The Influence of Personality on Employee Performance with the Mediation of Job Fit Suitability

Wendy Christian Setiawan[1*], Wilson Bangun[2], Lina Anatan[3]

[1,2,3] Maranata Christian University Bandung, Indonesia

*Corresponding Author: wei@oriensjaya.com

ABSTRACT

This study examines the effect of personality on employee performance with job fit as a mediating variable, based on John Holland's Self-Directed Search (SDS) theory. Using a quantitative-explanatory approach, the research measures personality through the RIASEC model and analyzes how job fit aligns individual traits with work demands. The results suggest that personality traits significantly influence performance, especially when there is a high level of job fit. The study contributes to improving recruitment, placement, and performance evaluation strategies by emphasizing the importance of personality-job alignment.

Keywords: Personality, Person-Job Fit, Employee Performance

INTRODUCTION

An organisation is a container formed by a group of individuals to achieve common goals through structured and systematic cooperation. The existence of organisations is very important in various sectors, including business, government, education, and social, because organisations provide a framework for managing resources, coordinating activities, and directing members to achieve a predetermined vision and mission. In the context of modern business, organisations function not only as resource managers, but also as driving forces that determine the direction, strategy, and sustainability of economic activity. The challenges of globalisation and increasingly fierce market competition encourage organisations to be adaptive, innovative and efficient, so as to survive and thrive in a dynamic business environment.

One sector that faces high levels of competition is the beverage industry. As part of fast-moving consumer goods (FMCG), beverage companies are required to continue to innovate, maintain product quality, and build strong brands to attract consumers. Competition comes not only from competitors, but also from changing consumer trends, demands for healthy lifestyles, and awareness of sustainability. In such conditions, the company's success is not only determined by its business strategy, but also by the quality of its human resources (HR). High-performing human resources are the main asset in maintaining the continuity and growth of the organisation.

Employee performance is one of the determining factors of organisational competitiveness. However, performance is not only influenced by technical ability, but also by aspects of personality and job fit. Personality, which includes relatively consistent patterns of behaviour, ways of thinking, and emotions, has a major influence on how a person works, responds to pressure, and interacts with the work environment. The Self-Directed Search (SDS) theory developed by John Holland asserts that the fit between an individual's personality and the type of job will have a significant impact on motivation, satisfaction and long-term performance. For example, extroverted individuals are better suited in marketing fields that demand intensive social interaction, while conscientious individuals excel in administrative or analytical jobs.

A survey of Mixue companies showed that employee performance is often still judged solely on target achievement and timeliness. In fact, personality has been proven to influence the way of working, proactivity, ability to work in teams, and communication style with clients. Unfortunately, the application of personality concepts in Human Resource management is still limited and often intuitive. Many companies have not systematically matched employees' personalities with the appropriate type of work. This leads to a misfit between the individual and the job, which can result in lower productivity, internal conflict, and even resignation.

Conversely, job fit can increase job satisfaction, loyalty, intrinsic motivation, and overall employee performance. Therefore, it is important to conduct research on the influence of personality on employee performance with job fit mediation. Through a deeper understanding, organisations can develop more effective HR management strategies, not only focusing on technical skills, but also paying attention to personality aspects in order to create a harmonious, productive and sustainable work environment [1].

THEORETICAL FRAMEWORK

John Holland's career personality theory, known as the RIASEC model (Realistic, Investigative, Artistic, Social, Enterprising, Conventional), is one of the most influential theories in career psychology and vocational education. Holland argues that a person will be more productive, satisfied, and have optimal performance if they work in an environment that suits their personality type. This theory then became the foundation for the development of the concept of Person-Job Fit (P-J Fit) which more specifically highlights the fit between individuals and their jobs [2].

