



Effect of Person Job-Fit and Internal Service Quality on Job Performance Through Job Satisfaction at 3-Star Hotel Employees in Surabaya

Antonius Yuniarto^{1*)}, Shieren Valencia Setiawan²⁾

antonius@ukwms.ac.id; manage.shieren.v.20@ukwms.ac.id;

^{1,2} Universitas Katolik Widya Mandala Surabaya

Abstrak

Tujuan dari penelitian ini adalah untuk mengetahui dan mengevaluasi pengaruh *person job-fit* dan kualitas pelayanan internal terhadap kinerja yang dinilai dari kepuasan kerja. Penelitian ini dilakukan pada bulan September sampai dengan Desember 2023 di hotel bintang tiga di Surabaya. Sampel penelitian ini adalah staf hotel bintang tiga di Surabaya. Jumlah responden dalam sampel sebanyak 145 orang. Pendekatan pengambilan sampel yang digunakan dalam penelitian ini adalah *purposive sampling*. Responden survei ini berusia 17 tahun ke atas, memiliki pengalaman kerja minimal satu tahun, dan bekerja di hotel bintang tiga di Surabaya. Data penelitian ini dikumpulkan dengan memberikan kuesioner pada lembar kuesioner cetak. Penelitian ini menggunakan *Structural Equation Modeling* (SEM) dengan SmartPLS sebagai metode analisis datanya. Hasil penelitian membuktikan bahwa *person job-fit* berpengaruh signifikan terhadap kepuasan kerja, kualitas pelayanan internal berpengaruh signifikan terhadap kinerja karyawan, kepuasan kerja berpengaruh signifikan terhadap kinerja karyawan, *person-job fit* berpengaruh signifikan terhadap kinerja karyawan melalui kepuasan kerja, dan kualitas pelayanan internal berpengaruh signifikan terhadap kinerja melalui kepuasan kerja. Kebaruan dalam penelitian ini penggunaan pengukuran multidimensi dan multilevel. Ini menunjukkan pendekatan komprehensif dalam mengukur berbagai aspek yang berpotensi memengaruhi kinerja karyawan.

Keywords: *Person Job-Fit*, Kualitas Pelayanan Internal, Kepuasan Kerja, Kinerja Karyawan, Hotel.

Abstract

The goal of this research is to determine and evaluate the impact of person-job fit and internal service quality on job performance as assessed by work satisfaction. The research was conducted from September to December 2023 at Surabaya's three-star hotels. The sample for this study was the staff from Surabaya's three-star hotels. There were 145 responses in the sample. The sampling approach used in this study was purposive. This survey's respondents were 17 years or older, had at least one year of



work experience, and worked in Surabaya's three-star hotels. The core data for this study were gathered by giving questionnaires on printed questionnaire sheets. This study used Structural Equation Modeling with SmartPLS as its data analysis method. The results of the study prove that person-job fit significantly influences job satisfaction, internal service quality significantly influences job satisfaction, job satisfaction significantly influences job performance, person-job fit significantly influences job performance through job satisfaction, and internal service quality significantly influences job performance through job satisfaction. The novelty this research is the research uses multi-dimensional and multi-level measurements. It shows a comprehensive approach in measuring various aspects that have the potential to influence employee performance.

Keywords: *Person Job-Fit, Internal Service Quality, Job Satisfaction, Job Performance, Hotel.*

Introduction

In today's era, companies are competing to become the best and excel in their sectors. To achieve excellence, companies require good human resources and support from the organization to facilitate activities that can enhance employee performance. In East Java, specifically in the city of Surabaya, besides being one of the largest industrial cities, it also hosts a considerable hospitality industry, with Surabaya having a total of 276 hospitality industries in 2019 (Central Statistics Agency, 2019). Among these, 3-star hotels are notably prominent, with 42 units reported, as per the Central Statistics Agency. Additionally, the room occupancy rate in star-rated hotels in the province showed an increase up to 52.78% from 2020-2022 (Central Statistics Agency, 2022).

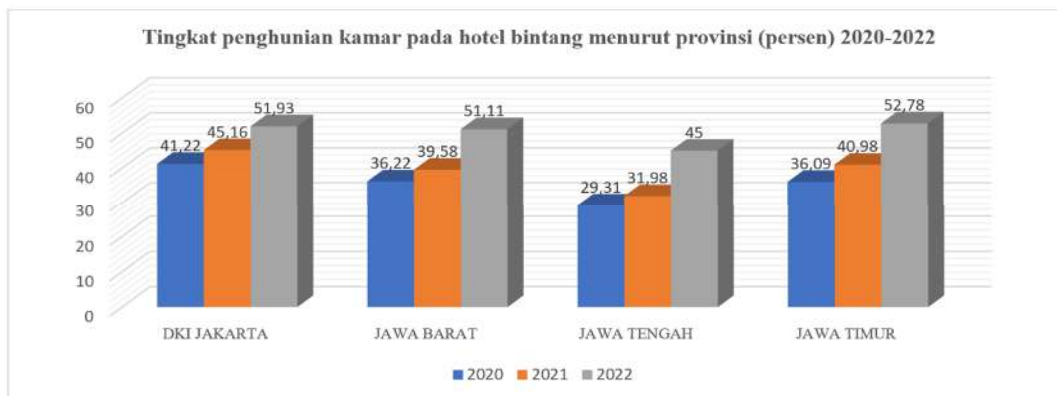


Figure 1. Room Occupancy Data in Star-rated Hotels.
Source: Central Statistics Agency (2022)

Given the competitive landscape in the hospitality sector, as evidenced by the increasing room occupancy rates in star-rated hotels and the substantial number of hospitality industries, stakeholders in the hospitality sector must maintain and enhance performance services for hotel employees. To compete effectively, businesses need to prepare themselves, manage human resources and their companies effectively. Efforts such as improving human resources, as stated by Tufa (2018), highlight the human resources are the most crucial asset in a company due to their central role. Therefore, attention to human resources is vital for the smooth functioning of a company.

Companies striving for good human resources need to consider factors such as job satisfaction and job performance. Job performance serves as a measure of organizational success; simply put, it reflects success (Harras et al., 2020:12). Achieving success in a company requires good job performance, which in turn necessitates job satisfaction among employees. Several variables contribute to employee satisfaction, including person-job fit and internal service quality.

Person-job fit is a significant factor in a company, reflecting the alignment of an employee's interests, skills, and abilities with their job requirements. An

individual's job fit involves meeting job requirements encompassing aspects of knowledge, competence, and qualitative skills (Ju et al., 2020). Mismatching employees can lead to significant losses for a company. Placing employees in roles that align with their skills and abilities can have substantial benefits for both the employee and the company. Job fit can influence job satisfaction and overall performance improvement. Similarly, suggested that meeting individual job expectations could increase satisfaction (Andiansyah et al., 2023).

