

Analysis of The Relationship Between Pay Level Satisfaction and Individual Work Performance With Person–Environment Fits (Person–Job Fit, Person–Organisation Fit, and Person–Group Fit) as Moderating Variables

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Abstract. *In this study, we examined the effect of pay level satisfaction on individual work performance moderated by person–environment fits, namely person–job fit, person–organisation fit, and person–group fit. This study used a survey questionnaire of 297 conductors of PT Kereta Api Indonesia Persero. The study results show that pay level satisfaction has a positive and significant association with individual work performance. In contrast, person–environment fit does not affect individual work performance, as the unsupported analysis results evidence. This article concludes with directions for future research on the relationships among pay level satisfaction, person–environment fit, and individual work performance and their various implications for management practice.*

Keywords: *Pay level, satisfaction, person–environment fit, individual work performance, conductor*

1. Introduction

Today, paradigm and business competition changes encourage employees in an organisation to have high competence, ability, and knowledge and even specialise in different fields. Differences in values, goals, and motivation have driven employees to seek and filter information through the organisation (Lin, Li, & Lam, 2019).

Person–environment (PE) fit refers to the suitability of individuals and their work environment. Within the PE framework, it is suggested that one can achieve conformity to the work environment at one or more levels: occupation, workgroup, organisation, and broader vocations (Kristof Brown, Jansen, & Colbert, 2002). A lack of job-appropriate skills and abilities can hinder an individual’s capacity to contribute to their current employers and jobs (Spokane, Meir, & Catalano, 2000). Individual compatibility with the environment (PE fit) also operates

simultaneously at three different levels: person–job (PJ) fit, person–group (PG) fit, and person–organisation (PO) fit, and the cumulative effects of all three levels should be examined according to Kristof Brown, Zimmerman, and Johnson (2005).

Pay for performance is an individual achievement for goals achieved (Thomas & Nagalingappa, 2016). With pay for performance, part of the employee’s salary is paid based on their performance. In this compensation plan, pay will vary according to individual (achievement), team, or organisational performance. Pay level satisfaction can have implications for individual work performance, and if not resolved, it will have a broad impact on service-to-service users. When employees are satisfied with their salaries, it will increase organisational commitment, and turnover will decrease when employees receive a salary increase. Salary is used as an incentive to improve performance and retain the most superior employees (Gardner, Van Dyne, &

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Pierce, 2004). When performance is valued and salaries are high, employees will remain satisfied and committed to their organisation (Darus, Azizan, & Ahmad, 2016).

Focusing on individual work performance (IWP) is essential for organisations to improve employee performance. Individual salary schemes for performance (e.g., merit-based salaries, individual incentives, or bonuses) are crucial for academic achievement, high-performing employees, and individuals with self-efficiency and a high need for achievement (Gardner et al., 2004).

IWP is defined as a behaviour or action that is in line with organisational goals. The IWP questionnaire consists of three scales: task performance, contextual performance, and counterproductive work behaviour, but what makes performance increase is pay level and the individual's ability to adapt to the work environment (Batarliene et al., 2017). Edwards (1996) summarises PE fit as follows: 'In essence, PE fit embodies the premise that attitudes, behaviours, and other individual-level outcomes are not generated from the person or the environment separately, but from the relationship between the two'.

PT Kereta Api Indonesia Persero is a state-owned enterprise engaged in railroad transportation. It began to carry out increased innovations, starting from improving safety levels and achieving zero accidents to increasing human resource (HR) competence, tolerance of passengers waiting according to the standards set by the

company, the availability of a ready fleet, improved operations, and maintenance of facilities and infrastructure. Conductors at PT Kereta Api Indonesia Persero face customers and are in charge of checking tickets or providing information on train travel. The work positions of conductors are spread across the PT Kereta Api Indonesia Persero, namely on the islands of Java and Sumatra. The conductor is fully responsible for operational duties and passenger safety during the trip, meaning that they must have the ability to be flexible in their service according to the customers' needs.

The company's current demands and workloads are harming the performance of train conductors. They are still not supported by a pay level perceived to be fair or that follows individual performance. Train conductors' pay levels are still low due to the gap between their take-home pay and individual work performance.