In the last five years, various studies have re-examined the validity and relevance of Holland's theory in the context of education and the world of work. Research by Taqyah, Akhnaf, and Dumbi (2024) for example, confirmed the structural validity of the RIASEC model on high school students in Indonesia using the Eureka Interest Inventory. The results showed that this model remained consistent, without being influenced by gender or major, so it can be widely used in high school adolescents. Meanwhile, Thamrin et al. (2025) examined the reliability of RIASEC constructs on vocational students and found that this model has good reliability (α = 0.601-0.699) as well as strong model fit (RMSEA = 0.02). These findings reinforce the position of Holland's theory as a stable and reliable framework in predicting career success at the vocational education level.

On the other hand, a systematic literature study by Desvikayati, Daharnis, and Ifdil (2025) emphasised that the application of Holland's theory in career guidance was shown to improve students' decision-making maturity, strengthen the understanding of the relationship between personality and career choice, and reduce confusion in determining majors or occupations. This shows the practical value of Holland's theory in the context of education and preparation for entering the world of work. In addition, modern theoretical developments such as integration with the Big Five Personality Traits and affective dimensions (likes-dislikes) further enrich the predictive power of this theory.

The concept of Person-Job Fit (P-J Fit) is a development of Holland's theory which focuses more on the fit of individuals with their jobs. According to Kristof-Brown et al. (2005), P-J Fit includes two main dimensions, namely demands-abilities fit (matching individual abilities with job demands) and needs-supplies fit (matching individual needs with what the job provides). Recent research shows that P-J Fit plays an important role in improving performance. For example, Sayuga et al. (2023) found that P-J Fit significantly affects performance, especially in the demands-abilities dimension. Meanwhile, Salsabila (2024) showed that P-J Fit increases work engagement and performance both directly and through engagement as a mediator. Research by Dewi et al. (2024) also confirmed that P-J Fit affects job satisfaction, which then has an impact on improving employee performance, although the direct effect is not significant.

Similar findings were also seen in Steven & Yanuar's (2024) research, which revealed that work environment and transformational leadership can strengthen the relationship between P-J Fit and performance through job satisfaction. Saing & Eprianto (2025) even emphasised that work motivation and satisfaction can act as "fit mediators" in improving employee performance. Thus, P-J Fit is not just a matter of technical fit between skills and tasks, but is also influenced by organisational climate, leadership, and a supportive work culture.

Employee performance itself is a key indicator of organisational success. According to Mangkunegara (2017), performance includes the quality and quantity of work results according to responsibilities. Robbins & Judge (2020) define performance as the result of work behaviour that supports organisational goals, while Aguinis (2021) emphasises measurable contributions to work effectiveness. In the post-pandemic context, psychological well-being and work flexibility are important aspects that influence performance (Khan & Ahmad, 2024).

Individual factors such as age, experience, education and personality have also been shown to significantly affect performance. Research by Kharisma & Anwar (2023) found that physical and non-physical work environment conditions affect productivity. A supportive environment increases employee loyalty, motivation, and performance. In line with that, Dewi et al. (2024) asserted that personality fit with job demands contributes to job satisfaction and individual performance. This means that overall organisational performance is strongly influenced by the success in creating a match between individuals and their roles.

In general, the literature shows that the Personality → Job Fit → Employee Performance mediation model is an appropriate framework for understanding the relationship between personal factors and job performance. Research by Wijaya et al. (2020) and Prajogo et al. (2020) confirmed that job fit mediates the effect of personality on performance. In other words, although personality has a big influence, its positive effects can only be optimised when individuals are placed in suitable jobs. This also emphasises the importance of personality assessment in HR recruitment, placement and development.

However, there are still research gaps. Although Holland's theory and the concept of P-J Fit have proven to be valid, their application in the professional workplace is still limited. Many organisations still rely on short-term output-based performance evaluation without considering personality fit. The lack of integration of formal personality assessment in HR management has the potential to lead to misfit, which ultimately results in low job satisfaction, motivation, and productivity. In addition, there is still a lack of research that explicitly tests the job fit mediation model between personality and performance with a quantitative approach based on SDS theory comprehensively.