Internal service quality is another factor that can drive employee satisfaction, as it pertains to the services provided by the company itself, meeting employees' needs. Sometimes companies demand good performance from employees without considering the quality of service provided, which can impact employee satisfaction and subsequently, job performance. Internal service quality is how employees perceive the quality of service they receive from their colleagues (de Bruin et al., 2021). It not only measures the level of service provided but also serves as an evaluation for the company itself. Therefore, if a company's internal service quality is good, it can enhance employee job satisfaction.

Job satisfaction is influenced by factors such as person-job fit and internal service quality. Job satisfaction is crucial for employees because when individuals feel happy, satisfied, and comfortable with their work, they tend to produce better results. Pandji and Sri (1995) emphasized the importance of job satisfaction for employees, as it reflects their feelings about their work and their overall work environment. Job satisfaction (Peng & Mao, 2015) relates to an employee's attitude toward their work, encompassing working conditions, teamwork, compensation, and factors related to physical and psychological aspects.

Efforts to achieve good job performance are inseparable from job satisfaction. Performance is the result of work or behavior achieved in completing tasks and responsibilities within a specified time frame (Helmold, 2022). When employees are satisfied with their work, the results of their work tend to be good, significantly impacting an organization or company, strengthening its competitive foundation within a specific sector. The impact of performance on a company is significant, especially concerning its progress. For employees, performance is a link to their future. In other words, career and competence are acquired through performance evaluations.

Previous research by Abdullah et al., (2021) shown that internal service quality had a substantial impact on nurse job satisfaction, staff commitment, well-being, and job performance. The quantitative cross-sectional research approach was used in this study in Pakistan. A self-managed survey was done in Pakistan to collect information from 412 nurse personnel working in 20 private health institutions. These findings can be used to improve our understanding of the elements that influence job satisfaction, particularly in Indonesia, where the setting is distinct. However, the research has limitations, such as not examining other characteristics that may influence job satisfaction (Abdullah et al., 2021). As a result, this study seeks to expand on prior research by investigating other potential variables influencing job satisfaction.

Hasan et al., (2021) found that factors such as Person-Job-Fit, Work-Life Balance, and working environment influence organizational commitment. This study was conducted in Pakistan using a survey method, with 1,100 survey

questionnaires issued to respondents, 843 of whom answered, for a response rate of 77%. The findings of this study are likely to serve as a foundation for a more comprehensive knowledge of the elements that influence the favourable effects of work-life balance, person-job fit, and job satisfaction on organizational commitment.

Unlike previous research stating that internal service quality significantly influences performance through job satisfaction, Sharma et al., (2016) found different results, indicating that internal service quality did not significantly influence performance through job satisfaction and commitment. Therefore, further research is needed to understand the relationship between person-job fit and internal service quality on job performance through job satisfaction.

Based on the background above, the title of this research is the influence of person-job fit and internal service quality on job performance through job satisfaction among 3-star hotel employees in Surabaya. This research is essential because the increasingly competitive hospitality sector necessitates companies' extra efforts to manage ideal human resources. Providing suitable positions and excellent internal services creates job satisfaction, which impacts the performance of employees positively. Thus, existing 3-star hotels can compete competitively. The object of this research is 3-star hotels in Surabaya, where the hospitality sector, particularly the 3-star segment, is predominant, considering available statistical data. Moreover, as customers often prefer affordable yet comfortable hotels, 3-star hotels become a popular choice due to their reasonable prices and satisfactory services.

Literature Review and Hypothesis Development

Person Job-fit

Person job-fit refers to the alignment between job requirements, including knowledge, skills, and abilities, and the qualifications possessed by employees. It encompasses several indicators such as compatibility between skills, knowledge, needs, and desires (Qin et al., 2020). Person job-fit entails the harmony between an individual's personality and the responsibilities they carry within the company (Qin et al., 2018). Based on Yao et al., (2022), employees who have alignment between themselves and their jobs demonstrate a profound awareness to enhance the alignment between employees and the company. Furthermore, other researchers' viewpoints include. Person job-fit involves an individual's assessment of the compatibility between their skills and job demands, as well as the compatibility between personal needs and what the company offers its employees (Yao et al., 2022). And according to Saufi et al., (2020), person job-fit occurs when an employee's knowledge, skills, and abilities align with job demands and the availability of resources (compensation, incentives, benefits, and working conditions), meeting both physiological and psychological needs.

Based on the opinions of experts above, it can be concluded that person job-fit is the alignment between an individual's capabilities, skills, needs, and characteristics with the job and responsibilities performed in the workplace. Person job-fit is crucial in a company because the alignment provided by the company to its

employees enables them to perform their job demands effectively and optimally. As a result, employees can feel satisfied and produce good performance within the company. Supported by the views of Muñoz et al., (2022), who state that a person's fit with the job is an essential concept that encompasses personal skills, expertise, and knowledge with job characteristics. Similarly, Saufi et al., (2020) suggest that job fit can be seen through adaptation to the job, closely related to increased job satisfaction, suitability, and decreased employee turnover desires.

To measure person job-fit, experts propose measuring variables related to it. Person job-fit consists of two dimensions (Andiansyah et al., 2023):

- 1) Demands abilities fit: This entails the alignment between job requirements and the capabilities of the worker, leading to good performance.
- 2) Need supply fit: This involves assessing the compatibility between the worker's needs and the rewards provided by participation in a job, such as wages, holidays, or bonuses.

Internal Service Quality (ISQ)

Internal service quality refers (ISQ) to how employees perceive the quality of service they receive from the company or their colleagues. It is not only about measuring the level of service provided but also serves as an evaluation for the company itself. Good internal service quality can enhance employee job satisfaction (Madhani, 2019). According to Yoo & Dalton, (2021), internal service quality is the gap between customer expectations and the service they receive. The aim of internal service quality is not just to assess the service level but also to identify what is good and what needs improvement. Chen, (2023) suggest that internal service quality can be evaluated based on employees' feelings toward their jobs, colleagues, and the company. It is also characterized by how individuals behave towards others and how they serve each other within the company.

Based on researchers' opinions, it can be concluded that internal service quality is the service received by employees from internal parties, namely the company and their colleagues. Companies should not only demand the best from employees but also provide services that help employees grow and optimize their abilities, making internal service quality crucial in a company. The importance of internal service quality is supported by the theory in (Hogreve et al., 2017) and research by Skarpeta et al., (2020), which states that internal service quality is especially important in the service sector to achieve competitive advantage.

