

Learning organizations are believed to have a major beneficial influence on worker productivity. Research reveals that the application of the concept of organizational learning can improve employee performance through improving learning ability and cooperation between organizational members. This is in accordance with the findings of other researchers who revealed that learning companies contribute positively to performance improvement, supported by the training and mentoring provided to face challenges (Neldiyati, 2023). The hypothesis about the positive impact of learning organizations on employee performance is also supported.

As per S. Suryani & Syahbudi (2022) conclude that learning organizations create an atmosphere that encourages continuous learning and development processes, which is very important in improving employee skills. These findings reinforce the hypothesis that organizations that support a learning culture will experience improved performance from their employees. From Cao et al., (2024) confirm that the proposed model is accepted, confirming that learning organizations have a positive impact on job satisfaction and employee performance. Therefore, the hypothesis regarding the relationship is proven to be valid based on the data analysis carried out.

H1 : Learning Organization has a beneficial impact on employee productivity

### The Influence of Person Job-Fit on Employee Performance

Person Job-Fit has a significant beneficial impact on the company's commitment. This suggests that when individuals recognize their skills and preferences align with their job roles, their commitment to the organization increases significantly (Nursafitri & Helmy, 2022). The suitability of people's organizations and the suitability of people's work have a major favorable effect on the organization's civic behavior. This reveals that when employees feel aligned with the organization and their job roles, they tend to engage in behaviors that benefit the organization outside of their formal job requirements (Nur Kusaeni, 2023).

This validates research by Ganesha (2022) who found that friendship between people and work (Person-Job Fit) affects employee performance. According to statistical analysis, this match improves employee performance at a significant level that meets the research standards. The study conducted by Widyana & Bagia (2022) indicates a very strong positive relationship, where the compatibility between individuals and work contributes to employee

performance. As for what Sari & Arief (2021) did, it was revealed that employee creativity has a crucial impact on innovative work behavior. This emphasizes the importance of developing creativity among employees to improve their ability to innovate.

## **H2 : Person Job-Fit has a beneficial impact on employee performance**

### **The Effect of Job Satisfaction on Employee Performance**

Employee performance is more or less influenced by job satisfaction which includes psychological, physical, social, and economic factors. The outcomes of the research indicate that only financial satisfaction has a major beneficial impact on employee productivity, then psychological satisfaction has a negative impact. Financial satisfaction is very important, but psychological fulfillment may need more attention to improve performance (Hermana et al., 2023). (Annisa Kharenina Augustine et al., 2022). H. Suryani & Resniawati (2022) reported excellent employee job satisfaction. Similarly, the performance of the staff is strong. The premise that job content improves performance is supported by this. Data supports job happiness that affects employee performance.

This research found that job happiness increases employee productivity and organizational productivity (Nurrohmat & Lestari, 2021). The same thing was done by Sanjaya et al. (2023). Job satisfaction improves performance. Job satisfaction increases performance. Other research reveals a favorable relationship between work ability and employee success.

## **H3 : Job Satisfaction has a Beneficial Impact on Employee Performance**

### **Learning Organization Affects Job Satisfaction**

Learning organizations have an essential function in enhancing the capability of the organization to encourage and apply the knowledge needed to adapt to changing external environmental conditions. By paying attention to aspects such as leadership, interpersonal relationships, and other factors, learning organizations can create job satisfaction for employees. This is because of good communication and consistent empowerment efforts, which are ultimately able to increase employee satisfaction with the organization (Fadly Hasibuan, 2023).

The concept of Learning Organization has been applied in the business environment in developed countries and has proven to have a positive impact. Various studies have revealed an important connection between the implementation of organizational learning and improvements in various aspects of organizational behavior, including employee satisfaction with their job (Ghufron et al., 2023)

## **H4 : Learning Organization has a positive effect on job satisfaction**

### **The Effect of Person Job-Fit on Job Satisfaction**

Person-Job Fit in influencing the level of job satisfaction. In addition, this study also emphasizes the need to take other into consideration, such as fair compensation and supportive work environment conditions. A holistic approach like this is key for organizations that want to increase satisfaction while retaining their employees (Priyatin, 2022). According to Poetri & Hakim (2024), the compatibility between a person and his job has a great impact on job satisfaction, both when analyzed together with individual characteristics and separately. These findings emphasize the importance of the role of both factors in increasing job satisfaction levels among employees.