Based on a preliminary study conducted by the passenger transportation manager of PT Kereta Api Indonesia Persero, the performance of train conductors can be caused by disparities in employee salary levels, differences in compensation system calculations, and responsiveness to passenger complaints as complaints about train facilities that are not maximal, for example, problematic air conditioners and unsuitable or uncomfortable seats. Complaints stem from other passengers' noise, leaving passengers who do not comply with rail travel regulations.

Table 1.
Conductor Salary Level

No.	Conductor Salary Level	
	Working Group	Salary Received in Rupiah
1	2A	6.055.429
2	2B	6.269.947
3	2C	6.479.148
4	2D	6.688.006
5	3A	8.283.775
6	3B	8.323.775

Table 2.
Data of Railway Customer Complaints Caused by the Conductor

Data of Railway Customer Complaints Caused by the Conductor		
No.	Year	Number of Complaints
1	2017	105
2	2018	99
3	2019	119
	Total	323

Based on the gap that individual employee performance can be influenced by person, organization and group factors, it is determined that the purpose of this study is to discern whether pay levels have a positive association with the IWP of employees and whether PE fit (PJ fit, PO fit, and PG fit) has a positive association with IWP.

2. Literature Review/ Hypotheses Development

A. Person–Environment Fit (Dimensions of Individual Fit with the Environment)

An individual's suitability with an environment (PE fit) refers to the extent to which the individual and the environment are compatible (Kristof Brown et al., 2005).

- a. PJ fit: This relates to how the person fits into the job that they are currently holding.
- b. PG fit: This refers to how well a person gets along with their team members or co-workers.
- c. PO fit: This relates to how well a person's values and behaviour fit in with the organisational culture.

PJ fit, PO fit, and PG fit have a relationship in improving employee performance so it needs to be considered by organizational managers.

PE fit can be divided into three categories. The first category consists of attitudes, as illustrated by studies linking PE fit with job satisfaction and organisational commitment (Ostroff & Judge, 2012). The second category involves mental and physical health,

as emphasised by research on the PE fit approach to stress (Edwards & Cooper, 2013). The third category consists of contextual tasks and performance, which indicate the person's contribution to the owner of the organisation. This section explain how the three categories relate to PE fit in terms of incremental fit, capability demand match, and inventory requirement match.

Individual and environmental fit, or PE fit, has become an interesting research topic for industrial and organisational psychologists (Kristof Brown et al., 2005). PE fit has attracted recruiters, job seekers, and incumbent workers in the business world (Kristof Brown, 2006a). Over the decades of PE fit research, four types of fit have emerged as the most studied phenomena (Kristof Brown, 2006a): PJ fit, PO fit, and PG fit, in addition to person–supervisor (PS) fit. These dimensions of PE suitability have contributed to the literature on job attitudes, turnover, performance, job searching, and managerial selection decisions (Kristof Brown et al., 2005).

a. Person–Job Fit

PJ fit is broadly defined as an individual's compatibility with a particular job. Edwards (1991) explicitly defines it as the fit between job demands and an individual's abilities (demand–ability fit, DA fit) or a person's needs and the attributes that the job provides (needs–equipment fit, NS fit). A person meets the characteristics of an environment when his abilities match the needs of the job. The most commonly used content definition for DA compatibility is knowledge, skill,

ability, and other characteristics (KSAO) (Kristof Brown, 2006a).

Additionally, the job may require incumbents to have a particular personality type for better performance. Piasentin and Chapman (2006) suggest that personality characteristics and work-related skills/abilities may be necessary for assessing complementary perceptions of fit. Previous research also uses personality to measure perceived job fit (Lauver & Kristof Brown, 2001). The need-fulfillment paradigm suggests that individuals compare their own needs (e.g., recognition and social engagement) with environmental supplies (Huupponen & Viikari, 2013). It is based on the proposition that people experience more positive work outcomes when environmental supplies meet their needs. Kulik, Oldham, and Hackman (1987) suggest that PE fit (referring specifically to PJ fit in the article) can link specific job characteristics (skill variation, task identity, task significance, autonomy, and job feedback) with specific individual characteristics (knowledge and skills, growth needs, strengths, and satisfaction with the work context). Based on a complementarity-based view, empirical evidence reveals that PJ fit is related to job or task performance, the intention to move, turnover decisions, and organisation citizen behaviour (Liu, Liu, & Hu, 2010). The following hypothesis can be proposed based on the relationship between PJ fit and IWP:

Hypothesis 1: If the conductor has a high PJ fit, the relationship between pay level satisfaction and IWP is stronger.

b. Person–Organisation Fit

PO fit is defined as the fit between an individual and the organisation regarding dimensions such as values and goals (Kristof Brown, 2006b). Theoretically, Schneider's (2006) attraction-selection attrition framework, which forms the basis of PO fit research, states that people are attracted to and chosen by the organisations with which they share values and attributes, resulting in a PO fit. During the match, no one else decides to leave the organisation. Many PO

conformity studies contain only a value dimension, while others specifically target goal fit (Vancouver & Schmitt, 1991). However, the measurements of the suitability of PO, which consist of values and goals, are used in previous studies (Chuang & Sackett, 2005). Piasentin and Chapman (2006) review 46 empirical studies that measure the perception of PO fit. From this study, 78 % include the value suitability variable, and 20 % include the objective fit variable. Therefore, the current study proposes value and purpose as dimensions of OD that are deemed appropriate. Furthermore, the attraction-selection attrition framework concerning PO fit is related to employee work performance, job satisfaction, turnover intention, employee retention, and citizenship behaviour (Chuang, Shen, & Judge, 2016). Therefore, the following hypothesis can be proposed:

Hypothesis 2: If the conductor has a high PO fit, the relationship between pay level satisfaction and IWP is stronger.

c. Person–Group Fit

PG fit is defined as the suitability between individuals and their workgroup. The similarity attraction paradigm (Seong, Kristof Brown, Park, Hong, & Shin, 2012) can help to explain the PG fit phenomenon. This paradigm predicts that a person is generally attracted to other similar people in their social environment. Numerous studies investigate how similarities in attitudes, personality, values, and goals can facilitate attraction. The reason for likeness-based attraction may be that resemblance seems to help predict the behaviour of other people. Research finds that personality similarities help to facilitate communication among employees and foster social integration (Lam, Chen, & Shaubroeck, 2002). Most PG fit studies are specific about the characteristics examined, focusing on PG personality fit (Seong & Kristof Brown, 2012).

Previous group composition studies also show that behavioural and attitude outcomes for groups and members can be traced back to group member composition in terms of

value (Chuang et al., 2016). Therefore, the current research includes the values, goals, and attributes of group members (personality, work style, and lifestyle) as dimensions of PG fit. Hence, the third hypothesis is as follows:

Hypothesis 3: If the conductor has a high PG fit, the relationship between pay level satisfaction and IWP is stronger.

B. Pay Level Satisfaction (Understanding Pay Level)

Salary level is an essential motivator for most employees (Rynes, Gerhart, & Minette, 2004). A person's salary has economic and instrumental value and carries symbolic or emotional value significant for their self-assessment and status (Blader & Tyler, 2009). When employees are not satisfied with their salary, they can ventilate their discontent easier and more successfully in a climate that is characterized by shared decision making than in a climate where participation is less well settled (Schreurs et al., 2013). Salary satisfaction is essentially the result of employees comparing their actual salary level with the salary level that they are entitled to receive. Employees judge their salary levels according to several factors, including their perceived feedback for example, years of service, work effort and salary levels.

The fact that salary level satisfaction depends on different factors explains why salary and salary level satisfaction are only modestly correlated (Schreurs et al., 2013). Therefore, organisations cannot simply increase pay level satisfaction by giving the employee more money. Dissatisfaction with low pay levels may be an inevitable part of organisational life for some employees.

Research by Bharata (2016) states that salary has a positive influence on employee performance. Salary is a component of compensation for services or income based on the weight of the work that the employee performs. In determining the weight of a job in a company, an in-depth study through job appraisal activities is required.

