



The Moderating Role of Person-Job Fit on Proactive Behavior on Career Satisfaction of Millennial Workers (Study of Millennial Workers at PT Paboxin)

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<http://dx.doi.org/10.18415/ijmmu.v11i6.5727>

Abstract

This research explores the moderating role of person-job fit in the influence of proactive behavior on career satisfaction of millennial workers (case study of workers at PT. Paboxin). The research method uses quantitative research with SEM using the Smart-PLS application. Data collection methods use interviews, questionnaires, observation and combined methods. The number of research samples used was 156 respondents, namely employees of PT. Paboxin. The research results prove that there is a direct influence between proactive behavior and career satisfaction, proactive behavior and person-job fit, person-job fit and career satisfaction. Apart from that, the research results show that there is a moderating role of person-job fit in the influence of proactive behavior on the career satisfaction of millennial workers at PT. Paboxin. This is proven by the hypothesis p value directly or indirectly, namely p value < 0.050.

Keywords: *Person-Job Fit; Proactive Behavior; Millennial Worker Career Satisfaction*

Introduction

In this competitive environment, where it is increasingly difficult and expensive to attract employees with the necessary skills, organizations need to convince employees that their organization provides more opportunities, challenges, and rewards than their competitors (Barnett & Bradley, 2007). Recommendations for supporting employees in developing their own careers and increasing their career satisfaction were put forward by Barnett & Bradley in 2007. This approach was seen as consistent with the recommendation that organizations should play a new supportive, rather than guiding, role in facilitating the career success of their employees, as suggested by Baruch in 2006. Employees are encouraged to take the initiative in managing their own careers, including in terms of identifying development opportunities, planning career steps, and improving relevant skills (Barnett & Bradley, 2007). In addition, organizations are expected to provide the resources and support needed by employees to achieve their career goals. This may include additional training and development, mentorship, or access to challenging projects. By providing this support, organizations can create a work environment that motivates and facilitates employee career growth. In addition, approaches that encourage independence in career management can also help increase employee engagement and reduce turnover rates in

organizations (Baruch, 2006) . Thus, this strategy is considered a proactive step in facing the challenges faced by organizations in managing and retaining employee talent.

Proactive individuals will be more active in looking for opportunities that can support career progress and satisfaction towards the desired position or job (Rahim & Siti-Romaida, 2016) . Individuals who are proactive will try to be more active and manage themselves in achieving their desired career goals, then these individuals will feel more successful in their careers (Rahim & Siti-Romaida, 2016) . In addition, today's organizations tend to look for employees who can be proactive and take the initiative to improve things (Crant, 2000) .

According to the three propositions of work adjustment theory (Dawis & Lofquist, 1984) , employee career satisfaction is determined by the degree of match between the employee's requirements and the work environment and type of work (Liao, 2021) . Cable & Derue (2002) , stated that individuals who invest their time, energy, and knowledge in their careers expect their needs to be met. Cable & Derue (2002) , suggest that individuals evaluate their career satisfaction based on whether their job meets their personal needs. Apart from that, Cable & Derue (2002) , also found a positive relationship between needs-supplies in accordance with career satisfaction and job satisfaction.

Person-job fit (PJ fit) consists of needs-supply fit and demand-ability fit (Cable & Derue, 2002) . Locke (1976) , suggested that "the extent to which work meets or enables the satisfaction of individual needs determines the level of job satisfaction". Thus, when an individual's needs match the supplies offered by their job, job satisfaction can increase.

Individual differences, perceived work environment, and work-related factors have been revealed in previous studies as three broad categories of factors influencing employee proactivity (Crant, 2000 ; Frese & Fay, 2001) . Among these factors, work-related elements or job resources have received considerable attention as important antecedents of proactive behavior that can influence proactivity through more proximal motivational states (Bindl & Parker, 2010 ; Salanova & Schaufeli, 2008) . Proactive individuals will accumulate successful experiences in their profession and achieve their career goals when they have high PJ fit, leading to higher career satisfaction (Erdogan & Bauer, 2005) .

The mechanisms underlying work adjustment theory (Dawis & Lofquist, 1984 ; Rahim & Siti-Romaida, 2016) that link proactive personality to career satisfaction have not been fully investigated or examined. However, knowledge of the work adjustment process is invaluable for practitioners and academics. Theoretically, this mediating mechanism could provide evidence for using work adjustment theory (Dawis & Lofquist, 1984) to link proactive personality to career satisfaction. By using knowledge of this mediation process, career counselors can learn to prevent the indirect and negative influence of a less proactive personality on career satisfaction .