The match between people and work significantly increases job happiness. This shows that job happiness increases when people believe that their abilities match the job requirements. Mary (2024). This study determined that job satisfaction was positively correlated with the match between people and work and negatively correlated with work fatigue. This study found that both of these characteristics contribute to a helpful and enjoyable workplace (Yulianto, 2024).

## H5: Person Job-Fit has a positive impact on job satisfaction

### 3. Method

This study is an analysis of quantitative information examined through SPSS (*Statistical Package for the Social Sciences*) software (Sugiyono, 2019). Data is collected through questionnaires that are distributed online through Google Forms, via WhatsApp and Instagram and offline.

The subject of this study is all permanent employees of PT PLN (Persero) located in Semarang City. This population includes 540 employees involved in the company's operations, both in the administrative, technical, and customer service departments. Sugiyono (2019) revealed that the number of samples in quantitative research can be determined based on population with a non-probability sampling approach, including purposive sampling. The criteria in the sample selection are employees with a minimum working period of 3 years as many as 242 employees, this research took 40% of the total population of 242 employees, so the amount of samples used in the research was 97 respondents. The selection of 40% as the sample size was carried out with the consideration that the number was considered representative enough to describe the population as a whole and ensure more accurate research results (Arikunto, 2010).

### 4. Result

#### Descriptive Analysis

This study received responses from a sample obtained from 97 respondents defined by the following characteristics:

**Table 1. Respondent Characteristics**

No.	Criterion	Sum	Percentage
<b>Gender</b>			
1	Man	75	77.32
2	Woman	22	22.68
<b>Age</b>			
1	21-25 years old	12	12.37
2	26-30 years	58	59.79
3	31-35 years old	10	10.31
4	36-40 years old	6	6.19
5	>40 years old	11	11.34
<b>Tenure</b>			
1	3-5 years	49	50.52
2	6-10 years	31	31.96
3	11-15 years	11	6.19
4	16-20 years	6	11.34
<b>Final Education</b>			
1	High School/Vocational School	28	50.52
2	S1 (Bachelor)	60	31.96
3	Diploma (D1, D2, D3, 34)	9	11.34
<b>Total</b>		<b>97</b>	<b>100</b>

According to the demographics of the respondents in this study, male respondents made up the majority, with a total of 75 people (77.32%), while female respondents were 22 people (22.68%). In terms of age, the largest group was in the range of 26-30 years old with 58 respondents (59.79%), followed by 11 people > 40 years old (11.34%), 21-25 years old as many as 12 people (12.37%), 31-35 years old up to 10 people (10.31%), and 36-40 years old as many as 6 people (6.19%). Characteristics of the working period, most of the respondents have worked for 3-5 years with a total of 49 people (50.52%), followed by a 6-10 year service period of 31 people (31.96%), a service period of 11-15 years of 11 people (11.34%), and a

service period of 16-20 years of 6 people (6.19%). Concerning the highest level of academic achievement, the majority of respondents had a Bachelor's (S1) education as many as 60 people (61.86%), followed by 28 high school/vocational school graduates (28.87%), and Diploma (D1, D2, D3) as many as 9 people (9.28%). The data revealed that most of the respondents in this research were individuals with sufficient work experience and a relatively high level of education, which could provide deeper insight into the variables being studied.

### Validity Test

Validity testing was performed by comparing the  $r$  calculation and  $r$  tables at a significance of  $\alpha = 0.05$ . If  $r$  counts  $>$   $r$  table, the item is identified as valid; if  $r$  counts  $<$   $r$  table, the item is invalid.