Thus, further research is needed to test the effectiveness of this mediation model in the context of modern organisations. A more integrative approach, using personality psychometrics as well as behavioural-based performance evaluation, is believed to provide a more accurate picture of how personality affects performance through job fit. This effort

is expected to not only enrich the academic literature, but also make a practical contribution to HR management so that organizations are able to optimize the potential of their employees [2] [3].

Methodology

3.1. Research Type and Research Design

This research will use a quantitative approach with explanatory and correlational research designs. The quantitative approach is chosen because it aims to test hypotheses regarding the causal relationship between measurable variables, namely the effect of personality on employee performance mediated by *job fit*. The explanatory design allows researchers to explain how one variable (personality) affects another variable (employee performance) through the mediating role of a third variable (*job fit*).

A correlational design will be used to identify the strength and direction of the relationship between the variables under study. Thus, this study will not only identify whether or not a relationship exists, but also the extent to which personality can predict employee performance, and how *job fit* plays a role in the relationship. The use of the mediation model, as indicated in the document that this research will "examine the effectiveness of the *job fit* mediation model in improving personality-based performance", will specifically examine the mechanism by which personality affects performance through *job fit* [4].

3.2. Research Population

In this study, researchers used a population sample of employees of PT Mixue Indonesia in the Medan area. The sample used includes 100 respondents, the population in this study are all employees who work in certain organisations or companies that are relevant to the research context. Population selection will be based on data availability and accessibility, as well as relevance to research objectives that examine the influence of personality and *job fit* on employee performance. Given the focus on employee performance, the ideal population is employees from various departments and hierarchical levels to get a comprehensive picture [4].

3.3. Research Sample

The sampling method to be considered is *purposive sampling* or *convenience sampling*, depending on the accessibility and specific characteristics of the organisation to be studied. However, to ensure representativeness and generalisability of the results, *stratified random sampling* will be considered if the population has clear strata (e.g., by department, grade, or job type) and allows random sampling from each stratum. Inclusion criteria for respondents will include [4].:

- Permanent employees who have worked for at least one year in the organisation to ensure they have sufficient work experience and performance that can be evaluated.
- Willing to participate in the study voluntarily.
- Understand the language used in the research instrument (e.g., Bahasa Indonesia).

3.4. Research Variables

This study involves three main variables: the independent variable (Personality), the mediating variable (*Job Fit*), and the dependent variable (Employee Performance) [5].

3.4.1. Independent Variable: Personality

Personality is a relatively consistent pattern of behaviour, thoughts, and emotions within a person that distinguishes one individual from another. In the context of this research, personality will be measured based on John Holland's Personality Type Theory (RIASEC), which classifies individuals into six types: Realistic, Investigative, Artistic, Social, Enterprising, and Conventional. Holland states that personality type influences the way of working and reactions to work pressure.

3.4.2. Mediating Variables: Person-Job *Fit*

Person-Job Fit (P-J Fit) is the degree of fit between individual characteristics (abilities, values, personality) and the demands or needs of a job. This document cites Kristof-Brown et al. who divide this concept into two main dimensions: *demands-abilities* fit (the match between individual abilities and job demands) and *needs-supplies fit* (the match between individual needs and what the job provides). In the context of Holland's theory, *job fit* refers to the congruence between an individual's personality type and the type of work environment. *Job fit* is crucial as it affects motivation, job satisfaction and long-term performance, and can reduce employee *turnover* rates.

3.4.3. Dependent Variable: Employee Performance

Employee performance refers to the extent to which an individual successfully carries out the tasks for which he is responsible in an organisation. According to Mangkunegara (2017), performance is the quality and quantity of work achieved by an employee in carrying out duties in accordance with the responsibilities given. Performance is not only measured from the quantitative aspect, but also quality, collaboration, creativity, and contribution to organisational change. Employee performance is a key indicator in creating competitive advantage and is influenced by the interaction of various internal and external factors.

Discussion

Table. 1.

