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The Impact of Job Fit and Psychological Climate in the Air Navigation Service Industry on Employee Performance Through Employee Engagement and Job Satisfaction

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Abstract: The purpose of this study was to analyze the impact of job fit and psychological climate on employee performance in the air navigation service industry, considering the mediating roles of employee engagement and job satisfaction. In a demanding and high-risk work environment such as air navigation, job fit and psychological climate are thought to have a significant influence on employees' engagement and job satisfaction, which in turn affects employee performance. The study employs a quantitative approach using a survey method, involving 228 employees of AirNav Indonesia working as Air Traffic Controllers (ATC) at the Jakarta Air Traffic Service Center (JATSC) Branch Office. Participants were required to have a minimum of four years of work experience and a surveillance rating. The analysis utilized factor analysis and structural equation modeling (SEM-PLS). The results of the study indicate that for AirNav Indonesia employees serving as ATCs at the JATSC Branch Office, higher job fit correlates with increased levels of and job satisfaction. Similarly, fostering a positive psychological climate significantly influences employee engagement and job satisfaction. When employee engagement and job satisfaction are well-established, they contribute to improved employee performance. The implications of this study highlight the importance of organizations creating job fit and supporting a positive psychological climate to enhance employee engagement, job satisfaction, and overall performance.

Keywords: Job Fit, Psychological Climate, Employee Engagement, Job Satisfaction, Employee Performance.

INTRODUCTION

Employee performance is a primary factor that determines an organization's success. Employees who are engaged, committed, and motivated tend to be more enthusiastic about their work and are capable of delivering high performance (Muthoni Nduati & Wanyoike, 2022). Measuring employee performance objectively and accurately helps companies manage human resources effectively. This can be achieved through constructive feedback, competency development, and appropriate rewards (Zhang, 2010). Controlled employee behavior that aligns with established norms plays a vital role in creating a conducive work environment. This has a positive impact on productivity and job satisfaction (Dewettinck & Van Ameijde, 2011). Active and committed employees help the organization achieve its goals. This support can be enhanced

through training and development, as well as by creating a supportive work environment (Biswas, 2009).

Employee performance is crucial in a company, as it represents an individual's achievement after making the necessary efforts in their job (Chen et al., 2020). Employee performance is divided into two main aspects: task performance and behavioral performance. Task performance relates to achieving predetermined targets, while behavioral performance pertains to behaviors aligned with applicable norms. Employee performance is influenced by various factors, both internal and external. Internal factors include knowledge, abilities, employee engagement, and job satisfaction. Meanwhile, external factors encompass the work environment or organizational climate (Fajriah et al., 2016). Employees who are focused and demonstrate high performance have greater opportunities for promotion (Schleu & Hüffmeier, 2021). Therefore, employee performance can be defined as the extent to which employees meet their job requirements (Sunatar, 2022). Improving employee performance has a significant impact on the organization, especially when influenced by employee engagement. Employee engagement plays an essential role in driving sustained employee performance by enhancing motivation and productivity (Adhitama & Riyanto, 2020). Additionally, job satisfaction also plays a critical role in improving employee performance. A sense of belonging, driven by job satisfaction, mediates the positive relationship between organizational support and employee performance (Chen et al., 2020). It has been proven that job satisfaction leads to improved organizational performance, and these two variables are interdependent (Dhir et al., 2020).

Several previous studies have examined the effect of employee engagement on employee performance, both directly and through mediation (Nguyen & Nguyen, 2023). Employee engagement, which reflects the level of dedication and involvement of employees in their work, has a direct influence on employee performance, where more engaged employees tend to demonstrate higher quality and productivity in their work (Sani Supriyanto et al., 2021). Additionally, the influence of job satisfaction on employee performance has also been extensively researched, both directly and through mediation (Riyanto et al., 2021). Job satisfaction, which reflects the level of employee satisfaction with their job, significantly affects employee performance, as employees who are satisfied with their jobs tend to show better and more productive work outcomes (Sani Supriyanto et al., 2021).

Previously, many research studies have revealed that job fit is associated with fostering a sense of purpose and satisfaction, which are essential components of employee engagement (Dhir & Dutta, 2020). Job fit, which reflects the alignment between an employee's abilities and job demands, has a significant influence on employee engagement (Permataning Mahardika Pratama & Sulianti Tobing, 2023). Job fit not only serves as a mediator but also strengthens the effect of workplace satisfaction on job satisfaction (Wang et al., 2020). Similarly, a positive psychological climate in the workplace can enhance employee engagement (Kavyashree & Kulenur, 2023). Psychological climate fosters a sense of security and availability of resources in the workplace while promoting meaning in individual roles, ultimately leading to employee engagement (Shuck, 2010). Positive perceptions of the organizational climate can increase job satisfaction by creating a supportive environment (Hummer, 2016). However, there is still limited research exploring the interaction between job fit and psychological climate simultaneously as antecedents of employee engagement and job satisfaction. Studies that investigate how the combination of these two factors influences employee engagement, job satisfaction, and ultimately employee performance could provide a significant contribution.

