

The mediation of frequent job on the effect of job fit, job satisfaction, on performance

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Keywords

Job Fit, Job Satisfaction, Frequent Job, Performance.

Abstract

Public workers are likely to have different behavior and attitude at work. Academic staff at higher education institution is designed to serve non-academic activities. Moreover work achievement for public workers is likely to be more related to political issues. Hence it is important to explore the Mediation of Frequent Job on effect of Job Fit, Job Satisfaction, on Performance. University staffs are employed to this research. The findings show that Frequency Job mediates of the effect of Job Fit and Job Satisfaction on Performance. The implications and future research are discussed.

Introduction

Human resources (HR) play an important role in a business organization and non-profit institutions. The goal of human resource management is to maximize employees' contributions to achieve optimal productivity and effectiveness, while simultaneously attaining individual objectives. In the modern times, the basic concept of human resource system assumes human resources to be the fundamental assets of an organization with an immense potential of achieving organizational goals (Bhat & Rainayee, 2017). Government staff in institutions is designed to provide services to the public. Hence, problems on recruitment is directly effected by personnel planning. It seems that recruitment process is likely not been based on needs but is often found employee placement is still based on orders. This shows that low efforts to realize the right man on the right place principle that in turn influence on their performance. Performance is determined by individual factors, such as capabilities and efforts, and also by factors beyond our immediate self-control, such as decisions taken by others, available resources, work systems and so on (Bacal, 2002; Darma, 2005). Individual performance is fundamentally influenced by expectations of reward, encouragement, ability, needs and nature, perception of task, internal and external rewards, and job satisfaction (Gibson et al., 1989; Rivai et al., 2005). Public workers performance is related on political issues (Ashraf, 2017; Prysmakova, 2016). It concerns with the appropriateness of how performance is valued within centralization and decentralization administration system. Although the efficiency of civil administration ranks highly on political agenda, comparative data and empirical information on their performance are surprisingly rare (Bhat & Rainayee, 2017).

Studies on public workers performance have been done in various perspectives (Chong & Cozzubo, 2017; Koopmans et al., 2011; Palma, Hinna, & Mangia, 2017; Shim & Faerman, 2015). Scholar propose different theory such as motivational theories (Norris, 2016), Reinforcement theory (Khan, 2005; Quinn & Thorne, 2014; Rudawska, 2008; Salisu, 2016), job characteristics (Bullock, Hansen, & Houston, 2018; Fallah, 2017; Kwon & Sohn, 2017), service theory to explain the public worker task performance (Gnusowski, Goncharuk, & Skapska, 2017; Lawson, 2017). Empirically the issues of job-security, regular pay-checks and safe pensions are found to effect public workers performance (Alonso & Lewis, 2001; Norris, 2016; Shim & Faerman, 2015). Hence it is believed that there is a significant different of the issues of public and private workers' performance.

Academic staff of higher education works on various pressure related to academic activities. They have to serve the academic member to reach high academic achievements. Hence it is believed that fit between workers and their job, their satisfaction to their job, and frequency of their work associated to their task are related to their work achievement (Bhat & Rainayee, 2017; Lam, Huo, & Chen, 2017; Alessandri, Consiglio, Luthans & Borgogni, 2018; Pisansky, Wholey, Cain, & Zhu, 2017; McGuigan, McGuigan, & Mallett, 2015; Bowling, Khazon, Meyer, & Burrus, 2015; Kim, Ra, Park, & Kwon, 2017). It is

believed that higher frequent of the task run, the effect of job fit and job satisfaction on job performance will be getting higher. Accordingly it is plausible to investigate the Mediation of Frequent Job on effect of Job Fit, Job Satisfaction, on Performance for academic staff of higher education.

Literature review

Public and Private Workers

Delivering task in public service is activities and service which is provided to government and citizen. Public workers are usually known as government employees which are closely to the public's interest and motivations (Anderfuhren-Biget, Varone, & Giaque, 2014). They are hired by elected officials under government regulations.

The Nature of Job Fit on performance

Performance of public workers able to be explained by the fit between workers characteristics and their job. Recent evidence suggests that the service emphasis on the job may be more important to job choice (Wright, Hassan, & Christensen, 2017). It seems related to the job-security, regular pay-checks and safe pensions (Alonso & Lewis, 2001; Norris, 2016; Shim & Faerman, 2015). The factor that best explained the job performance of public employees was job Fit (Naff & Crum, 1999; Kristof-Brown, Zimmerman, & Johnson, 2005;; Huang & Simha, 2017; Bhat & Rainayee, 2017). It is the most important predictor of the performance of public workers. It is one of the most popular areas of research in the general management and organizational behavior fields (Kristof, 1996).