The gap in this research lies in the lack of research that specifically examines the moderating role of person-job fit on proactive behavior on career satisfaction of millennial workers (study of millennial workers at PT Paboxin). Although various similar works have emerged, there has been no work on the role of financial compensation and employee digital literacy in this context. The aim of preparing this work is to test the mediating effect of PJ fit on the relationship between proactive behavior and career satisfaction of millennial workers at PT. Paboxin.

Literature Review and Hypothesis Formulation

Proactive Behavior

Proactive behavior is an attitude that tends to take advantage of opportunities, dares to take action in deciding something and is active in carrying out the work being done (Suryani, 2020). Proactive behavior is an action that anticipates various problems, fulfills all needs, and takes advantage of future opportunities Venkatarman & Ramanujan (1986) in Sriyanto & Alamidah, (2018). Ashford and Black (1996) define proactive behavior as individuals who are active in their work, especially in adapting to the environment, so that individuals with a proactive type are expected to be more likely to achieve success in the future. Individuals with the proactive type tend to be opportunistic, take the initiative, dare to take action, and are persistent in achieving changes that have value (Sriwinarsih, 2019).

Bateman & Crant (1993) define proactive behavior as individual action that can influence changes in the environment through identifying opportunities, showing initiative, and persisting until it brings about valuable changes in the environment. Proactive behavior is an attitude of self-confidence that exists in an individual to be able to solve problems with situational forces through identifying opportunities to change conditions in the environment (Kristijanto, 2019).

Person Job Fit

Person-job fit can be defined as the relationship between a person's characteristics and the characteristics of the job or tasks carried out in the workplace (Kristof., et.al, 2005: 284). Edward (1991) in Sabila (2016) describes two concepts of *person job fit*. First, abilities and demands (*demand-abilities fit*), where employee knowledge, skills and abilities are commensurate with job requirements. Second, the suitability between the needs offered (*need-15 supplies or supplies-values fit*). It arises when employee needs, desires, and recommendations meet the job. So *person-job fit* is defined as the match between a person's abilities and the demands of a job or a person's expectations and the character of the job.

Sekiguchi (2004: 6) states that: *person-job fit can be defined as the fit between the abilities of a person and the demands of a job or the desires of a person and the attributes of a job*. From the definition above, researchers draw the conclusion that *person-job fit* is the suitability between an individual and his or her job, where the individual's willingness and abilities match the job being offered. When an individual's behavior and work are in line, satisfaction will arise from work results. This satisfaction results in good performance for the company.

Career Satisfaction

According to Rivai in Agustina, (2011) career satisfaction (job satisfaction) refers to the general attitude of an individual towards his employees. someone with a high level of job satisfaction shows a positive attitude towards work, whereas someone who is dissatisfied with their employees shows a negative attitude towards the employee. Meanwhile, according to Hasibuan in Agustina, (2011) job satisfaction is an emotional attitude that pleases and loves its employees. This attitude is reflected in work morale, discipline and work performance.

According to Nazhifah and Kistyanto (2022), there are five work factors that are relevant to career satisfaction, namely variations in skills, identification of tasks, meaning of tasks, autonomy and feedback. Job satisfaction is enjoyed within employees, outside employees, and a combination of within and outside employees. So the conclusion is that the more aspects an employee meets individual desires, the higher the level of satisfaction felt. Thus, job satisfaction can be concluded as an assessment of the work one is engaged in, which is usually expressed in the form of being happy or unhappy with one's job.