In addition, payroll practices vary significantly across units of employment and, to some extent, across occupations. The following is a discussion of the form, level, structure, mix, and administration of payment systems (Gerhart, Minkoff, & Olsen, 1995):

- a. First, payment can be in cash or as a stipend (e.g., health care, retirement, paid vacation). On average, 70 % of payments to employees are in cash, leaving 30 % in the form of non-cash benefits and deferred cash (Noe, Hollenbeck, Gerhart, & Wright, 1994).
- b. Second, cash benefits and compensation can be described in terms of rate (how much). Most organisations use one or more market pay surveys to help them determine what other organisations are paying for a particular job to make their own salary level decisions. More broadly, the total labour cost is a function of the compensation cost per employee and the total number of employees. Therefore, to assess competitiveness in the product market, organisations should not only focus on salary levels; they have to compare the total cost of labour, as well as the type of return (or productivity) that they receive in terms of profits and sales with other organisations.
- c. Third, structure refers to the nature of the salary differences within the hiring units, such as how many steps or levels are in the structure and how large the difference is in pay between the various levels. This relates to whether employees at the same hierarchical level in different parts of the organisation (for example, different product sectors or different job groups) are paid the same, for example. However, another aspect of the structure is the timing of payments according to the point at which the employee is in their career. Some organisations may bring in entry-level people with relatively high salary levels but then provide slower pay growth. Simultaneously, other organisations may bring in employees at relatively low salary levels but offer more significant

- promotion and salary growth opportunities over time.
- d. Fourth, payment systems differ (how and when to provide cash compensation). Some organisations pay nearly all employees a base salary adjusted approximately once a year through traditional performance improvement programmes. Performance gains are part of the base salary and should depend on performance. However, there is a widespread belief that most employees receive nearly the same percentage increase, regardless of performance. As explained below, a growing number of organisations are using what is called variable pay or risky pay, which means that a portion of an employee's salary is uncertain and dependent on some combination of future business units or organisational performance (e.g., profit, performance share, productivity), group performance, and individual performance. Specific payment programmes that affect the payment system are service payments, incentive payments, profit sharing, and share plans (for example, stock options).
- e. Fifth, salaries are regulated differently in different organisations. Payment policy designs differ, for example, in terms of who is involved in the process. The roles of the HR department, line manager, and employees of different ranks and records differ across situations. In some organisations, line managers can design plans, often with assistance from the HR department. Alternatively, HR takes the lead in other cases. Employees whom the payment system covers are sometimes involved and, in some cases, can devise plans for themselves (Gerhart et al., 1995)

Hence, the fourth hypothesis is as follows:
Hypothesis 4: If the conductor has a high level of pay satisfaction, then the IWP will be stronger.

Hypothesis 3: If the conductor has a high PG fit, the relationship between pay level satisfaction and IWP is stronger.

C. Individual Work Performance

Definition of Individual Work Performance

IWP is more than just fulfilling specified work goals (Viswesvaran, 2000). Contextual performance can be defined as individual behaviour that supports the organisational, social, and psychological environment in which the technical core must function (Borman, 1993). However, all concepts refer to behaviours beyond formally defined work goals, such as taking on additional assignments, showing initiative, or training newcomers. Seven of the general frameworks use one broad dimension to describe contextual performance.

1) Task Performance

Almost all frameworks mention task performance as an essential dimension of IWP. Task performance can be defined as the proficiency (i.e., competence) with which a person performs a central job task (Campbell, 1990). Other labels sometimes used for job performance are job-specific proficiency, technical proficiency, or performance in a role, including the quantity, quality, and knowledge of the work.

2) Contextual Performance

Although task performance is the focus of traditional research, researchers believe that IWP refers to more than just meeting specified work objectives (Viswesvaran, 2005). Contextual performance can be defined as individual behaviour that supports the organisational, social, and psychological environment in which the technical core must function. Several labels exist for this dimension, such as non-job-specific task abilities, extra-role performance, organisational citizenship behaviour, or interpersonal relationships (Murphy, 1989).. Moreover, the six Viswesvaran dimensions (communication competence, effort, leadership, administrative competence, interpersonal competence, and compliance with or acceptance of authority) can be considered contextual performance.

3) *Counterproductive Work Behaviour*

Attention to counterproductive work behaviour, defined as being detrimental to organisational well-being and including being absent, being late for work, showing off-duty behaviour, stealing, and abusing substances, has increased in recent years. Nearly half of generic individual performance frameworks include one or more dimensions of counterproductive work behaviour. Murphy (1989) uses the dimensions of destructive/dangerous behaviour (behaviour that leads to a clear risk of loss of productivity, damage, or other setbacks) and downtime behaviour (job avoidance behaviour) to describe behaviours detrimental to the organisation.

