Strength Person Job-Fit, Quality Of Work Life, Job Satisfaction in Determining the Performance of Construction Workers

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Abstract: The construction workforce is the spearhead of development in Indonesia, both for mega projects and routine projects. Because of its very vital existence, construction workers should be able to adapt their abilities to the demands of the job. In management, the ability of the construction workforce to adapt to the demands of the job is referred to as person job-fit. From the phenomenon, empirical study and discussion of these theories, there are still gaps. Because of this gap, there are still opportunities to get new opportunities. So further research on the effect of person job-fit, quality of work life, job satisfaction and performance should be done. The sample of this study was 150 people consisting of builders, supervisors, construction managers, operators and other parties related to construction work. The type of data in this study is quantitative data in the form of cross section data. Cross section data is data that comes from many research subjects, at the same time. Meanwhile, the data sources come from primary data and secondary data. The population is the construction workforce in Jember Regency. This research uses Partial Least Square (PLS) analysis tool. The test results prove that Person-job fit, has a positive and significant effect on Quality Of Work Life, Person-job fit has a negative and insignificant effect between Person-job fit on Job Satisfaction, Person-job fit, has a positive and insignificant effect on performance, Quality of Work Life, positive and significant effect on Job Satisfaction

Keywords : Person Job-Fit, Quality of Work Life, Job Satisfaction, Performance, Construction Workforce

INTRODUCTION

As a developing country, Indonesia will try to catch up with the development of facilities and infrastructure. The facilities and infrastructure consist of roads, buildings, drainage, irrigation, bridges and other buildings that are beneficial to the community. The massive development is evidenced by the construction of the Java-cross toll road, the Sumatra-cross highway and the Papua, Sulawesi and Kalimantan highways. No less dynamic, the government is currently building the capital city of Indonesia, which is on the island of Kalimantan.

In addition to the mega projects above, annual and multi-year projects continue to run regularly in all regions in Indonesia. There are tens or even hundreds of project packages implemented in districts/cities in Indonesia. When accumulated, hundreds of thousands of project packages are implemented in this country. Both mega-projects and routine projects that are carried out involve very large amounts of construction resources, including equipment, finance, materials and human resources.

Human resources involved in construction projects specifically are construction workers. This construction workforce requires good management. This is because humans are very complex creatures. Apart from being physical, humans also have psychology. The consequence is that humans can work with enthusiasm, but on the other hand humans can also experience physical exhaustion. Humans can also receive information well, but on the other hand humans can also understand some-

thing based on their experiences that are different from other humans so they can experience different views and even different perceptions.

The construction workforce is the spearhead of development in Indonesia, both for mega projects and routine projects. Because of its very vital existence, construction workers should be able to adapt their abilities to the demands of the job. In management, the ability of the construction workforce to adapt to the demands of the job is referred to as person job-fit. The greater the ability of the construction workforce to adapt to the demands of the job, the better the performance will be (Sanosra, 2020)[1].

In various literatures, the notion of performance varies. Performance is a multidimensional record of individual achievements. Performance is an activity related to the work, expected from the Construction Manager and how these activities are carried out (Dugguh, 2014; Phuong, 2020)[2][3]. From various understandings, it can be categorized into two main lines: first, understanding performance refers to understanding as a result. Second, performance refers to understanding as behavior. Performance is synonymous with behavior. Performance is something that people actually do and can observe. In discussing performance, it is also necessary to know the potential performance which is the strength or power possessed by the Construction Manager, so that he can complete his work in order to get maximum results. and actual performance which is the level of real work performance which is the output. It also shows the success or failure of the Construction Manager in carrying out his work related to his work environment (Hartini, 2018)[4].

Ali et al. (2013) in his research which examined the effect of working conditions on employee productivity in manufacturing companies in Somalia, found that there was a positive relationship between working conditions and employee performance[5]. The working conditions used in the study of Ali et al. (2013) only focuses on working hours and workloads owned by employees. In his research, Ali et al. (2013) suggested that there is a positive relationship between employee working hours and employee productivity and there is a negative relationship between workload and employee productivity.

Sitepu (2013); who also examined the effect of workload on employee performance at PT Bank Tabungan Negara Manado Branch, found that workload had a significant effect on employee performance. Sitepu (2013) revealed that with more workloads borne by an employee, the performance of the employee will decrease and this statement is reinforced by Andrews (2020) [6][7].

Research conducted by Rose (2009); Yu (2014), shows that job satisfaction and organizational commitment have a positive and significant effect on performance[8][9]. In addition, Doghonadze (2012), examines the basic relationship between job satisfaction and lecturer performance in Georgia, Turkey and England[10]. The results of his research found that lecturers care more about academic achievement and maintain relationships with students if lecturers are satisfied, their performance will increase. A similar study was also conducted by Talasaz (2014), examining the relationship between job satisfaction and the performance of Construction Managers at several health centers in Mashhad Iran, finding that there is a significant positive relationship between job satisfaction and the quality of performance of midwives[11]. Every organization must pay attention to job satisfaction and the performance of its members.

Meanwhile, other research conducted by Rubel et al (2014); Aecth, et, al (2012) and Mohammadi, et al., (2020), found that Quality of work life has a positive and significant effect on the

performance of Construction Managers[12][13]. Quality of work life is associated with satisfaction with wages, hours and working conditions.

From the phenomenon, empirical study and discussion of these theories, there are still gaps. Because of this gap, there are still opportunities to get new opportunities. So further research on the effect of person job-fit, quality of work life, job satisfaction and performance should be done.