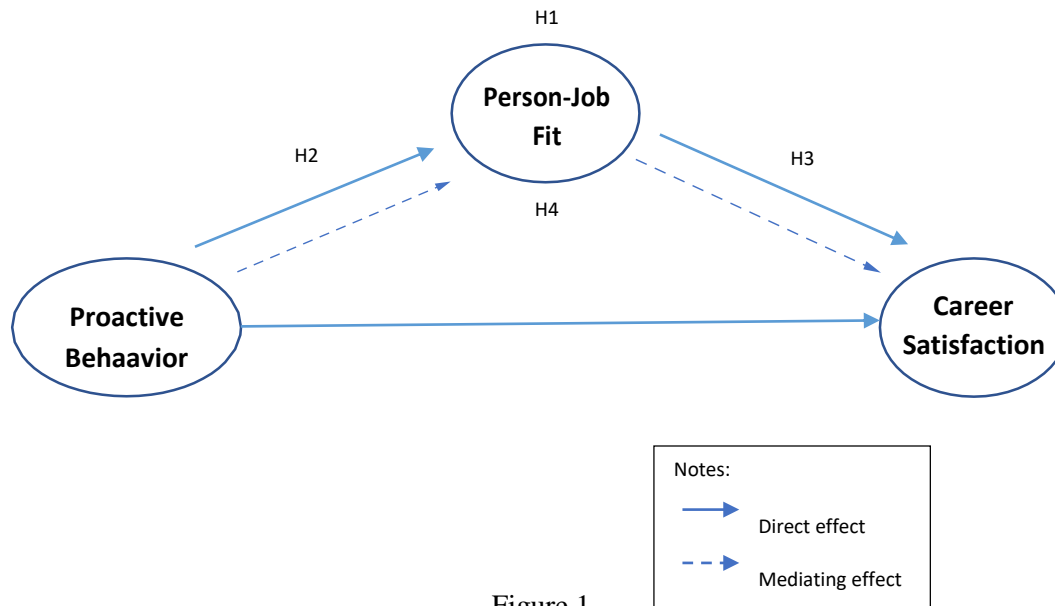


Figure 1

Source: data processed by researchers

- H1: It is suspected that proactive behavior has a positive effect on the career satisfaction of millennial workers at PT. Paboxin.
- H2: Proactive behavior is suspected has a positive effect on *person job fit* of millennial workers at PT. Paboxin.
- H3: It is suspected *that person job fit* has a positive effect on career satisfaction PT millennial workers. Paboxin.
- H4: It is suspected *that person job fit* moderates the positive influence of proactive behavior on career satisfaction of PT millennial workers. Paboxin

Research Methods

The research method used is a quantitative method. Primary data sources were obtained through questionnaires distributed to millennial workers in the production division and packing operators at PT Paboxin Buduran Sidoarjo, while secondary data sources may include related literature, internal company reports, or related data from related institutions. The research population was all millennial workers at PT Paboxin, totaling 312 people. The sample was selected using a purposive sampling method, so it consisted of 156 people who were considered to represent the population carefully.

Data collection methods used include interviews, questionnaires, observation, and a combination of the three. The data analysis technique uses the Structural Equation Modeling (SEM) model with the Smart-PLS application. Descriptive statistical analysis was carried out using the SPSS application. The testing techniques carried out include validity tests, reliability tests, communality tests, coefficient of determination tests, multicollinearity tests, goodness of fit tests, and hypothesis tests.

Using this method, the research aims to understand the mediating influence of PJ fit on the relationship between proactive personality and career satisfaction of millennial workers at PT Paboxin. By using a quantitative approach, this research is expected to be able to provide a deeper understanding and valid data regarding the factors that influence career satisfaction among millennial workers, as well as test the hypotheses that have been formulated.

Discussion and Results

Data analysis in this research entitled The Moderating Role of Person-Job Fit in Proactive Behavior on Career Satisfaction of Millennial Workers (Study of Millennial Workers at PT Paboxin) uses Smart –PLS. The data used and obtained from the research were tested to obtain answers to the research problem formulation. The results of research data processing can be seen in the table below:

Table 1.1 Outer Loading

Indicator	Career Satisfaction	Proactive Behavior	Person-Job Fit
KK_1	0.818		
KK_2	0.770		
KK_3	0.784		
PJF_1			0,757
PJF_2			0,718
PJF_3			0,711
PJF_4			0,792
PP_1		0,739	
PP_10		0,747	
PP_2		0,736	
PP_3		0,769	
PP_4		0.738	
PP_5		0.736	
PP_6		0.751	
PP_7		0.710	
PP_8		0.714	
PP_9		0.741	

Source: Processed data (2024)

Based on table 1.1 above, it shows that the outer loading value ranges from 0.710-0.818 > 0.700. This means that for all indicators of each career satisfaction variable, proactive behavior and the person-job fit variable are acceptable. This shows that there is no need to delete the question indicator on the variable and further testing can be carried out.