Gender Comparison		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	65	65.0	65.0	65.0
	Women	35	35.0	35.0	100.0

Source: SPSS 30

From the table above, data on respondents who filled out the questionnaire based on gender can be described as follows:

1. 65 male respondents
2. Female Respondents 35 people
   Total: 100 respondents.
3. Respondents' answers to questions related to Personality are as follows:
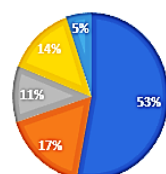
Total number of respondents: 100 people [4].

Table. 2.

Category	Number of Respondents	Percentage
SCR code	53	53%
SCI code	17	17%
SCE code	11	11%
SCA code	14	14%
SRC Code	5	5%
Total	100	100%

Diagram. 1.

PERCENTAGE OF RESPONDENTS' ANSWER CRITERIA

2. Respondents' answers to questions related to Job Fit were obtained, as follows:

No	Statement	Aspect	"Yes" (%)	"No" (%)
1	My abilities match the demands of my job	Demands-Abilities Fit	72%	28%
2	This job gives me the opportunity to use my best skills	Demands-Abilities Fit	68%	32%
3	I have the required knowledge	Demands-Abilities Fit	75%	25%
4	This job fits my personality	Needs-Supplies Fit	70%	30%
5	This job offers things that I expect	Needs-Supplies Fit	65%	35%
6	My job reflects my personal interests	Needs-Supplies Fit	60%	40%
7	I feel comfortable with my current work environment	Environmental Fit	66%	34%
8	My job allows me to achieve my career goals	Needs-Supplies Fit	62%	38%
9	I enjoy my daily tasks	Needs-Supplies Fit	69%	31%
10	I am psychologically suited to the responsibilities of the job	Demands-Abilities Fit	71%	29%
11	My values are in line with the demands of the job	Value Congruence	64%	36%
12	Work provides a sense of personal achievement	Needs-Supplies Fit	67%	33%
13	The job meets my initial expectations	Needs-Supplies Fit	61%	39%
14	My job utilises my potential to the fullest	Demands-Abilities Fit	73%	27%
15	My job and I complement each other	Overall Fit	74%	26%

From the data above, it can be seen that most respondents tend to answer **"Yes"** (positive) on each item, with an average support of around **65-70%**.

3. Based on Mangkunegara's (2005) indicators: work quality, quantity, timeliness, and responsibility. Respondents' answers to questions related to employee performance were found, as follows:

No	Statement	Indicator	Yes (%)	No (%)
1	I always complete tasks with satisfactory results.	Quality of work	78%	22%
2	I work to the organisation's quality standards.	Quality of work	74%	26%
3	I am thorough in completing my work.	Quality of work	72%	28%
4	I am able to complete work according to the target number.	Work quantity	70%	30%
5	I can complete many tasks in the time available.	Work quantity	68%	32%
6	I am able to work consistently without compromising on quality.	Work quantity	71%	29%
7	I complete my work on time as scheduled.	Punctuality	76%	24%
8	I rarely postpone work and am able to manage my time.	Punctuality	69%	31%
9	I am able to work quickly without compromising the quality of results.	Punctuality	73%	27%
10	I always complete my work responsibilities.	Responsibility	80%	20%
11	I am responsible for my own work.	Responsibility	82%	18%
12	I am ready to accept the consequences of my work.	Responsibility	75%	25%
13	I look for solutions when experiencing work problems.	Responsibility	70%	30%
14	I maintain the trust of my superiors in completing my tasks.	Responsibility	77%	23%
15	I take the initiative to improve my work.	Quality & Responsibility	74%	26%

Average answer
- Yes: ± 73%
- No: ± 27%

Based on the data above, in general, the majority of respondents (about 3 out of 4 people) tend to evaluate their performance **positively** [5] [6] [7].
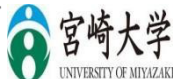
Analysis of the discussion results

1. Personality (SDS)

Out of 100 respondents, the distribution of personality based on Holland's SDS [1].:

SCR: 53%

SCI: 17%

SCE: 11%

SCA: 14%

SRC: 5%

The majority of respondents are of the SCR (Social, Conventional, Realistic) type. This type tends to be co-operative, rule-abiding, likes to work with others, and is practical [8] [9].