Item	Correlation Coefficients	r-Table	Information
Employee Performance (Y2)			
Y2.1	0.933	0.199	Valid
Y2.2	0.888		Valid
Y2.3	0.920		Valid
Y2.4	0.834		Valid
Y2.5	0.913		Valid
Learning Organization (X1)			
X1.1	0.865	0.199	Valid
X1.2	0.854		Valid
X1.3	0.766		Valid
X1.4	0.925		Valid
X1.5	0.799		Valid
Person Job Fit (X2)			
X2.1	0.927	0.199	Valid
X2.2	0.908		Valid
X2.3	0.902		Valid
X2.4	0.926		Valid
Job Satisfaction (Y1)			
Y1.1	0.883	0.199	Valid
Y1.2	0.717		Valid
Y1.3	0.899		Valid
Y1.4	0.786		Valid

**Table 2. Validity Test**

As shown in Table 2, it can be inferred that all four research variables, namely the variables of Employee Performance (Y2), Learning Organization (X1), Person Job Fit (X2) and Job Satisfaction (Y1) are declared valid. This is indicated by the calculated  $r$  value for each item/statement greater than the  $r$  of the table (0.199). Therefore, all items in the four variables have an adequate level of validity so that they are suitable for use as a variable measurement tool in this research.

### Reliability Test

If Cronbach's Alpha value  $>$  0.7, the questionnaire has good internal consistency and reliability. On the other hand, if  $<$  0.7, the consistency is low, so it can affect reliability.

**Table 3. Reliability Test**

Variabel	Cronbach's Alpha	Information
Employee Performance	0.947	Reliabel
Learning Organization	0.919	Reliabel
Person Job Fit	0.955	Reliabel
Job Satisfaction	0.857	Reliabel

Based on Table 3, the outcome is that all statement items in the research questionnaire provides dependable data, shown by Cronbach's Alpha > value of 0.7. Therefore, the questionnaire used in this research, which consists of statements to measure the four research variables, has fulfilled the reliability criteria.

### Classic Assumption Test

#### Normality Test

The test uses Normality P-P Plots to assess the distribution of data. If the regression model follows a diagonal direction, the data is distributed normally, otherwise, the data fails to satisfy the normality assumption.

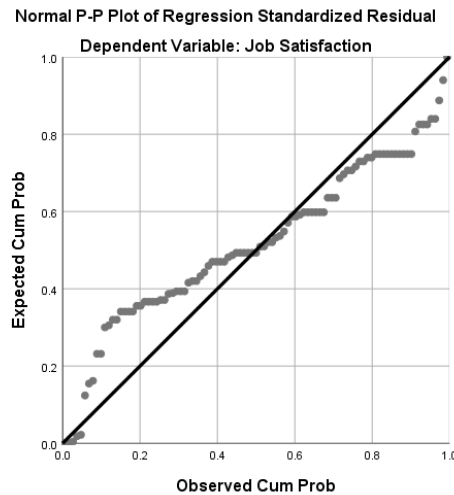


Figure 2. Normality Test 1

From the visual, it was found that each data distribution point occupies and is in the orientation of the diagonal line, revealing that the data in the research is normally distributed.

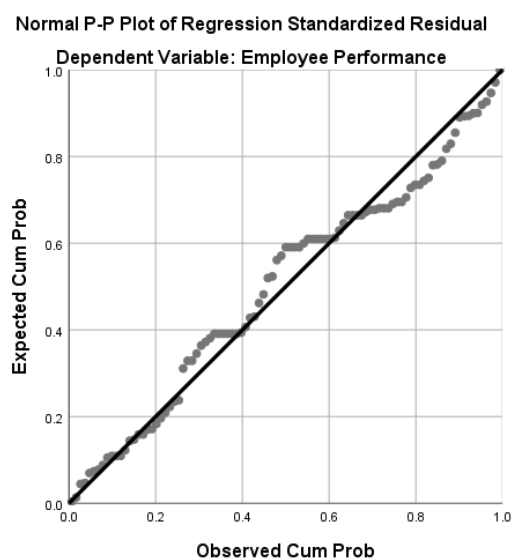


Figure 3. Normality Test 2

From the visual, it was found that each data distribution point occupies and is aligned with the diagonal line, thus confirming that the research data follows a normal distribution.

#### Multicollinearity Test



Multicollinearity is detected by analyzing the VIF value. If the  $VIF < 10$ , there is no multicollinearity; If  $> 10$ , multicollinearity is significant and needs to be addressed.