Therefore, the results of this research are expected to contribute to the theoretical knowledge in the field of Human Resources (HR) and provide positive managerial implications for HR strategy management by optimizing employee engagement and job satisfaction to enhance employee performance in a company.

METHOD

This study employs a quantitative approach involving five variables: job fit, psychological climate, employee engagement, job satisfaction, and employee performance. Data were collected through an online survey using Google Forms, with responses measured using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) to allow respondents to express their views more specifically. The questionnaire consisted of 44 measurement items developed from several previous studies, including Job Fit with 5 questions adopted from Resick et al. (2007) and Shuck (2010); Psychological Climate with 14 questions adopted from Shuck (2010), divided into Supportive Management (5 questions), Contribution (4 questions), Recognition (3 questions), and Challenge (2 questions); Employee Engagement with 16 questions adopted from Shuck (2010) and Tiwari & Lenka (2020), consisting of Physical Engagement (3 questions), Emotional Engagement (6 questions), Cognitive Engagement (4 questions), and Behavioral Engagement (3 questions); Job Satisfaction with 4 questions adopted from Huang et al. (2016) and Mehmood et al. (2020); and Employee Performance with 5 questions adopted from Hadian Nasab & Afshari (2019) and Rabbanee et al. (2015), with detailed information provided in Appendix 2 (Operationalization of Variables) and Appendix 3 (Questionnaire). The population of this study consisted of employees of AirNav Indonesia, specifically air traffic controllers (ATC) at the JATSC branch who have worked for at least four years and possess a surveillance rating, and the sampling technique used was purposive sampling. Data analysis was conducted using the Structural Equation Model (SEM) approach with Partial Least Squares through SmartPLS 4 software, while validity and reliability tests were performed using factor analysis with SPSS. The PLS-SEM method was chosen because of its ability to analyze complex measurement models involving interrelated indicators and to estimate theoretically driven causal models, making it widely used in management research over the past two decades (Hair & Alamer, 2022; Zeng et al., 2021). The evaluation of the PLS-SEM model was carried out through three main stages: assessment of the measurement model, assessment of the structural model, and evaluation of model fit (Hair & Alamer, 2022).

RESULTS AND DISCUSSION

Data collection began by involving 30 respondents for a trial through the distribution of an initial questionnaire, which is the preliminary stage in this research process. After undergoing analysis using SPSS, the data has been processed. The results show that out of 44 question indicators, there are 36 valid question indicators and 8 invalid indicators. And a reduction was made from the questions distributed in the questionnaire to the target respondents. These results have been verified and attached in Appendix 5 to ensure the validity of the questionnaire. This research focuses on the analysis of data related to Air Traffic Controller (ATC) employees who have worked at the JATSC Branch Office for a minimum of four years and have a surveillance rating. There were a total of 228 respondents who participated and met the established research criteria. The respondents consisted of 137 men and 91 women.aged 21 – 30 years old accounted for 18.86%, aged 31 – 40 years old accounted for 33.77%, aged 41 – 50 years old accounted for 38.60%, and aged 50 years and above accounted for 8.77%. With the highest education level being D-III at 25.88%, D-IV at 12.28%, S-1 at 57.89%, and S-2 at 3.95%. This data provides a comprehensive overview of the criteria of the respondents who are the subjects of the research.

The validity and reliability of the constructs in the measurement model proposed by (Hanafi Azman Ong et al., 2017) have been evaluated using SmartPLS 4.0. Initially, the assessment began with First Order focusing on reflective measurement, using a success standard that stipulates the loading factor value is equal to or exceeds 0.70. The results of the construct validity evaluation in this study confirm that all indicators on each variable show loading factor values that validate their suitability. Furthermore, the calculation of Composite Reliability (CR) and Average Variance Extracted (AVE) indicates that the overall research

meets the established requirements. According to the perspective (TomassMHultt, 2021), the values considered adequate are CR ≥ 0.70 and AVE ≥ 0.50. The evaluation of CR and AVE for each dimension on the first-order variable shows results that meet the standards, such as the dimensions of PC, including Sm (CR = 0.991; AVE = 0.982), Co (CR = 0.997; AVE = 0.990), Ro (CR = 1.00; AVE = 1.00), and Ch (CR = 0.963; AVE = 0.964). Similarly, the dimensions of EE, such as Peg (CR = 0.971; AVE = 0.945), Eeg (CR = 0.932; AVE = 0.936), Ceg (CR = 0.991; AVE = 0.973), and Beg (CR = 0.985; AVE = 0.971) all meet the established standards. Overall, the main focus is on the Composite Reliability value, especially on the first high order structure.