Table 1.2 Construct Reliability and Validity

	Cronbach's Alpha	rho A	Composite Reliability	Average Variance Extracted (AVE)
Career Satisfaction	0.701	0.702	0.834	0.626
Proactive Behavior	0.907	0.907	0.923	0.545
Person-Job Fit	0.733	0.737	0.833	0.555

Source: Processed data (2024)

Based on table 1.2 above, it shows that the AVE value ranges from 0.545-0.626 > 0.500. This means that all research variables, namely career satisfaction, proactive behavior and person-job fit variables have met the model requirements. This shows that the research data for all variables is valid so that the instrument for each variable is appropriate and valid as a research measuring tool. The composite reliability value > 0.600 is even greater than 0.800, meaning that the research instrument is sufficient to be used as a measuring tool. Apart from that, the Cronbach's Alpha value > 0.700 means that the research instrument is acceptable and reliable.

Table 1.3 Coefficient of Determination

	R Square	R Square Adjusted
Career Satisfaction	0.836	0.834
Person-Job Fit	0.900	0.899

Source: Processed data (2024)

Based on table 1.3 above, it shows that the R square value for career satisfaction is 0.836, meaning that proactive behavior contributes 83.6% to career satisfaction. Meanwhile, the R square person-job fit value is 0.900, meaning that proactive behavior contributes 10% to career satisfaction.

Table 1.4 Direct Hypothesis Test

	Original Sample (O)	T Statistics (O/STDEV)	P Value
Proactive Behavior -> Career Satisfaction	0.281	2,273	0.023
Proactive Behavior -> Person-Job Fit	0.948	112,388	0,000
Person-Job Fit -> Career Satisfaction	0.644	5,102	0,000

Source: Processed data (2024)

Based on table 1.4 above, it shows that the results of hypothesis testing between the variables of career satisfaction, proactive behavior and person-job fit are direct. The results of the analysis show that proactive behavior has a significant effect on career satisfaction because the P value is 0.023 < 0.050. Proactive behavior has a significant effect on person-job fit because the P value is 0.000 < 0.050. Person-job fit has a significant effect on career satisfaction because the P value is 0.000 < 0.050. This shows that all variables have a significant and direct positive influence.

Table 1.5 Indirect Hypothesis Testing

	Original Sample (O)	T Statistics (O/STDEV)	P Value
Proactive Behavior -> Person-Job Fit -> Career Satisfaction	0.611	5,044	0,000

Source: Processed data (2024)

Based on table 1.5 above, it shows that the results of hypothesis testing between the variables proactive behavior, person-job fit and career satisfaction are indirect. The results of the analysis show that proactive behavior moderated by person-job fit has a significant effect on career satisfaction. This is proven by the P value, namely 0.000 < 0.050.

The Influence of Proactive Behavior on Career Satisfaction of Millennial Workers at PT. Paboxin

Based on the results of the analysis carried out by researchers, the results of partial tests or direct tests that can be seen in the hypothesis test table directly show that the t statistics ($|t|/Stadev$) value for proactive behavior towards career satisfaction is 2.273, meaning it is positive. Meanwhile, the P value for proactive behavior on career satisfaction is 0.023. The P value is less than 5%, namely $0.023 < 0.050$, which means it is significant. This shows that the research hypothesis is accepted and has a positive effect. So it can be concluded that there is an influence of proactive behavior on the career satisfaction of millennial workers at PT. Paboxin positively and significantly.

The positive influence on the proactive behavior variable will be in balance with the career satisfaction variable. In other words, if there is an increase in proactive behavior among PT millennial workers. Paboxin will increase the sense of career satisfaction in millennial workers. This is supported by research conducted by Sukmajati & Suharnomo (2020), which states that a proactive personality has a good and significant influence on the career satisfaction of Bank BTN Semarang City employees. A person's personality will tend to the behavior they will show as a person's character. A worker's personality and proactive behavior will have a big impact on the company environment. This is because workers who have proactive behavior are more likely to have high creativity and innovation in finding profitable opportunities for the company.

Apart from that, the opinion about proactive behavior on career satisfaction is also supported by research conducted by Rahman & Subarkah (2022), which proves that a proactive personality has an influence on the career satisfaction of workers at the Class IIB Penitentiary, Klaten Regency. The influence that a proactive personality has on career satisfaction is very good and significant, so that if workers at the Class IIB Penitentiary in Klaten Regency improve their proactive personality, it will increase career satisfaction for each worker. A proactive personality will have a higher contribution to perceived job satisfaction over time. Because someone who has proactive behavior will always want to develop their goals, from ways to anticipate if problems occur or there are opportunities that will occur to having ways to control the possibility of potential occurrences.