Ershadi et al., (2019) mentioned that INTQUAL can be used by managers to assess internal service quality within a company and found that internal service quality can affect company performance. According to Da Fonseca & Ferro, (2016), key factors for a company's success are customer loyalty and employee satisfaction. When customers are loyal and employees are satisfied, it results in company profitability. Ershadi et al., (2019) identified five key points:

1. Business profit and growth are driven by customer loyalty.
2. Loyalty is a direct result of customer satisfaction.
3. Customer satisfaction is influenced by the value of services received.
4. Employee performance, loyalty, and satisfaction contribute to service value.
5. The outcome of good internal service is employee satisfaction, loyalty, and performance.

Several experts have recommended several techniques for measuring internal service quality. Many people believe SERVQUAL can be customized for internal company situations. RiyazhKhan & Haq, (2019) established SERVQUAL, which comprises ten factors of service quality. a) Access, b) Communication, c) Competence, d) Courtesy, e) Credibility, f) Reliability, g) Responsiveness, h) Security, i) Tangibles, and j) Customer Understanding/Knowledge. According to Parasuraman et al., (1985), SERVQUAL comprises five characteristics of service quality: 1). Tangibles, 2). Dependability, 3) Responsiveness, 4) Assurance, and 5) Empathy.

Job Satisfaction

Job satisfaction is crucial for employees because when they are satisfied with their job, salary, and work environment, it positively impacts their performance within the company. According to Lydixsen et al., (2023), job satisfaction can be defined as a positive attitude and enjoyment of one's job, which is reflected in discipline, behavior, and work performance. Stephen P. Robbins, (2017) describe job satisfaction as a positive feeling about one's job resulting from an evaluation of its characteristics. Kirin & Šimić, (2020) state that job satisfaction is the sense of pleasure or displeasure employees feel towards their job, which can be assessed by looking at overall conditions or specific aspects of the job.

Santhoshkumar et al., (2019) suggest that job satisfaction can be experienced when individuals feel content with various aspects such as salary, the work they do, promotions received, supervisors, and colleagues. Andrade & Westover, (2020) assert that job satisfaction is achieved when outcomes meet employees' expectations, leading to a sense of fulfillment.

Based on these expert opinions, it can be concluded that job satisfaction is the happiness employees feel towards their job and the achievement of their expectations. Job satisfaction is important for a company because it encourages employees to perform better in their duties and responsibilities. This view is supported by Santhoshkumar et al., (2019), who emphasize that job satisfaction is especially vital in companies with sales personnel.

To measure job satisfaction, several experts have proposed different dimensions. According to Eckhaus, (2021) there are four dimensions of job satisfaction: (1) Satisfaction with the job, (2) Satisfaction with rewards, (3) Satisfaction with colleagues, and (4) Promotional opportunities.

Job Performance

Job performance refers to the behavior exhibited by an employee in terms of their achievements at work, aligned with the responsibilities assigned to them (Pandey & Chauhan, 2021). According to Yin et al., (2019), employee performance can be considered an asset for the company that can enhance its growth. Employee performance is assessed based on their accomplishments and adherence to the company's standards (Ishak et al., 2019). Hambardzumyan, (2016) state that competent employee performance can give a company a competitive edge.

Based on the opinions of these experts, job performance can be defined as the results of an employee's work measured by the quality and quantity of tasks and

responsibilities assigned by the company. Employee performance is crucial for a company because it can significantly impact the organization. Improving employee performance is essential for achieving the company's goals, objectives, vision, and mission (Hasbi et al., 2021).

To measure job performance, several experts have proposed different approaches. According to Dwiliesanti & Yudianto, (2022), the Individual Work Performance Questionnaire (IWPQ) includes three dimensions: Task performance (TP), Contextual performance (CP), and Counterproductive work behavior (CWB).

The hypotheses are the following:

- H1 : Person-job fit has a significant impact on job satisfaction
- H2 : Internal service quality has a significant impact on job satisfaction
- H3 : Job satisfaction has a significant impact on job performance
- H4 : Person-job fit has a significant impact on job performance through job satisfaction
- H5 : Internal service quality has a significant impact on job performance through job satisfaction

The study's conceptual framework is shown in the following Figure 2:

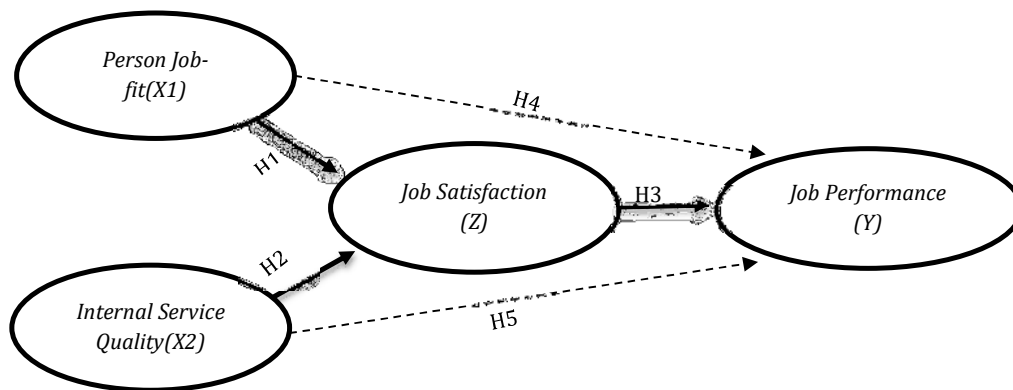


Figure 2. Conceptual Framework

Source: Abdullah et al., (2021); Hasan et al., (2021)

Research Method

This study used quantitative research with a causal approach. Quantitative research is a way for studying a sample or population within a research setting (Goodman & Zhang, 2017). This study used nonprobability sampling utilizing a purposive sample method. This method is used to identify links between external and endogenous components. This study's dependent variable is work performance (Y), the mediating variable is job satisfaction (Z), and the independent variables are person job-fit and internal service quality.

The population of this study consists of employees from 3-star hotels in Surabaya. Why? Because of the third star hotel sector, judging from existing statistical data, is the largest in the city of Surabaya. And seeing that people often choose hotel prices that are more affordable but still decent and comfortable to stay in, so the third star hotels are the choice that is often chosen because the price is

right and the service provided is quite good. The research was conducted from September to December 2023. In determining the sample size for this study, the number of indicators used was taken into consideration. The minimum sample size is 5-10 observations for each estimated parameter. Therefore, the sample size for this study is 145 employees from 3-star hotels, based on 29 indicators multiplied by 5.