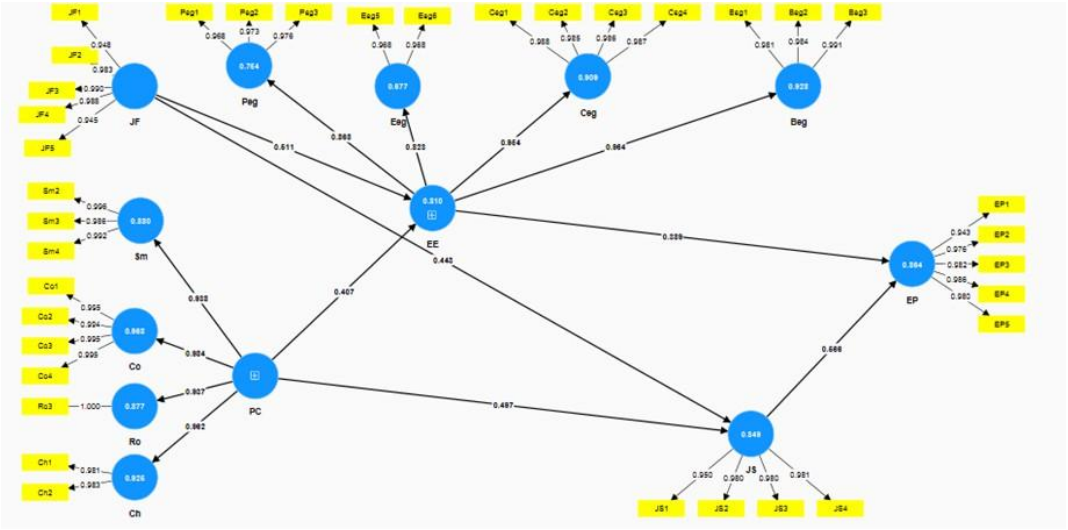

Figure 1. Path Diagram First High Order – Composite Reliability Value

Furthermore, the Psychological Climate (PC) activity, as a second high order structure, has proven to be valid with significant weights, and there are no indications of multicollinearity among the indicator variables. (Sarstedt et al., 2021). The results of the formative measurement model test can be found in Appendix 5, Table 9. The assessment of Composite Reliability (CR) shows that Psychological Climate has a value of (CR= 0.969; AVE= 0.916), Employee Performance (CR = 0.986; AVE = 0.948), Job Fit (CR = 0.985; AVE = 0.943), Job Satisfaction (CR = 0.981; AVE = 0.947), and Employee Engagement (CR = 0.927; AVE = 0.821). The Discriminant Validity Test shows valid results, with the square root of the AVE of each latent variable exceeding the correlation with other latent variables (Fornell-Larcker Criterion), and the indicators showing a higher correlation with the relevant latent variable than with other latent variables.

Structural analysis was conducted with the aim of evaluating the extent to which independent variables can explain the dependent variable, leading to the assessment of the R^2 value in each equation. The analysis results show that Employee Performance (EP) is jointly influenced by Employee Engagement (EE), Job Satisfaction (JS), Job Fit (JF), and Psychological Climate (PC) with an R^2 value reaching 0.864. In conclusion, approximately 86.4% of the variation in Employee Performance (EP) can be explained by the combination of the variables Employee Engagement (EE), Job Satisfaction (JS), Job Fit (JF), and Psychological Climate (PC). Meanwhile, the remaining 13.6% is assumed to be related to other factors not yet studied in this research.