**Table 4. Multicollinearity Test (1)**

Model	Collinearity Statistic	
	Tolerance	VIF
Learning Organization	0.154	6.496
Person Job Fit	0.154	6.496

Based on the above test, the regression model in this study is not affected by multicollinearity, shown by a tolerance value of  $> 0.1$  and  $VIF < 10$ . This ensures that the independent variables do not exhibit a strong correlation, so that parameter estimation remains accurate.

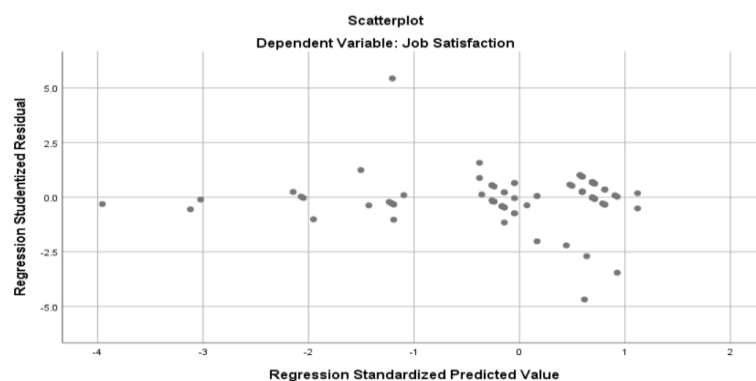
**Table 5. Multicollinearity Test (2)**

Model	Collinearity Statistic	
	Tolerance	VIF
Learning Organization	0.117	8.569
Person Job Fit	0.118	8.458
Job Satisfaction	0.114	8.745

Based on the data, the regression model in this study showed no signs of multicollinearity, evidenced by a acceptance level of  $> 0.1$  and  $VIF < 10$ . There is no strong correlation between independent variables, so the parameter estimation remains accurate.

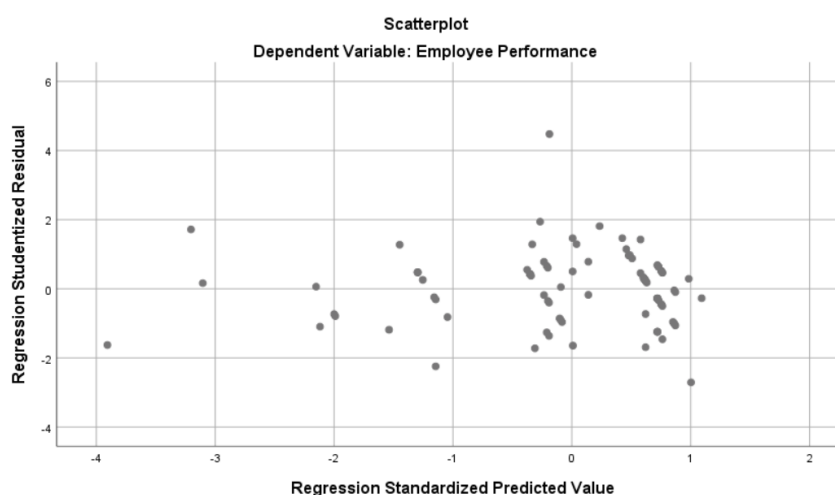
### Heteroscedasticity Test

Heteroscedasticity testing was carried out with a scatterplot. If the points are randomly scattered around zero on the Y-axis without a specific pattern, heteroscedasticity does not occur. Conversely, if it forms a pattern, heteroscedasticity occurs.



**Figure 4. Heteroscedasticity Test (1)**

From the image above, it can be concluded that the pattern of scatter scatter plots is scattered randomly. This indicates that the assumption of homogeneity is fulfilled.



**Figure 5. Heteroscedasticity Test (2)**

From the image above, it can be concluded that the pattern of scatter scatter plots is scattered randomly. This indicates that the assumption of homogeneity is fulfilled.