In reviewing proactive behavior towards career satisfaction of millennial workers at PT. Paboxin is compatible with the analysis data and discussion, so researchers can draw conclusions. Apart from that, the research results are in line with research by Sukmajati & Suharnomo (2020) and Rahman & Subarkah (2022), which shows that the impact that personality or proactive behavior has on a worker's career satisfaction is positive. Therefore, the conclusion that can be drawn from this research is that proactive behavior has a positive impact on the career satisfaction of millennial workers at PT. Paboxin.

The Influence of Proactive Behavior on Person-Job Fit of Millennial Workers at PT. Paboxin

Based on the results of the analysis carried out by researchers, the results of partial tests or direct tests that can be seen in the hypothesis test table directly show that the t statistics ($|t|/Stadev$) value for proactive behavior towards person-job fit is 112.388, meaning it is positive. Meanwhile, the P value for proactive behavior towards person-job fit is 0.000. The name P value is less than 5%, namely $0.000 < 0.050$, which means it is significant. This shows that the research hypothesis is accepted and has a positive effect. So it can be concluded that there is an influence of proactive behavior on person-job fit of millennial workers at PT. Paboxin positively and significantly.

The positive influence on the proactive behavior variable will be in balance with the person-job fit variable. In other words, if there is an increase in proactive behavior among PT millennial workers. Paboxin will increase the sense of person-job fit in millennial workers. This is supported by research conducted by Cai et al. (2018), which states that proactive behavior has a good and significant influence

on employee person-job fit in a technology company in China. A person's proactive behavior will influence a person's sense of suitability for work. An employee's proactive behavior will bring comfort to work, so that work feels comfortable and easy to carry out. This feeling of comfort will create a person's sense of person-job fit and will make workers or employees feel at home in staying in the company.

In reviewing proactive behavior towards person-job fit of millennial workers at PT. Paboxin is compatible with the analysis data and discussion, so researchers can draw conclusions. Apart from that, the research results are in line with the research of Cai et al. (2018) , which shows that the impact that personality or proactive behavior has on a worker's person-job fit is positive. Therefore, the conclusion that can be drawn from this research is that proactive behavior has a positive impact on the person-job fit of millennial workers at PT. Paboxin.

The Influence of Person-Job Fit on Career Satisfaction of Millennial Workers at PT. Paboxin

Based on the results of the analysis carried out by researchers, the results of partial tests or direct tests that can be seen in the hypothesis test table directly show that the t statistics ($|t|/Stdev$) value for Person-Job Fit for career satisfaction is 5.102, meaning it is positive. Meanwhile, the P value of Person-Job Fit for career satisfaction is 0.023. The P value is less than 5%, namely $0.023 < 0.050$, which means it is significant. This shows that the research hypothesis is accepted and has a positive effect. So it can be concluded that there is an influence of Person-Job Fit on the career satisfaction of millennial workers at PT. Paboxin positively and significantly.

The positive influence on the Person-Job Fit variable will be in balance with the career satisfaction variable. In other words, if there is career advancement for millennial PT workers. Paboxin will increase the sense of career satisfaction in millennial workers. This is supported by research conducted by Fadhilah (2020) , which states that Person-Job Fit has a good and significant influence on employee career satisfaction at the Cimahi Housing and Settlement Area Service. Employee person-job fit will be related to individual abilities, qualities and needs of a job. A person's job-fit can be seen in two ways, namely through need supplies fit and demand ability fit. When job requirements include expectations to achieve certain goals, individuals are likely to experience psychological satisfaction from meeting those requirements, thereby influencing their perceptions of suitability for the job. This is because person-job fit or a person's suitability for his work will motivate him to do his job optimally so that the success achieved will create a sense of satisfaction with his career.

Apart from that, the opinion about person-job fit on career satisfaction is also supported by research conducted by Widyastuti & Ratnaningsih (2018) , which proves that person-job fit has an influence on employee career satisfaction at Bank Jateng Semarang head office. The influence that person-job fit has on career satisfaction is very good and significant, so that if employees at the Bank Jateng Semarang head office improve their person-job fit, it will increase career satisfaction for each worker. Person-job fit will have a higher contribution to perceived job satisfaction over time. Because a person's feeling of person-job fit will lead to comfort at work, so that work will be maximized. By maximizing work, a person will achieve good results for what he does, which will increase his level of satisfaction in his career.