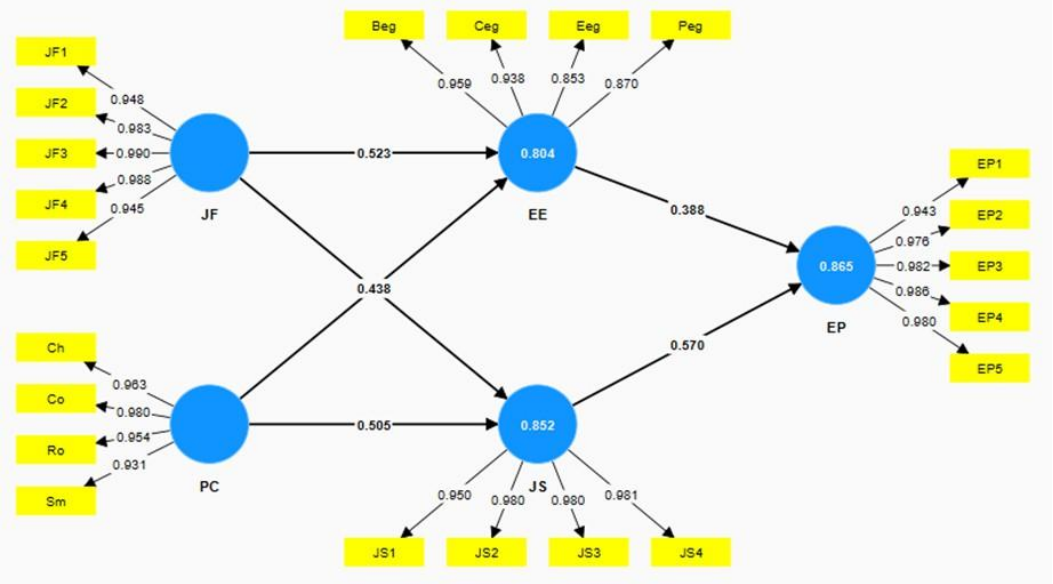

Figure 2. Path Diagram Second High Order T- Value

In this research, the analysis of Path Coefficients from the Structural Model test is also a key part of this assessment in Table 1, which highlights the relationships and impacts between variables in the model. Referring to Figure 2 and the T-Value in the Path Diagram, the explanation of the hypothesis test of the research model can be described as follows:

Table 1. Results of Hypothesis Testing

Hypothesis	Relationship	T-Statistic	P Values	Conclusions
H1	Job Fit has a positive influence on Employee Engagement	6.184	0.000	Data support the hypothesis
H2	Psychological Climate has a positive influence on Employee Engagement	4.538	0.000	Data support the hypothesis
H3	Job Fit has a positive influence on Job Satisfaction	4.749	0.000	Data support the hypothesis
H4	Psychological Climate has a positive influence on Job Satisfaction	5.610	0.000	Data support the hypothesis
H5	Employee engagement has a positive influence on Employee Performance	5.173	0.000	Data support the hypothesis
H6	Job Satisfaction has a positive influence on Employee Performance	7.213	0.000	Data support the hypothesis

Based on the hypothesis analysis presented in the table above, there are 8 hypotheses that show T-Value values exceeding 1.96. This indicates that the data obtained supports the validity of the proposed research hypotheses. This research aims to investigate the impact of Job Fit and Psychological Climate in the air navigation industry on Employee Performance through Employee Engagement and Job Satisfaction. This research shows that Job Fit and Psychological Climate have a positive influence on Employee Engagement and Job Satisfaction. Furthermore, Employee Engagement and Job Satisfaction have a positive impact on Employee Performance.

This study reveals how a strong Job Fit can increase Employee Engagement. The selection of the right individuals results in a high level of employee engagement because their skills and abilities match the job requirements. The greater the perceived fit between the individual and their job, the more likely employees are to be actively engaged in their work (Memon et al., 2015). Job Fit refers to the extent to which an employee feels that their job matches their skills, values, and personal preferences. When employees feel that their work aligns with their capabilities and aspirations, they are more motivated, emotionally connected,

and show greater dedication to their tasks. This fit strengthens employees' sense of meaning and involvement in their work. ATC employees at the JATSC AirNav Indonesia branch office are responsible for guiding aircraft from the first contact for departure preparation, until departure and crossing its territorial boundaries to be taken over by ATC units in other areas. This requires a high level of concentration and focus. Therefore, Job Fit is a key element to ensure that employees feel comfortable and confident in carrying out their duties as ATCs.

This study reveals how a strong Psychological Climate can enhance Employee Engagement. Implementing practices that support a positive Psychological Climate in the workplace, such as support from supervisors, job training, and teamwork, can foster a sense of belonging among employees and increase their engagement. Proper practices and procedures applied within the organization also contribute to the development of a positive mindset among employees, allowing them to become deeply engaged and deliver significant performance in their assigned tasks (Kavyashree & Kulenur, 2023). Psychological Climate encompasses the perceptions of ATC employees at the JATSC AirNav Indonesia branch office regarding their work environment, such as role clarity, interpersonal relationships, and support from the company. When ATC employees feel that their work environment is supportive and motivating, they are more likely to become emotionally and cognitively engaged. This is particularly important for ATC employees at the JATSC branch, who operate in a high-pressure work environment and thus require a supportive work climate to maintain employee engagement.