In this study, closed-ended statements on questionnaires were distributed as a means of gathering data. On a Likert scale from 1 to 5, all indicators that reflect variables are measured. The questionnaires were distributed offline using printed sheets and given to respondents working in 3-star hotels in Surabaya with the following characteristics:

1. At least 17 years old, assuming that at this age, individuals can make their own choices and take responsibility for them.
2. A minimum education level of high school or equivalent.
3. Employed at a 3-star hotel company in Surabaya.
4. Have been working at the company for at least one year.

This study used structural equation modeling (SEM) with the SMARTPLS program, which is based on partial least squares (PLS). A multi-variable analytical technique called structural equation modeling (SEM) is often utilized to explain the close link between latent and indicator variables. Structural and measurement models are typically included in a structural equation system (Wang et al., 2017). This approach is perfect for the research at hand. This approach is perfect for the research at hand. After that, SmartPLS was used to analyze the data.

Result and Discussion

Results

Analysis of Measurement Model (Outer Model)

The outer model obtained from the data processing in this study is as follows:

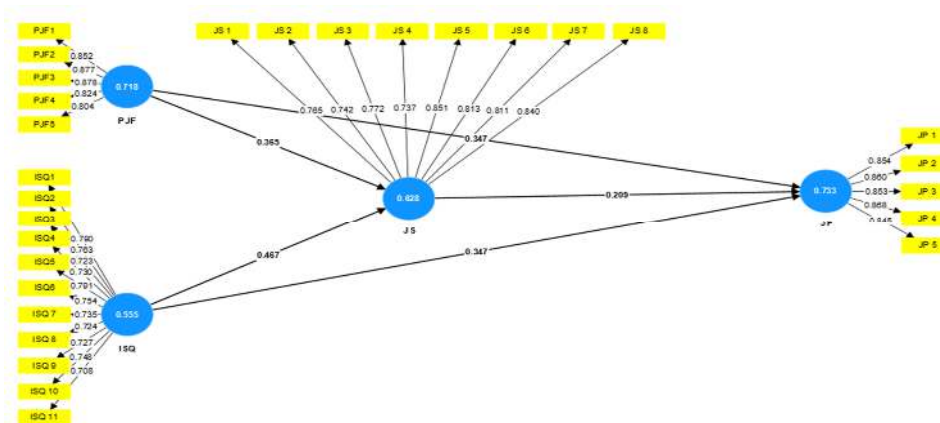


Figure 3. Outer Model

Source: processed data, 2024

Validity Test

Validity testing is conducted to determine the compatibility between indicators that measure the variables under investigation. This can be observed through the values of Outer Loadings. Measurement indicators can be considered valid if the outer loading value is >0.5 up to 0.6.

Table 1. Outer Loading

	<i>Internal Service Quality</i>	<i>Job Performance</i>	<i>Job Satisfaction</i>	<i>Person Job-fit</i>
ISQ 1	0,790			
ISQ 2	0,763			
ISQ 3	0,723			
ISQ 4	0,730			
ISQ 5	0,791			
ISQ 6	0,754			
ISQ 7	0,735			
ISQ 8	0,724			
ISQ 9	0,727			
ISQ 10	0,748			
ISQ 11	0,708			
JP 1		0,854		
JP 2		0,860		
JP 3		0,853		
JP 4		0,868		
JP 5		0,845		
JS 1			0,765	
JS 2			0,742	
JS 3			0,772	
JS 4			0,737	
JS 5			0,851	
JS 6			0,813	
JS 7			0,811	
JS 8			0,840	
PJF 1				0,852
PJF 2				0,877
PJF 3				0,878
PJF 4				0,824
PJF 5				0,804

Source: processed data, 2024

Based on Table 1 above, it can be proven that all outer loading values are above 0.6, thus it can be concluded that all variables are valid and accurately match the indicators that measure the variables.

AVE Test

AVE test is a measurement that serves as the second requirement to assess discriminant validity. The cutoff value for AVE to be considered valid is 0.5.

Table 2. Average Variance Extracted (AVE)

Variabel	AVE	Cut off	Result
<i>Person Job-fit</i>	0,718	0,5	VALID
<i>Internal Service Quality</i>	0,555	0,5	VALID
<i>Job Satisfaction</i>	0,628	0,5	VALID
<i>Job Performance</i>	0,733	0,5	VALID

Source: processed data, 2024

Based on Table 2, the four variables can be considered valid because the values of the Average Variance Extracted (AVE) are above 0.5.

Discriminant Validity Test

Discriminant validity testing is conducted to examine the differences between indicators of one construct and indicators of another construct. The validity of each indicator in a variable is assessed based on its cross-loading values, which should be greater than 0.7 and higher than those of other variables.

Table 3. Cross Loading

Variabel	Internal Service Quality	Job Performance	Job Satisfaction	Person Job-fit
ISQ 1	0,790	0,608	0,555	0,686
ISQ 2	0,763	0,628	0,526	0,701
ISQ 3	0,723	0,537	0,518	0,551
ISQ 4	0,730	0,544	0,572	0,600
ISQ 5	0,790	0,586	0,642	0,588
ISQ 6	0,791	0,594	0,667	0,667
ISQ 7	0,735	0,560	0,556	0,579
ISQ 8	0,724	0,655	0,558	0,607
ISQ 9	0,727	0,618	0,500	0,563
ISQ 10	0,748	0,543	0,583	0,602
ISQ 11	0,708	0,563	0,551	0,565
JP 1	0,682	0,854	0,609	0,667
JP 2	0,685	0,860	0,622	0,645
JP 3	0,679	0,853	0,657	0,690
JP 4	0,637	0,868	0,600	0,631
JP 5	0,682	0,845	0,639	0,712
JS 1	0,657	0,553	0,765	0,574
JS 2	0,605	0,607	0,742	0,618
JS 3	0,592	0,495	0,772	0,568
JS 4	0,447	0,444	0,737	0,533
JS 5	0,626	0,616	0,851	0,597
JS 6	0,602	0,630	0,813	0,622
JS 7	0,622	0,592	0,811	0,552
JS 8	0,649	0,659	0,840	0,631
PJF 1	0,657	0,691	0,597	0,852
PJF 2	0,647	0,668	0,653	0,877
PJF 3	0,739	0,713	0,714	0,878
PJF 4	0,624	0,526	0,494	0,824
PJF 5	0,735	0,686	0,651	0,804

Source: processed data, 2024

Reliability Test

Reliability testing is conducted to measure the consistency of the questionnaire, which serves as indicators of variables. Cronbach's Alpha and composite reliability are used to evaluate the accuracy and dependability of reliability testing. The following table displays the results of the reliability test:

Table 4. Reliability Test

Variabel	Cronbach's Alpha	Composite Reliability	Result
Person Job-fit	0,902	0,927	Reliable
Internal Service Quality	0,920	0,932	Reliable
Job Satisfaction	0,915	0,931	Reliable
Job Performance	0,909	0,932	Reliable

Source: processed data, 2024

From Table 4 above, all variables are considered reliable because the value of Cronbach's Alpha is greater than 0.7, as well as the value of composite reliability being greater than 0.7.