In reviewing person-job fit on career satisfaction of millennial workers at PT. Paboxin is compatible with the analysis data and discussion, so researchers can draw conclusions. Apart from that, the research results are in line with research by Fadhilah (2020) and Widyastuti & Ratnaningsih (2018) , which shows that the impact that person-job fit has on a worker's career satisfaction is positive. Therefore, the conclusion that can be drawn from this research is that person-job fit has a positive impact on the career satisfaction of millennial workers at PT. Paboxin.

The Influence of Proactive Behavior on Career Satisfaction Moderated by Person-Job Fit Millennial Workers at PT. Paboxin

Based on the results of the analysis carried out by researchers, the results of partial tests or indirect tests seen in the hypothesis test table directly show that the t statistics value ($|t|/Stadev|$) for proactive behavior is moderated by person-job fit on career satisfaction. The P value is smaller than 5% , namely $0.000 < 0.050$, which means it is significant . So it can be concluded that there is an influence of proactive behavior which is moderated by person-job fit on the career satisfaction of millennial workers at PT. Paboxin significantly.

Person-job fit is a match between a person's abilities and job demands, or between a person's desires and job attributes. Proactive behavior will further increase employee career satisfaction, especially if there is a mediator or bridged by a person's sense of person-job fit at work. A person's proactive behavior will tend to give rise to positive thoughts so that a person will tend to eliminate thoughts of obstacles in achieving satisfaction by creating new ideas, increasing understanding of the organization, and creating innovations that lead to success (Seibert et al., 2001). Apart from that, a person's proactive behavior at work will create a feeling of comfort in the work environment because it is supported by person-job fit (Follmer et al., 2018).

A person's satisfaction with their career will be achieved if their sense of person-job fit for their work begins with their proactive behavior. So person-job fit has a very important role in proactive behavior towards employee career satisfaction. Sukmajati & Suharnomo (2020) , said that a person's proactive behavior will increase career satisfaction. Meanwhile, a sense of person-job fit will increase a person's career satisfaction (Widyastuti & Ratnaningsih, 2018) . Proactive behaviorists who have the skills to do their jobs well are more likely to lead their proactive efforts to successful outcomes and person-job fit is related to job performance (Caldwell & O'Reilly, 1990; Greenberg, 2002).

In reviewing the moderating role of person-job fit in proactive behavior towards career satisfaction of millennial workers at PT. Paboxin is compatible with the analysis data and discussion, so researchers can draw conclusions. Apart from that, the research results are in line with the research of Fadhilah (2020) , Widyastuti & Ratnaningsih (2018) , Fadhilah (2020) , and Widyastuti & Ratnaningsih (2018) which is supported by expert opinions showing that person-job fit has a moderating role between behavior. being proactive with a worker's career satisfaction is positive. The common thread in this work can be drawn is that the moderating role of person-job fit has an influence between proactive behavior and career satisfaction of millennial workers at PT. Paboxin.

Conclusions

From research entitled "The Moderating Role of Person-Job Fit on Proactive Behavior on Career Satisfaction of Millennial Workers (Study on Millennial Workers at PT Paboxin)" it can be concluded that the direct influence of proactive behavior on career satisfaction of millennial workers at PT. Paboxin has been identified. Apart from that, it was also found that the direct influence of proactive behavior on the suitability between individuals and their jobs (person-job fit) among millennial workers at PT. Paboxin cannot be ignored. In the same context, the suitability between workers and their jobs is proven to have a direct influence on their career satisfaction. More specifically, the role of an individual's suitability to his or her job (person-job fit) in moderating the influence of proactive behavior on career satisfaction is also confirmed in the research findings. The influence of proactive behavior on career satisfaction, as well as its relationship with person-job fit, significantly indicates that Workers' proactive approach has an important contribution to their level of career satisfaction at PT. Paboxin. Millennial

workers' career satisfaction, which is directly influenced by their proactive behavior, also shows more complex dynamics when linked to person-job fit as a moderator variable.

Within the framework of this research, it is revealed that person-job fit not only acts as a direct determinant of career satisfaction but also as an important element that strengthens the relationship between proactive behavior and career satisfaction. This influence, articulated through the lens of person-job fit, highlights the importance of the match between job characteristics and individual attributes in achieving optimal career satisfaction. These findings emphasize the need for PT. Paboxin and similar organizations to pay attention to and develop strategies that support strong person-job fit, as well as encourage proactive behavior among millennial workers. By implementing human resource management practices that consider these factors, it is hoped that millennial workers' career satisfaction can be increased, thereby contributing to employee retention and overall organizational productivity.

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