This study reveals how a strong Job Fit can enhance Job Satisfaction. Person-Job Fit helps create a challenging work environment, a committed workforce, better performance, greater commitment, a positive attitude toward work, and most importantly, increases job satisfaction (Dhir & Dutta, 2020). Job Fit not only acts as a mediator but also strengthens the influence of workplace IT satisfaction on job satisfaction (Wang et al., 2020). The significant relationship between Job Fit and job satisfaction, particularly for ATC employees at the JATSC AirNav Indonesia branch, is that when there is a direct fit between the employee and the job, job satisfaction is increased. Employees who feel they fit their job are more likely to feel satisfied because the work provides a sense of meaning and self-worth.

This study reveals how a strong Psychological Climate can enhance Job Satisfaction. Psychological Climate has a significant positive impact on individual employee job satisfaction in the workplace (Biswas & Varma, 2011). A positive Psychological Climate, such as an environment that is perceived as fair, supportive, and provides opportunities for growth, tends to increase job satisfaction. Conversely, a negative climate can reduce employee satisfaction and motivation (Hummer, 2016). The work environment at AirNav Indonesia, specifically at the JATSC branch office, is fair and suitable for the nature of the job, safe during guidance tasks, conducive, and supportive, which provides comfort to ATC employees. This creates a feeling of being valued and satisfied among employees. A positive work climate for ATC employees, who experience high work pressure, is crucial for maintaining their psychological and emotional balance.

This study reveals how strong Employee Engagement can enhance Employee Performance. Employee engagement is a critical factor that drives employee performance, achievements, and consistent improvements throughout the year. Engaged employees understand the overall organization, their goals, their position, and how they fit in, which encourages better problem-solving and decision-making abilities (Adhitama & Riyanto, 2020). Engaged employees show higher levels of focus, enthusiasm, and initiative, which ultimately impacts their performance. At AirNav Indonesia, Employee Engagement is particularly crucial for ATC employees because their performance directly affects flight safety. Employees with exceptional engagement tend to be more beneficial and focused on the company they work for.

This study reveals how strong Job Satisfaction can enhance Employee Performance. Job Satisfaction has the greatest influence on employee performance compared to other variables, with the highest T-Value (7.213). This indicates that job satisfaction plays a dominant role in

driving employee performance. When employees are satisfied with their work, they are more motivated to deliver optimal results. At AirNav Indonesia, which is highly standardized and regulated, consistent performance requires a high level of job satisfaction to ensure that ATC employees remain focused and productive. Job Satisfaction enhances employee performance, meaning that an employee's level of job satisfaction will affect their performance. Job Satisfaction boosts employee morale, which positively affects their loyalty and work performance (Dhir et al., 2020). The positive influence of organizational culture on employee performance is mediated by job satisfaction. This finding is supported by mediation test results, implying that the indirect effect is greater than the direct effect (Fidyah & Setiawati, 2019).

Overall, the positive relationships between these variables indicate that by ensuring a good Job Fit and Psychological Climate, the company can enhance Employee Engagement and Job Satisfaction, which in turn will improve Employee Performance in the high-pressure air navigation services industry. This suggests that investing in creating a supportive and empowering work environment will not only improve individual satisfaction and performance but also contribute to the overall success of the organization or company.

CONCLUSION

This study demonstrates that job fit and psychological climate have a strong influence on employee performance through employee engagement and job satisfaction, and the hypotheses proposed by the researcher are proven to be valid and significant. The findings indicate that job fit and psychological climate are key variables that can enhance employee engagement and job satisfaction, which in turn positively affect employee performance, as evidenced in the case of Air Traffic Controller (ATC) employees at the JATSC Branch Office of AirNav Indonesia. These results provide strategic insights for employee management in the air navigation services industry, particularly for AirNav Indonesia, where improving job fit can be achieved through recruitment and employee development processes aligned with job requirements, while creating a positive psychological climate can increase motivation, reduce work-related stress, and strengthen employee engagement and job satisfaction. Higher employee engagement encourages employees to perform their tasks more enthusiastically and contribute to organizational goals, while improved job satisfaction helps reduce turnover rates and increase productivity, ultimately supporting smoother company operations and better air navigation service quality. Future research is recommended to involve broader organizational contexts and additional data collection methods such as in-depth interviews or observations to obtain more comprehensive insights. Despite these limitations, the findings are expected to provide valuable insights not only for companies in the air navigation sector but also for the aviation industry and other sectors, emphasizing that job fit, psychological climate, employee engagement, and job satisfaction are important strategic elements that management should prioritize to improve employee performance, support operational success, and strengthen competitive advantage.

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