Structural Model Analysis (Inner Model)

The inner model obtained from the data processing in this study is as follows:

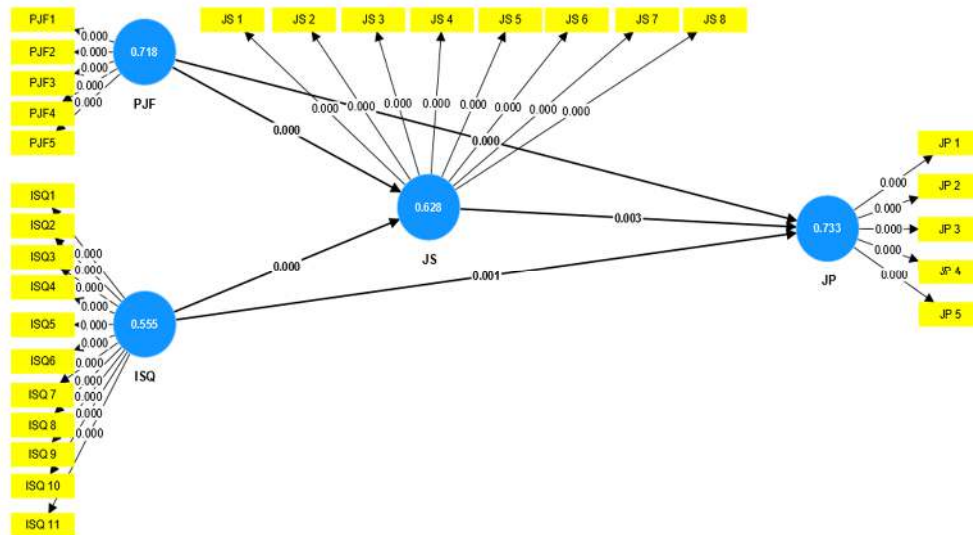


Figure 4. Inner Model

Source: processed data, 2024

It is therefore important to test the structural model further following the testing of the measurement model. The study's structural model, which is evaluated using path coefficients, describes how closely latent variables relate to one another. The results of this study's hypothesis testing are shown in Table 5 and are summarized as follows.

Table 5. Hypothesis Test Results

	Hypothesis	Original Sampel	T-statistics	P- values	Result
H1	<i>Person Job-fit ->Job Satisfaction</i>	0,365	4,108	0,000	Accepted
H2	<i>Internal Service Quality->Job Satisfaction</i>	0,467	5,030	0,000	Accepted
H3	<i>Job Satisfaction->Job Performance</i>	0,209	2,961	0,003	Accepted
H4	<i>Person Job-fit->Job Satisfaction->Job Performance</i>	0,076	2,294	0,022	Accepted
H5	<i>Internal Service Quality->Job Satisfaction->Job Performance</i>	0,098	2,593	0,010	Accepted

Source: processed data, 2024

Discussion

Based on the research results in table 6, several discussion points are as follows:

1. Person-job fit has a significant positive effect on job satisfaction, with a t-statistic value greater than 1.96 (4,108) and a p-value less than 0.05 (0.000). The better the person-job fit, the greater the job satisfaction, and vice versa. Hypothesis 1 has been accepted. The first hypothesis states that person-job fit influences job satisfaction. The results of this study align with the findings of Vatansever & Karamaraş, (2017), which show that person-job fit has a positive effect on job satisfaction. Similarly, research by Berisha & Lajçi, (2021) found that person-job fit impacts job satisfaction. The study results indicate a match between the needs of employees and the provisions offered by the company, as well as a match between the company's demands and the employees' capabilities. When the talents and abilities of employees are aligned with the roles and interests required by the company, it results in employee satisfaction. This means that the higher the job fit, the greater the job satisfaction. In this study, employees in the 3-star hotel sector in Surabaya reported satisfaction due to the alignment in their work. This alignment is evidenced by the high mean score for the statement, "I feel I have the knowledge, skills, and abilities needed by the company to advance." This indicates that the existing fit makes employees feel valued by the company, motivating them to advance together and remain competitive in the 3-star hotel sector in Surabaya.
2. Internal service quality has a significant positive effect on job satisfaction, with a t-statistic value of over 1.96 (5,030) and a p-value of less than 0.05 (0.000). Job satisfaction grows as internal service quality improves, and vice versa. Hypothesis 2 is confirmed. This study's results are similar with Safari et al., (2017) findings, which imply that internal service quality has a good effect on work satisfaction. Njilo et al., (2020) and Pane et al., (2022a) have also conducted investigations with comparable results.

This study indicates that the quality of individual services, departmental services, and organizational services can enhance job satisfaction. This is because internal services significantly affect an individual's job satisfaction. If the interpersonal services within a company are poor, it can lead to a lack of a familial bond among employees. Similarly, inadequate departmental or organizational services and facilities can lead to job dissatisfaction.

For employees of three-star hotels in Surabaya, this study shows the satisfaction they feel with the internal service quality at their place of work. The internal service quality experienced by employees of these three-star hotels is reflected in the high mean score for the statement, "I have access to the information and/or equipment needed to serve customers better." This indicates that three-star hotels in Surabaya, as examined in this study, provide and facilitate the needs of their employees to deliver good service to customers.

3. Job satisfaction has a positive and significant effect on job performance, with a t-statistic value of >1.96 (2,961) and a p-value of less than 0.05 (0.003). The more the job satisfaction, the better the job performance, and vice versa. Hypothesis 3 is supported. The findings of this study are consistent with those of Ibrahim, (2019), who found that job happiness improves job performance. Similar findings are found in the study by Ramasamy et al., (2023), which shows that job satisfaction has a favorable and significant effect on employee performance. Similarly, the research by Lydiksen et al., (2023) and Nantavisit et al., (2023) reveal that job happiness strongly influences employee performance quality. This study demonstrates that satisfaction with work, rewards, coworkers, and promotion opportunities can result in good employee performance. Employees who are satisfied with what they receive from a company will perform well, and good performance can improve the quality of the company, enabling it to compete with other businesses in the same sector.