#### **Analysis of the Regresi Linier Berganda**

Data analysis using multiple regression can be resumed after the assumptions have been met, with the results as presented in Table 6 and Table 7 below:

**Table 6. Multiple Linear Regression Analysis (1)**

Model	Unstandardized Coefficients			Standar Coefficients Beta	t	itself
		B	Std. Error			
1	(Constant)	1.030	0.838		1.229	0.222
	Learning Organization	0.386	0.071	0.487	<b>5.477</b>	<b>0.000</b>
	Person Job Fit	0.471	0.088	0.474	<b>5.328</b>	<b>0.000</b>
Dependent Variable: Job Satisfaction						

According to the test, an equation can be made between the variables of Learning Organization (X1), *Person Job Fit* (X2) and Job Satisfaction (Y1), namely:

$$Y1 = 0.487 X1 + 0.474 X2$$

The regression equation can be interpreted as:

- The regression coefficient of the Learning Organization variable ( $\beta_1$ ) is positive as much as 0.487, which means that if the learning organization given to employees increases, it can boost employee job satisfaction.
- The regression coefficient of the Person Job Fit ( $\beta_2$ ) variable is positive as much as 0.474, which means that if the person job fit given to employees increases, it can increase employee job satisfaction.

**Table 7. Multiple Linear Regression Analysis (2)**

Model	Unstandardized Coefficients			Standar Coefficients Beta	t	itself
		B	Std. Error			
1	(Constant)	-0.414	0.609		-0.680	0.498

From the findings of the test above, it can be stated that:

	Learning Organization	-0.053	0.058	-0.052	<b>-0.900</b>	<b>0.370</b>
	Person Job Fit	0.758	0.073	0.595	<b>10.419</b>	<b>0.000</b>
	Job Satisfaction	0.583	0.074	0.455	<b>7.837</b>	<b>0.000</b>
Dependent Variable: Employee Performance						

- Learning Organization (X1), because the t-value is calculated (-0.900) < the t-value of the table (1.986) and the significance level (0.370) > (0.05). So H1 is invalidated, which shows that the learning organization possesses a negative effect and with a calculated t-value lower than the t-value of the table and a probability value greater than 0.05, on employee performance.
- Person Job Fit (X2), because the t-value of the calculation (10.419) > the t-value of the table (1.986) and the significance value (0.000) < (0.05). So H2 is accepted, which indicates that person job fit bring an important benefical impact on employee productivity.
- Job Satisfaction (Y1), because the calculated t value (7.837) > the table t-value (1.986) and the significance value (0.000) < (0.05). Declaring H3 accepted, which indicates that job satisfaction bring a significant favorable impact on employee performance.
- The variable of Learning Organization (X1), because the t-value of the calculation (5.477) > the t-value of the table (1.986) and the significance value (0.000) < (0.05). Declaring H4 accepted, which shows that the learning organization bring a significant benefical impact to the job satisfaction
- The variable of Person Job Fit (X2), because the t-value of the calculation (5.328) > the t-value of the table (1.986) and the significance value (0.000) < (0.05). Stating that H5 is accepted, which indicates that person job fit bring a major positive impact to the job satisfaction.

## Discussion

### The Influence of Learning Organization on Employee Performance

According to the results of the regression analysis, the Learning Organization variable (X1) has a regression coefficient of -0.053 and a significance value of 0.370 (> 0.05), revealing that Learning Organization does not have a significant effect on employee productivity. This output contradicts research by Nisa et al. (2024) and Cao et al. (2024), namely Learning Organization plays a benefical role on employee productivity. However, this output supports the research of Fadlilah et al. (2023), revealing that Learning Organization does not have a major impact to the employee productivity. The implementation of an effectively managed Learning Organization can create an additional burden on employees, which ultimately negatively impacts their performance. When companies require employees to continue learning and developing competencies without a balance between workload and available time, the potential for burnout is even higher. This condition can reduce productivity because employees have difficulty dividing focus between tasks and learning. Without adequate resource support, the pressure of training and innovation can lead to excessive stress.