2. Job Fit (Mediating Variable)

A. The results of the Job Fit questionnaire showed positive answers (Yes) ranging from 65-70%.

B. The dominant aspect:

   a. Demands-Abilities Fit is high (72-75%), meaning that respondents' abilities are quite in line with job demands.

   b. Needs-Supplies Fit is relatively lower (60-67%), meaning that some respondents feel the job does not fully fulfil personal expectations.

   c. Overall Fit (74%) shows that the majority feel aligned with their work. [1] [2] [3] [8] [9].

This means that Job Fit is in the good enough category, so that it can mediate the relationship between personality and performance [8].

3. Employee Performance

   a. The average respondent answered Yes = 73%, No = 27%.

   b. The highest indicator, Responsibility (80-82%) → employees feel responsible and able to maintain the trust of superiors.

   c. Other indicators (quality, quantity, timeliness) also show positive scores above 70%.

In general, employee performance is considered good.

4. Relationship Between Variables

A. Personality (SDS) → Job Fit

   a. The dominant personality type (SCR) tends to fit into jobs that demand compliance, teamwork, and order.

   b. This is reflected in the fairly high Job Fit results (65-70%).

B. Job Fit → Performance

   a. Respondents who feel suitable for their jobs show higher levels of performance (73% positive on average).

   b. Especially in the Demands-Abilities Fit aspect which is directly related to the quality and quantity of work.

C. Mediating Effect (Personality → Job Fit → Performance)

   a. Personality influences how individuals assess job fit.

   b. Job Fit acts as a mediator: the better the job fit with personality & abilities, the higher the performance.

   c. For example, the majority of SCR types feel their abilities match the demands of the job (72-75%), and this correlates with high performance (73%) [8] [9].

5. Conclusion of Analysis

   1) SDS personality (SCR dominant) influences Job Fit: the more the personality matches the job characteristics, the higher the perceived fit.

   2) Job Fit is shown to mediate and strengthen the relationship between Personality and Employee Performance.

With good Job Fit (65-70% positive), employee performance can be maintained at a high level (±73%) [1] [9].

Research Conclusion

1. Effect of Personality on Job Fit

The results showed that the majority of employees have the SCR (Social, Conventional, Realistic) personality type at 53%. This type tends to be cooperative, structured, and practical, making it suitable for jobs that demand compliance and cooperation. This is reflected in the positive Job Fit results (65-70%), especially in the Demands-Abilities Fit dimension (72-75%). Thus, personality plays an important role in shaping the perception of employees' fit with their jobs.

2. Effect of Job Fit on Employee Performance

Respondents who feel fit with their jobs tend to have higher performance. The average positive answer on employee performance reached 73%, with the highest indicator found in the Responsibility aspect (80-82%). This shows that Job Fit increases motivation, job satisfaction, and responsibility, which has a direct impact on improving employee performance.

3. The Mediating Role of Job Fit

The analysis proves that Job Fit acts as a mediator in the relationship between personality and employee performance. A personality that matches the demands of the job will increase the chances of employees feeling fit, and ultimately result in better performance. For example, the majority of SCR types feel that their abilities fit the job (72-75%), which is aligned with positive performance outcomes (73%).

4. Implications

The results of the study confirm the importance of organisations conducting personality assessments in the

recruitment, placement and development process of Human Resources. By mapping employees' personalities and ensuring job fit, organisations can increase job satisfaction, reduce turnover, and drive higher performance.

5. Overall, this study concluded that personality has a significant effect on employee performance through job fit mediation. The more the employee's personality characteristics match the job, the higher the level of job fit and the resulting performance [9] [10].

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