4) *Inter-Dimensional Relations*

The separate dimensions mentioned above are related to general factors of work performance and one another (Viswesvaran, 2005). Findings of the relationship between task performance and counterproductive work behaviour are inconclusive and are found to be moderate or negative. These inconclusive findings could be due to differences in the definition and measurement of task performance.

When task performance is defined as what a person generally will do, it is more closely related to counterproductive work behaviour than to when it is defined as what a person

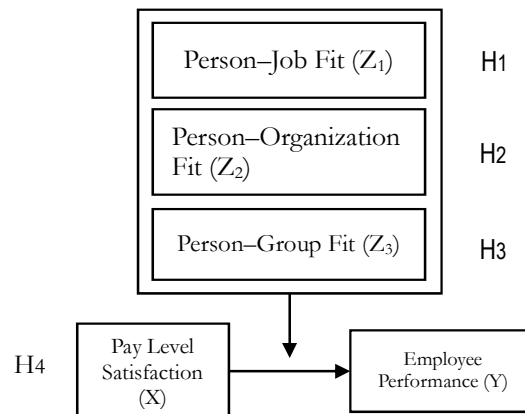
can do because job performance is assessed over a more extended period, during which counterproductive work behaviour is more likely to occur. In addition, typical task performance is often less closely monitored than maximum task performance, making counterproductive work behaviour more likely (Sackett, 2002).

According to Kane (Sedarmayanti, 2001), performance is not a characteristic of a person, such as a talent or ability; it is a manifestation of the talent or ability itself. This opinion shows that performance is a manifestation of ability in the form of actual work. Job-related performance is defined as the results achieved in a position over a certain period.

Furthermore, ability and motivation can be seen from the perspective of performance. Ability refers to a person's proficiency in specific tasks, while motivation refers to an individual's desire to show work behaviour and a willingness to try. People will do the best job that they can if they have the will and desire to do the job well.

Mathis (2006) states that performance is what employees do or do not do. Performance is a real achievement that someone displays after carrying out their duties and roles in the organisation.

Table 3.
Research Model



3. Methodology

A. Survey Area and Data Sources

This research is quantitative. The data for this research study are collected using a survey questionnaire given to the conductors of PT Kereta Api Indonesia Persero from August to November 2020.

B. Population and Sample

The population observed in the respondent group are train conductors working at PT Kereta Api Indonesia Persero, totalling 600 people. The determination of the minimum sample size in this study refers to the statement of Hair et al. (2010) that the number of samples as respondents must be adjusted to the number of question indicators used in the questionnaire, assuming $n \times 5$ observed variables (indicators) up to $n \times 10$ observed variables. In this study, the number of question items is 56, so the minimum number of respondents used is 56 multiplied by five, which equals 280 respondents.

C. Questionnaire Data

The questionnaire items for variable pay level

satisfaction consist of 17 question items with five point Likert scales (Heneman & Schwab, 1985). The questionnaire items for the PE fit variable consists of 12 question items with a five-point Likert scale (Greene-Shortridge, 2008). The questionnaire items for IWP consists of 27 question items with five point Likert scales (Koopmans, 2014).

D. Data Analysis

To test the validity of the instrument, factor analysis is used, while Cronbach's alpha is used to test the reliability of the instrument. To test the hypothesis used regression analysis.

4. Findings and Discussion

Validity and Reliability Tests

The validity test results of the research indicators find several invalid indicators because they have a loading factor value of < 0.50 , so they are removed from the research model and re-validated using the remaining valid indicators, as shown in Table 4.

Table 4.
Validity Test Results

No.		Rotated Component Matrix ^a		
		1	2	3
1	X1.1	.639	-.142	.391
2	X1.2	.548	.072	.241
3	X1.5	.622	-.117	-.039
4	X1.7	.691	.210	.029
5	X1.11	.623	.203	.104
6	X1.13	.684	-.040	-.017
7	X1.15	.547	.191	.294
8	Z2.1	.104	.195	.709
9	Z2.3	.215	-.112	.757
10	Y1.1	-.056	.594	.138
11	Y1.5	.061	.521	.300
12	Y1.7	.015	.709	-.080
13	Y1.9	.068	.639	.115
14	Y1.16	.125	.537	-.171
15	Y1.21	.035	.406	-.007

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalisation. ^a

The reliability test results of the research indicators indicate that this research instrument is reliable and feasible to

proceed to the next stage, as shown in Table 5.