### The Influence of Person Job-Fit on Employee Performance

The regression output revealed that the Person Job-Fit variable (X2) had a regression coefficient of 0.595 and an important level of 0.000 (< 0.05), which indicates that Person Job-Fit had a crucial positive impact on employee productivity. These findings align with research by Viryananta & Prawitowati (2024) and Ganesha et al. (2022), revealing that compatibility between individuals and their work can increase employee productivity and work effectiveness. These findings reveal that the greater the level of match between employees' skills and competencies with the work they do, the higher the performance will be. Employees who consider that their work is aligned with their interests and skills tend to be more

motivated, have greater job satisfaction, and are able to work more effectively in achieving company targets.

### **The Effect of Job Satisfaction on Employee Performance**

Based on the outcomes of the regression analysis, the Job Satisfaction variable (Y1) has a regression coefficient of 0.455 and a significance of 0.000 ( $< 0.05$ ), that Job Satisfaction has an important beneficial impact on employee productivity. This output supports research by Hermana et al. (2023) and Annisa Kharenina Augustine et al. (2022), revealing that job satisfaction has a significant positive relationship with employee performance. Employees with a sense of satisfaction with their work tend to be more productive, have great loyalty to the company, and are more enthusiastic in carrying out their duties. Factors such as a conducive work environment, competitive salary, opportunities for growth, and good relationships with colleagues and superiors are the main factors that boost job satisfaction, which eventually has an impact on improving the productivity of the employee.

### **The Influence of Learning Organization on Job Satisfaction**

The regression output showed that the Learning Organization variable (X1) had a regression coefficient of 0.487 and a significance level of 0.000 ( $< 0.05$ ), that Learning Organization had a important positive impact on Job Satisfaction. These findings align with research by Ghufroon et al. (2023) and Fadly Hasibuan (2023), revealing that the application of the concept of Learning Organization in organizations can increase employee job satisfaction. Organizations that provide continuous learning opportunities to employees will create a more supportive and flexible work environment. Employees who feel they have opportunities to grow and learn tend to experience greater job satisfaction, because they feel valued and have better career prospects in the organization.

### **The Influence of Person Job-Fit on Job Satisfaction**

According to the output of the regression analysis, the Person Job-Fit (X2) variable has a regression coefficient of 0.474 and a significance of 0.000 ( $< 0.05$ ), revealing that Person Job-Fit has a major positive impact on Job Satisfaction. This output is supported by research by Priyatin (2022) and Poetri & Hakim (2024), which found that the compatibility between employees and their work has a major impact on job satisfaction. When employees are placed in positions that match their competencies, they are likely to feel more comfortable, more motivated, and more satisfied with their work. This conformity creates a more harmonious work environment, where employees can work more effectively and feel valued for their contributions to the organization. Thus, the greater the level of compatibility between the individual and his work, the greater the amount of job satisfaction felt by the employee.

## **5. Conclusion**

According to the findings and discussion in this study, several research results can be found, namely: 1) Employee performance is achieved the fastest from the direct influence of person-job fit, meaning that the company provides sufficient opportunities to develop in accordance with the career interests of employees and the tasks charged from PT PLN (Persero) Semarang City in line with the academic qualifications and job experience of its employees; (2) The second factor that will improve employee performance is organizational learning through employee job satisfaction, meaning that there is a shared vision that can make employees more motivated to contribute to the achievement of goals, the company encourages the development of employees' strategic thinking skills in understanding the impact of decisions on all parts of the organization, and employees who always strive to understand their personal strengths and weaknesses in carrying out tasks at work; (3) the third factor that improves employee performance is person job fit through performance satisfaction, meaning that the match of work and duties with the conditions of employees will be able to create job satisfaction in accordance with their targets and achievements which also has an impact on their compensation in line with their roles and responsibilities; and (4) it was found that the Learning Organization had no direct effect regarding the productivity of employees of PT PLN (Persero) Semarang City.

## Limitations

There are several weaknesses found in this study, including that the outcomes of this study cannot be extended to different objects, considering that it is only limited to one organizational object. This study also suggests that to have the ability to increase employees performance faster, there are several things that can be done by management, namely: 1) Learning Organization by increasing access to training and managerial support so that continuous learning can directly impact employee productivity. 2) Job satisfaction must also be considered by creating the solidity of the work team so that they are more comfortable at work and increasing the contribution of employees stay motivated and productive at work.

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