For employees of three-star hotels in Surabaya, this study shows that good performance is due to job satisfaction. The job satisfaction experienced by employees is evident from the high mean score for the statement, "I feel my coworkers are ready to help me if I encounter difficulties." This indicates a high level of coworker satisfaction. With coworkers as a support system, the work becomes easier, leading to greater employee satisfaction in the workplace.

4. Person-job fit has a positive and substantial effect on work performance through the mediation measure job satisfaction, with a t-statistic value >1.96 (2,294) and a p-value < 0.05 (0.022). Person-job fit is associated with increased job satisfaction and performance. Hypothesis 4 was accepted. This study's findings are congruent with those of Wu et al. (2018), who found that job satisfaction greatly mediates the influence of person-job fit on employee performance. Similarly, Lee et al., (2022) and Lestari et al., (2023) discovered that job satisfaction strongly mediates the impact of person-job fit on job performance. This study shows that the alignment between employee needs

and the provisions offered by the company, as well as the alignment of company demands with the abilities of the employees, can lead to good performance through the job satisfaction experienced by the employees. This means that if employees possess the skills required by the company they work for, they will not find it difficult to perform their duties and responsibilities. Their abilities make their work easier, indirectly leading to job satisfaction. When employees feel satisfied with their job, they will perform well, as job satisfaction contributes to good performance.

In the three-star hotel sector in Surabaya, there is a good person-job fit. This is evidenced by the high mean score of 3.82 on the person-job fit variable, which falls under the "agree" category. This shows that employees feel their skills and abilities match the needs of the three-star hotels in Surabaya, and the alignment between what the company offers and what employees seek in a company is present. This job fit increases employee job satisfaction, which in turn enhances their performance. Therefore, three-star hotels in Surabaya should pay attention to person-job fit, as good performance can improve the quality within the company, allowing these hotels to compete with others in the hospitality sector.

5. Internal service quality positively impacts job satisfaction, as evidenced by a t-statistic value of >1.96 (2,593) and a p-value of 0.010. increased internal service quality leads to increased job satisfaction and performance, and vice versa. Hypothesis 5 was accepted. This study's findings are congruent with those of Pane et al., (2022b), who discovered that internal service quality had a beneficial impact on job satisfaction and, as a result, performance. Similarly, the association between internal service quality and job performance via job satisfaction was confirmed. Chikazhe & Nyakunuwa, (2022) found that internal service quality has a considerable favorable effect on work performance and that service quality significantly affects job satisfaction. This study demonstrates that the quality of interpersonal services, departmental services, and organizational services can enhance job satisfaction. Internal services greatly influence an individual's job satisfaction. Before a company can expect its employees to provide excellent service to customers, it must first improve and enhance the quality of its internal services. This can be achieved through training programs focused on internal service quality, developing good work procedures, and providing support and appreciation to employees with good performance. Such measures can create job satisfaction, and satisfied employees are likely to perform better, allowing the company to advance and compete with others in the same sector.

In the three-star hotel sector in Surabaya, employees feel that the internal service quality provided by the company is good. This is evident from the high mean score of 3.85 for internal service quality, falling under the "agree" category. This is demonstrated by good relationships among coworkers, good inter-departmental relationships, and services provided by the company such as appreciation, training programs, and adequate work procedures. Good internal service quality enhances job satisfaction among

employees. Ultimately, job satisfaction within individuals will positively affect their performance in the company. Therefore, three-star hotels in Surabaya should continue to maintain and improve internal service quality to ensure employee job satisfaction, which in turn can boost employee performance.

Thus, this research not only provides an in-depth understanding of the factors that influence employee performance in 3-star hotels in Surabaya, but also provides a basis for developing more effective management strategies to improve employee welfare and performance in the hotel industry in general.

Novelties this research

This research uses multi-dimensional and multi-level measurements: Using constructs such as Person-Job Fit, Internal Service Quality, Job Satisfaction, and Job Performance shows a comprehensive approach in measuring various aspects that have the potential to influence employee performance. At the individual level, there are Person-Job Fit and Job Satisfaction variables; internal service quality is at the organizational level; Meanwhile, job performance is at the individual and organizational level. Second, this research highlights the importance of internal service quality in the context of the hospitality industry, which can have a direct impact on employee job satisfaction and performance.

Theoretical contribution

By linking theories such as Person-Job Fit and job satisfaction theory to the context of 3-star hotels in Surabaya, this research provides a theoretical contribution that can expand the understanding of the factors that influence performance in certain work environments. Second, this study makes a theoretical contribution to the development of human resource management principles, namely research into person-job fit, internal service quality, work performance, and job happiness.

Practical contribution

Managerial Implications: This research provides insight to hotel managers regarding factors that are important for improving the performance of their employees, which may lead to improved human resource management strategies and employee development.

Limitations

Generalisability: This research is limited to employees of 3-star hotels in Surabaya, so the generalisability of these findings to the hotel industry in general may be limited. Factors such as organizational culture, hotel size, and geographic context may differ significantly from place to place, so the results of this study may not always be directly applicable elsewhere.

Methodological Limitations: Some possible methodological limitations include the use of cross-sectional study designs or self-report measures in measuring variables such as job satisfaction and performance. The cross-sectional design does not allow for drawing causal conclusions, and the use of self-report measures may introduce subjective bias in respondents' assessments. This study uses a survey questionnaire that only collects opinions at particular times. Future studies should take into consideration the usage of other approaches as a result of

the findings' inability to be fully generalized. To obtain better results, the study's sample scope should be expanded.

Conclusions

This research contributes to enriching knowledge about the factors that influence employee performance which have an impact on organizational/corporate performance. These findings state that Person-job fit has a positive and significant effect on job satisfaction; Internal service quality has a positive and significant effect on job satisfaction; Job satisfaction has a positive and significant effect on job performance; Person-job fit has a positive and significant effect on job performance through the mediation variable job satisfaction; and Internal service quality The study's findings are notable because they provide useful insights for Surabaya hotel management in assessing work happiness as influenced by person-job fit, internal service quality, and job performance. The findings of this study provide suggestions for conducting additional research within all current constraints. There are restrictions on this research in terms of sampling, identifying various instrument factors, and comprehending the theory of human resource management in general.