Table 5.
The Results of the Research Indicator Reliability Test

No	Instrument	Cronbach's Alpha Value
1	X1	0.762
2	Z2	0.50
3	Y1	0.602

1. *Classic Assumption Test (Multicollinearity Test)*

As seen in Table 7 showing the model 1 pay level satisfaction variable, PO fit has a significant R-squared change. Therefore, it

affects the research model. From the test results, there is no multicollinearity seen from the VIF value of < 10 (see Table 6).

Table 6.
VIF Value Test

Model		Unstandardised Coefficients		Standardised Coefficient	t	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	4.643	.017		275.221	.000		
	Pay Level Satisfaction	.071	.022	.201	3.294	.001	.868	1.152
	PO Fit	.017	.019	.056	.926	.355	.868	1.152
2	(Constant)	4.633	.018		260.592	.000		
	Pay Level Satisfaction	.070	.022	.197	3.236	.001	.867	1.154
	PO Fit	.009	.019	.028	.448	.655	.802	1.246
	Pay Level Satisfaction * PO Fit	.035	.022	.096	1.619	.107	.904	1.106

a. Dependent Variable: Individual Work Performance

From Table 6 showing model 1, pay level satisfaction has a positive association of 0.71

with IWP, and the significance value is < 0.05 (0.001).

2. Hypothesis Test

Table 7.
Model Summary

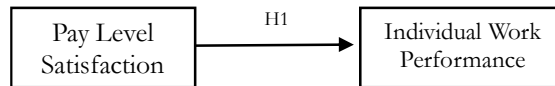
Model Summary					
Change Statistics					
Model	R-Squared Change	F Change	df1	df2	Sig. F Change
1	.052 ^a	8.018	2	294	.000
2	.008 ^b	2.621	1	293	.107

- a. Predictors: (Constant), PO Fit, Pay Level Satisfaction
- b. Predictors: (Constant), PO Fit, Pay Level Satisfaction, Pay Level Satisfaction * PO Fit

In Table 7 showing model 2, the addition of cross-products does not have any influence on the research model. Meanwhile, PO fit does not affect IWP because it has a significance value of > 0.05 (0.355). Therefore, the previously proposed research model, namely PO fit as a moderating

variable, is removed because there is no significant effect on the dependent variable of IWP. The results of the regression analysis test show that PO fit does not have any influence on IWP, so this research model is revised as follows:

Table 8.
Revised Research Model



From Table 8, The study was conducted to check relationship of the factors like pay level satisfaction on individual work performance with research model “if the

conductor has a high level of pay satisfaction, the relationship between IWP is stronger’ (Ramzan, Zubair, Ali, & Arslan, 2014).

Table 9.
Results of Regression Analysis

Model		Coefficients				t	Sig.	Collinearity Statistics	
		Unstandardized Coefficients		Unstandardized Coefficients	Beta			Tolerance	VIF
		B	Std. Error						
1	(Constant)	4.644	.017			277.244	.000		
	Pay Level Satisfaction	.078	.020	.221	.221	3.897	.000	1.000	1.000

a. Dependent Variable: Individual Work Performance

The results of the regression analysis show that H1 is accepted because it has a significance value of < 0.05 (0.000).

Hence, pay level satisfaction has a positive and significant effect of 0.078 on IWP.

5. Conclusion

This study analysis the effect of pay level satisfaction on IWP with PE fit as the moderating variable. Factor analysis is used to test the instrument's validity, and Cronbach's alpha is used to test its reliability, followed by regression analysis to test the hypothesis. The results show that pay level satisfaction has a positive association with IWP. In contrast, PE fit does not influence IWP, as the unsupported analysis results evidence.

The main limitation of this research is the research sample, which only includes the conductors of PT Kereta Api Indonesia Persero and so does not represent all of the employees of this company. However, this empirical study could make a unique contribution to the company because it is in accordance with the sampling method to obtain research conclusions.

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