Job fit is an important concept that involves toning the knowledge, skills and abilities of the individuals with the features of the job. This attitude will upshot their psychological attachment to their jobs and will make them demonstrate positive behaviours in addition to their task performance (Bhat & Rainayee, 2017). This domain of research captures the congruence between the characteristics of individuals (i.e., goals, skills, and values) and the characteristics of organizations (i.e., goals, values, resources, and culture). Congruence between individuals and organizations is achieved in two ways: supplementary or complementary. Supplementary congruence is achieved when the characteristics of individuals and organizations are similar to each other, whereas complementary congruence is achieved when the characteristics of individuals and organizations add something that is missing to make each other whole (Bright, 2007). Job fit is achieved when an individual's compatibility with a specific job exists, that is, an individual possess the knowledge, skills and abilities which matches the requirements of his job. Job fit can be a reasonable predictor of job performance because individuals with high Job fit are found to have positive work outcomes. Accordingly the hypothesis proposed is:

Hypothesis 1: Job Fit has a positive effect on performance among public workers.

The Nature of Job Satisfaction on performance

Job satisfaction and job performance represent two of the most important and popular constructs investigated in organisational psychology. It is related to the cognitive and/or affective evaluation of ones job and the construct pointing the captures the set of behaviors that are relevant to the goals of the organisation or the organisational unit in which a person works. Empirically it is found that there is evidence of a positive, moderate cross-sectional relationship between them.

There is a reciprocal model of relationships. Satisfied workers show generally higher job performance over time than do unsatisfied workers, and job performance is, in turn, a significant contributor of an employees satisfaction with the job (Platis, Reklitis, & Zimeras, 2015; Buckman, Crawford, LePine, & Zhang, 2015; McGuigan, McGuigan, & Mallett, 2015; Alessandri, Borgogni, & Latham, 2017; Raj, Jain, Joseph, Bharath, Antra, & Thomas, 2017). One who feel satisfy on the job is likely to increase their effort to reach better work achievements. Within the specific cases, workers who enjoy their work tend to be able to work harder to achieve maximum results. They with better recognition and support from their leader will try to finish all the task assigned from their leader. It is expected that they with better compensation also have better effort to gain further achievement. Their psychological attachments stimulate their work behavior to reach higher values. Within the political work environment, better recognition from the leader is assumed to open opportunities to reach a better career, and longterm

job safety. Thus the logic of those theoretical backgrounds thus in turn bring to bear the hypothesis proposed:

Hypothesis 2: Job Satisfaction has a positive effect on performance among public workers.

The Nature Frequent Job on performance

A routine work with well-defined tasks provides workers to uniformity in service quality because the process is easier to control. It expected that the routine-job then specific rules and standards could be established and effectively executed. Hence, in highly customized services, some aspects of service provision could be made into a routine. Conversely, in a stable and routine job with task certainty, workers only need to adhere to the service rule and menu to serve their consumer that in turn workers achieve a high job performance as defined by the institution (Hsieh & Hsieh, 2001). However others argue that repetitive or routine job restricts workers from task accessibilities (Pierce, Jussila, & Cummings, 2009). Repetitive task is associated with low arousal and increased feelings of constraint, repetitiveness, and unpleasantness (Tsai, 2016). Hence, repetitive task is likely to limit innovation to gather better job performance. However, most psychologist believe that repetitive work promote worker to increase their knowledge, skill, and attitude toward the better achievement of the job. It is likely to work at the on the job training which workers may evaluate their previous work result to open new knowledge on the work correction and improvement. "If you are feeling the pain of a repetitive task, figure out a way to fix it." (Dimov, Bhattacharya, Lemasters, Atterbury, Greathouse, & Ollila-Glenn, 2000; Groyberg, Thomas, & Wagonfeld, 2011). Hence the hypothesis proposed is:

Hypothesis 3: Frequent Job has an effect on performance among public workers.

The Mediation of Frequent Job on effect of Job Fit, Job Satisfaction, on Performance

There are few studies investigate the role of frequent job to increase the effect of job fit and job satisfaction on public workers performance. Job fit refers to concept of the match between employees' knowledge, skills, and abilities and the demands of their jobs. Public workers with greater degree of fit between their jobs leads to more positive work outcomes, whereas discrepancy theory suggests that workers who obtain desired amounts of job-related outcomes will demonstrate an increase in positive job related attitudes and behaviors. Hence they with underemployment issues refer to the differences abilities and their actual job requirements that in turn decrease the opportunities to reach a better task achievement. Workers which are higher feeling of job satisfaction have a better commitment to gain success at work. It is shown by full time workers rather than the part time workers (McKee-Ryan & Harvey, 2011). Perceived over qualification at work were negatively correlated with job satisfaction. Yet they perceived fit with their work were positively correlated with job satisfaction. Accordingly simultaneous psychological attachment of job-fit and job-satisfaction are found to strengthen the finding of better job performance (McKee-Ryan & Harvey, 2011; Khodaparast, 2012; Judge, Thoresen, Bono, & Patton, 2001; Iaffaldano, & Muchinsky, 1985; Silverthorne, 2004). However the mechanism of those effects needs to be investigated. Meta analysis of Iaffaldano & Muchinsky (1985) indicates that the correlation between job satisfaction and job performance found low. There were only modestly related to the magnitude of the satisfaction-performance correlation. It is moderated by job level (Petty, McGee, & Cavender, 1984). Whereas Meta-analysis of Kristof-Brown, Zimmerman, & Johnson (2005) indicates that job-fit shows various effects on job performance. Hence the frequent job is believed to strengthen the contribution of the simultaneous job-fit and job-satisfaction effect on job performance. To contribute to this literature and our understanding of the behavioral consequences, this study test the following hypothesis:

Hypothesis 4: Job Frequency mediates on effect of Job Fit, Job Satisfaction, on Performance among public workers

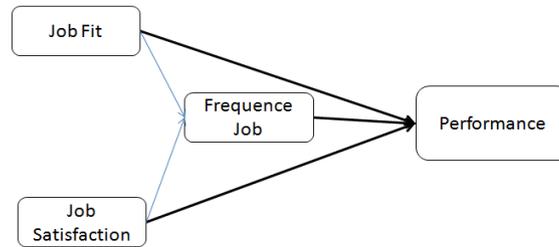


Figure 1 Research Model

Instrument Validation

All of university staffs of Yogyakarta State University Indonesia are employed in this study. It is included 34.09% female and they represents from various unit (table 1).

Table 1 Descriptive of Respondent

Business Unit	Percentage
Academic	6.8%
Finance	65.9%
Library	13.6%
Supply and equipment	13.6%

The 6 to 18 items of instruments represents the Job Fit, Job Satisfaction, frequent Job and Performance are developed based on job description of staff within their business unit. A 5-point rating scale was used to evaluate the level of constructs to measure fit, satisfaction, frequency and it performance.

Validity is the extent to which a concept, conclusion or measurement is well-founded and corresponds accurately to the real world. The validity of a measurement tool is considered to be the degree to which the tool measures what it claims to measure; in this case, the validity is an equivalent to accuracy. In psychometrics, validity has a particular application known as test validity: "the degree to which evidence and theory support the interpretations of test scores. It is generally accepted that the concept of scientific validity addresses the nature of reality and as such is an epistemological and philosophical issue as well as a question of measurement. The use of the term in logic is narrower, relating to the truth of inferences made from premises. A test has content validity built into it by careful selection of which items to include. Items are chosen so that they comply with the test specification which is drawn up through a thorough examination of the subject domain. Foxcroft, Paterson, le Roux & Herbst (2004) note that by using a panel of experts to review the test specifications and the selection of items the content validity of a test can be improved. The experts will be able to review the items and comment on whether the items cover a representative sample of the behaviour domain. This study used expert validation process to take account the content validity of instruments.

Table 2 Mean, Standard deviation, Correlation and Cronbach α

Variables	Mean	s.d	1	2	3	4
Job frequency	3,3277	,46656				
Job satisfaction	3,4347	,47439	,247			
Job fit	3,4909	,40468	,691**	,432**		
Job Performance	3,5148	,47015	,681**	,313*	,712**	

Value of cronbach α on bold

Table 2 shows that the correlations value among construct are less than .85. Hence based on Fornell & Larcker (Fornell & Larcker, 2012), the convergent validity is accepted. Accordingly it indicates that the values shown represent that between variables do not overlap (diverge) each-others.

Result and Discussion

This study investigates the mediation of Frequent Job on effect of Job Fit, Job Satisfaction, on Performance among public workers. The result shows that the job satisfaction is significantly have an effect on job performance ($\beta=.413^{**}$) rather than job-fit ($\beta=.071$). However it shows that frequent job partially mediate the effect of Job Fit ($\beta=.071$; $\beta'=.036$) and Job Satisfaction ($\beta=.413^{**}$; $\beta'=.270^*$) on Performance among public workers. It is indicate that frequent job strengthen the effect of Job Fit and Job Satisfaction on Performance. Public workers with fit on their job and feel satisfy with the job, when they do their task repetitively are able to generate higher work achievements. Frequent job can help workers to indentify the opportunities and treat to reach the goal and make the work effectivelly. Public workers which frequently run the task in certain job are able to increase their knowledge, skill, and attitude toward the job as well as habituation acativities. This research model contributes 35.5% to explain the job performance. Accordingly this result finds a robust model to explain job performance of public workers. Table 3 Regression Result of Mediation of Job Frequency on the effect of Job Fit, Job Satisfaction, on Performance

Antesedent	β Step 1	β Step 2
Job fit	,071	,036
Job satisfaction	,413**	,270*
Job frequency		,616***
R ²	.191	.546
ΔR^2	.191**	.355***

Limitation and Future Research

Notwithstanding these contributions, this study has its limitations. Present study strengthened the previous point of views believed to the positive effect of public workers job frequency and job satisfaction on their performance. However this finding indicates to fail generating the model (p value is more than .05) for the effect the job fit on performance. This study allows us to rule out the relationship between public workers job frequency and job satisfaction and their performance. Various theories are proposed to explain the research model, that in turn various style of job fit is dynamicaly effect of public workers performance. However, diverse situations at public work environment may promote different effect of public workers job frequency, job satisfaction and performance relationship. Limitation discussion on control variable with appropriate theory is challenges to investigate the dynamic effect of public workers performance. Further different and interaction of Bureaucracy style may lead to various response on commitment and the public workers achievement. Hence longitudinal study is needed to strengthened the present findings and investigate the dynamic response of public worker in various regimes.

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