References

- Abdullah, M. I., Huang, D., Sarfraz, M., Ivascu, L., & Riaz, A. (2021). Effects of internal service quality on nurses' job satisfaction, commitment and performance: Mediating role of employee well-being. *Nursing Open*, 8(2), 607–619. <https://doi.org/10.1002/nop2.665>
- Andiansyah, M., Rahman, A., Sarinten, Ismanto, B., Ardiansyah, Octora, T. Y., Dwisa, C. B. P., & Saribanon, E. (2023). Person job fit on seafarers' job satisfaction. *AIP Conference Proceedings*, 2675. <https://doi.org/10.1063/5.0117722>
- Andrade, M. S., & Westover, J. H. (2020). Global comparisons of job satisfaction across occupational categories. *Evidence-Based HRM*, 8(1), 38–59. <https://doi.org/10.1108/EBHRM-09-2019-0086>
- Berisha, G., & Lajçi, R. (2021). Fit to last? Investigating how person-job fit and person-organization fit affect turnover intention in the retail context. *Organizations and Markets in Emerging Economies*, 11(22), 407–428. <https://doi.org/10.15388/OMEE.2020.11.40>
- Chen, W.-J. (2023). Innovative Service Behaviors of Hotel Employees: An Internal Service Perspective. *Journal of Quality Assurance in Hospitality and Tourism*, 24(4), 380–401. <https://doi.org/10.1080/1528008X.2022.2051220>
- Chikazhe, L., & Nyakunuwa, E. (2022). Promotion of Perceived Service Quality Through Employee Training and Empowerment: The Mediating Role of Employee Motivation and Internal Communication. *Services Marketing Quarterly*, 43(3), 294–311. <https://doi.org/10.1080/15332969.2021.1992560>

- Da Fonseca, L. M. C. M., & Ferro, R. L. (2016). A management trinity: Employee satisfaction, customer satisfaction and economic performance. *International Journal of Industrial Engineering and Management*, 7(1), 25–30.
- de Bruin, L., Roberts-Lombard, M., & de Meyer-Heydenrych, C. (2021). The interrelationship between internal marketing, employee perceived quality and customer satisfaction—a conventional banking perspective. *Cogent Business and Management*, 8(1). <https://doi.org/10.1080/23311975.2021.1872887>
- Dwiliesanti, W. G., & Yudianto, A. (2022). Rasch Analysis of The Indonesian Version of Individual Work Performance Questionnaire (IWPQ). *Jurnal Pengukuran Psikologi Dan Pendidikan Indonesia*, 11(2), 153–167. <https://doi.org/10.15408/jp3i.v11i2.24157>
- Eckhaus, E. (2021). The Fourth Dimension of Happiness and Work Satisfaction. *Management and Marketing*, 16(2), 118–133. <https://doi.org/10.2478/mmcks-2021-0008>
- Ershadi, M. J., Akhavan Niaki, S. T., & Sadeghee, R. (2019). Evaluation and improvement of service quality in information technology department of a detergent production company using the SERVQUAL approach. *International Journal of Services and Operations Management*, 34(2), 228–240. <https://doi.org/10.1504/IJSOM.2019.103061>
- Goodman, M. S., & Zhang, L. (2017). Quantitative research methods. In *Public Health Research Methods for Partnerships and Practice*. <https://doi.org/10.1201/9781315155722-10>
- Hambardzumyan, K. (2016). Performance and talent: Pros and cons of performance assessments. In *Handbook of Human Resources Management*. https://doi.org/10.1007/978-3-662-44152-7_131
- Hasan, T., Jawaad, M., & Butt, I. (2021). The Influence of Person–Job Fit, Work–Life Balance, and Work Conditions on Organizational Commitment: Investigating the Mediation of Job Satisfaction in the Private Sector of the Emerging Market. *Sustainability*, 13(12), 6622. <https://doi.org/10.3390/su13126622>
- Hasbi, I., Pradana, M., & Saragih, A. L. P. (2021). Literacy Of Organizational Culture’S Effects On Work Performance. *Academy of Strategic Management Journal*, 20(1), 1–6.
- Helmold, M. (2022). Performance Management as Part of the Corporate Strategy. In *Management for Professionals: Vol. Part F369*. https://doi.org/10.1007/978-3-030-98725-1_1
- Hogreve, J., Iseke, A., Derfuss, K., & Eller, T. (2017). The service-profit chain: A meta-analytic test of a comprehensive theoretical framework. *Journal of Marketing*, 81(3), 41–61. <https://doi.org/10.1509/jm.15.0395>
- Ibrahim, M. (2019). Analysis of work satisfaction on work achievement of employees Indonesian local government. *International Journal of Advanced and Applied Sciences*, 6(8), 39–44. <https://doi.org/10.21833/ijaas.2019.08.006>
- Ishak, Z., Fong, S. L., & Shin, S. C. (2019). SMART KPI management system framework. 2019 IEEE 9th International Conference on System Engineering and

- Technology, ICSET 2019 - Proceeding, 172–177.
<https://doi.org/10.1109/ICSEngT.2019.8906478>
- Ju, D., Yao, J., & Ma, L. (2020). Person–job fit and job involvement: the curvilinear effect and the moderating role of goal orientation. *Journal of Managerial Psychology*, 36(5), 433–446. <https://doi.org/10.1108/JMP-02-2020-0095>
- Kirin, S., & Šimić, B. (2020). Employee satisfaction survey in hotel industry | Psihosocijalni čimbenici na radnom mjestu i zadovoljstvo radnika u hotelijerstvu. *Sigurnost*, 62(1), 1–10. <https://doi.org/10.31306/s.62.1.6>
- Lee, Q.-L., Tan, C.-S., & Krishnan, S. A. P. (2022). The mediating role of job satisfaction and work engagement in the relationship between self-reported person–job fit and job performance | Опосредующая роль удовлетворённости работой и вовлечённости в работу во взаимосвязи между самооценкой соответствия че. *Organizatsionnaya Psikhologiya*, 12(2), 183–197. <https://doi.org/10.17323/2312-5942-2022-12-2-183-197>
- Lestari, D., Maria, S., & Heksarini, A. (2023). Combining Person-Job Fit, Organizational Commitment and Organizational Citizenship Behavior to Advance Performance. *Economic Alternatives*, 29(3), 638–652. <https://doi.org/10.37075/EA.2023.3.11>
- Lydiksen, N., Gotfredsen, A., Ladenburg, J., & Stenbro, H. (2023). Job satisfaction and firm earnings—Evidence from matched survey and register data. *Labour*, 37(2), 197–221. <https://doi.org/10.1111/labr.12240>
- Madhani, P. M. (2019). Rewards Strategy: A Key Driver of Service–Profit Chain. *Compensation and Benefits Review*, 51(4), 162–172. <https://doi.org/10.1177/0886368719898310>
- Muñoz, M., Peat, D. M., & Perrmann-Graham, J. (2022). Linda Harmon and Veritas Oversight Corp: A Job Characteristics Case. *Journal of Organizational Behavior Education*, 15, 5–16.
- Nantavisit, N., Kim, L., & Dorn, U. (2023). A meta-analysis of determinants influencing bank employees' satisfaction. *Banks and Bank Systems*, 18(3), 49–60. [https://doi.org/10.21511/bbs.18\(3\).2023.05](https://doi.org/10.21511/bbs.18(3).2023.05)
- Njilo, C. M., Karadaş, G., & Garanti, Z. (2020). The mediation effect of learning organization in the relationship between internal service quality and job satisfaction of nurses. *Ethiopian Journal of Health Development*, 34(4), 286–292.
- Pandey, T., & Chauhan, A. S. (2021). Effect of job fulfillment over employee performance execution at the workplace: A study based on identifying the significance of demographical characteristics. *International Journal of Asian Business and Information Management*, 12(2), 37–56. <https://doi.org/10.4018/IJABIM.20210401.oa3>
- Pane, R. T. H., Setyadi, D., & Rosnani, T. (2022a). Implementation of Quality Management towards the Internal Service Quality and Trust in Management and its Impact on Job Satisfaction: The Role of Moderation of the National Health Insurance System. *International Review of Management and Marketing*, 12(3), 1–9. <https://doi.org/10.32479/irmm.13015>
- Pane, R. T. H., Setyadi, D., & Rosnani, T. (2022b). Implementation of Quality Management towards the Internal Service Quality and Trust in

- Management and its Impact on Job Satisfaction: The Role of Moderation of the National Health Insurance System. *International Review of Management and Marketing*, 12(3), 1–9. <https://doi.org/10.32479/irmm.13015>
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A Conceptual Model of Service Quality and Its Implications for Future Research. *Journal of Marketing*, 49(4), 41–50. <https://doi.org/10.2307/1251430>
- Peng, Y., & Mao, C. (2015). The Impact of Person–Job Fit on Job Satisfaction: The Mediator Role of Self Efficacy. *Social Indicators Research*, 121(3), 805–813. <https://doi.org/10.1007/s11205-014-0659-x>
- Qin, C., Zhu, H., Xu, T., Zhu, C., Jiang, L., Chen, E., & Xiong, H. (2018). Enhancing person-job fit for talent recruitment: An ability-aware neural network approach. 41st International ACM SIGIR Conference on Research and Development in Information Retrieval, SIGIR 2018, 25–34. <https://doi.org/10.1145/3209978.3210025>
- Qin, C., Zhu, H., Xu, T., Zhu, C., Ma, C., Chen, E., & Xiong, H. (2020). An Enhanced Neural Network Approach to Person-Job Fit in Talent Recruitment. *ACM Transactions on Information Systems*, 38(2). <https://doi.org/10.1145/3376927>
- Ramasamy, A., Inore, I., Muduli, K., & Singh, S. (2023). Evaluation of Factors Affecting Job Satisfaction Pathways for Improved Sustainable Business Performance in Emerging Economies. *International Journal of Social Ecology and Sustainable Development*, 14(1). <https://doi.org/10.4018/IJSESD.328217>
- RiyazhKhan, A. M., & Haq, A. N. (2019). Role of service quality measurements in in-patients satisfaction in corporate hospitals. *International Journal of Business Excellence*, 18(3), 410–433. <https://doi.org/10.1504/IJBEX.2019.100752>
- Safari, A., Salehzadeh, R., Dehbashi, A., & Yazdi, D. S. (2017). Studying the impact of internal marketing on achieving competitive advantage: The role of employee happiness and perceived service quality. *International Journal of Business Excellence*, 13(1), 1–15. <https://doi.org/10.1504/IJBEX.2017.085791>
- Santhoshkumar, G., Jayanthi, S., & Velanganni, R. (2019). Employees job satisfaction. *Journal of Advanced Research in Dynamical and Control Systems*, 11(9 Special), 157–161. <https://doi.org/10.5373/JARDCS/V11/20192549>
- Saufi, R. A., Mansor, N. N. A., Kakar, A. S., & Singh, H. (2020). The Mediating Role of Person-Job Fit between Person-Organisation Fit and Intention to Leave the Job: Empirical Evidence from Pakistan. *Sustainability*, 12(19), 8189. <https://doi.org/10.3390/su12198189>
- Sharma, P., Kong, T. T. C., & Kingshott, R. P. J. (2016). Internal service quality as a driver of employee satisfaction, commitment and performance: Exploring the focal role of employee well-being. *Journal of Service Management*, 27(5), 773–797. <https://doi.org/10.1108/JOSM-10-2015-0294>
- Skarpeta, K., Koemtzi, M., & Aidonis, D. (2020). Measuring internal service quality: the case of the Greek public higher education institutions. *TQM Journal*, 32(2), 268–287. <https://doi.org/10.1108/TQM-02-2019-0061>

- Stephen P. Robbins, T. J. T. C. . (2017). *Organizational Behaviour* (17th ed., Vol. 17). Harlow Pearson Education.
- Vatansever, Ç., & Karamaraş, S. (2017). Power of person-job fit: Emotional labour for salespeople and its relation to job satisfaction. *International Journal of Work Organisation and Emotion*, 8(1), 1–23. <https://doi.org/10.1504/IJWOE.2017.083789>
- Wang, J., Hefetz, A., & Liberman, G. (2017). Applying structural equation modelling in educational research | La aplicación del modelo de ecuación estructural en las investigaciones educativas. *Cultura y Educacion*, 29(3), 563–618. <https://doi.org/10.1080/11356405.2017.1367907>
- Yao, K., Zhang, J., Qin, C., Wang, P., Zhu, H., & Xiong, H. (2022). Knowledge Enhanced Person-Job Fit for Talent Recruitment. *Proceedings - International Conference on Data Engineering*, 2022-May, 3467–3480. <https://doi.org/10.1109/ICDE53745.2022.00325>
- Yin, Y., Wang, Y., & Lu, Y. (2019). Antecedents and outcomes of employee empowerment practices: A theoretical extension with empirical evidence. *Human Resource Management Journal*, 29(4), 564–584. <https://doi.org/10.1111/1748-8583.12243>
- Yoo, M. M., & Dalton, A. N. (2021). Measuring Quality. In *Operations Management in the Hospitality Industry*. <https://doi.org/10.1108/978-1-83867-541-720211009>