The purpose of this research entitled Effect of Person Job-Fit, Quality Of Work Life, Job Satisfaction on the Performance of Construction Workers is to calculate and analyze the direct effect of Person Job-Fit on the Quality of work life of Construction Workers, calculate and analyze the direct effect of Person Job -Fit on the Job Satisfaction of Construction Workers, calculates and analyzes the direct effect of Person Job-Fit on the performance of Construction Workers, calculates and analyzes the indirect effect of Quality of work life on Job Satisfaction of Construction Workers, calculates and analyzes the effect of Quality of work life on Performance of Construction Workers, calculate and analyze the effect of Job Satisfaction on the performance of Construction Workers.

METHOD

The type of data in this study is quantitative data in the form of cross section data. Cross section data is data that comes from many research subjects, at the same time. Meanwhile, the data sources come from primary data and secondary data. The population is the construction workforce in Jember Regency. The sample of this study was 150 people consisting of builders, supervisors, construction managers, operators and other parties related to construction work.

According to the problem formulation and research objectives, this type of research is descriptive. Descriptive analysis is used to determine the characteristics of respondents and respondents' descriptions of the indicators of each research variable. The description of each indicator is expressed in terms of frequency values and average values.

This research uses analytical toolsPartial Least Square(PLS). Reason for usePartial Least Square(PLS) because it is possible to model structural equations with adjustable sample sizes and do not require multivariate normal assumptions,is a powerful analytical method because it can be applied to all data scales, in addition to being used as a confirmation of theory, it is also used to build relationships without a theoretical basis or proposition testing, it is used as structural modeling with reflective indicators, i.e. indicators are considered to be influenced or reflect latent constructs.

The structural model of the Partial Least Square (PLS) approach, the causal relationship between latent variables is called the inner model, the measurement model for each indicator assessing the validity and reliability of the model is called the outer model. The structural model or inner model is evaluated by looking at the percentage of variance explained by looking at R2 as a parameter of the accuracy of the prediction model. Through the bootstrapping process, the t-statistic test parameters were obtained to predict the existence of a causal relationship.

The purpose of this analytical tool is to help researchers get the value of the latent variable for prediction purposes. Formally, the latent variable is a linear aggregate of the indicators. The weight estimate produces a score for the latent variable, which results in the specification of the inner model and outer model. The inner model is a structural model that connects latent variables and the outer model is a measurement model that connects indicators (manifest variables) with their constructs (latent variables).

RESULTS AND DISCUSSION

Validity test

The loading factor value is said to be high if the component or indicator has a correlation of more than 0.70 with the construct to be measured. However, for research in the early stages of development, a loading factor of 0.5 to 0.6 is considered sufficient (Ghozali, 2016). Meanwhile, the discriminant validity testing procedure is to use a comparison of the average variance extracted / AVE (Average Variances Extracted) with the correlation between variables. The AVE value must be at least greater than 0.5 which means that one latent variable is able to explain more than half of the variance of its indicators in the average (Hair et al, 2014).

Table 1. Combined loadings and cross-loading values

Indicator	*Person-job fit*	QWL	JS	Performance	Type (a	SE	P value
X1	0.618	-0.080	0.030	0.038	Reflect	0.063	<0.001
X2	0.625	-0.050	0.020	0.038	Reflect	0.063	<0.001
X3	0.537	-0.040	0.050	0.038	Reflect	0.063	<0.001
X4	0.565	-0.060	0.020	0.038	Reflect	0.063	<0.001
X5	0.771	0.056	-0.017	-0.005	Reflect	0.059	<0.001
X6	0.725	-0.006	0.005	-0.018	Reflect	0.059	<0.001
Y1.1	-0.062	0.663	0.047	0.166	Reflect	0.060	<0.001
Y1.2	-0.023	0.786	0.026	-0.078	Reflect	0.059	<0.001
Y1.3	0.023	0.731	0.061	-0.234	Reflect	0.059	<0.001
Y1.4	-0.011	0.726	-0.155	0.035	Reflect	0.060	<0.001
Y1.5	-0.005	0.731	-0.222	0.063	Reflect	0.061	<0.001
Y1.6	0.451	0.768	0.124	-0.025	Reflect	0.061	<0.001
Y1.7	-0.153	0.722	0.026	-0.017	Reflect	0.061	<0.001
Y2.1	0.134	0.213	0.724	0.043	Reflect	0.059	<0.001
Y2.2	-0.127	0.230	0.796	-0.050	Reflect	0.059	<0.001
Y2.3	0.031	-0.062	0.721	-0.090	Reflect	0.058	<0.001
Y2.4	-0.032	0.040	0.726	-0.070	Reflect	0.063	<0.001
Y2.5	-0.213	-0.134	0.763	0.015	Reflect	0.059	<0.001
Y2.6	-0.006	-0.231	0.765	0.023	Reflect	0.059	<0.001
Y2.7	0.145	-0.076	0.724	0.043	Reflect	0.059	<0.001
Y3.1	0.032	-0.170	-0.025	0.731	Reflect	0.059	<0.001
Y3.2	0.062	-0.019	-0.021	0.764	Reflect	0.061	<0.001
Y3.4	-0.042	0.054	0.107	0.720	Reflect	0.063	<0.001
Y3.5	-0.075	0.144	-0.029	0.733	Reflect	0.058	<0.001

Table 1. shows that each value on the cross-loading factor has reached a value above 0.5 with a p value below 0.001. Thus the convergent validity test criteria have been met.

Table 2. AVE (average variances extracted) values

No.	Variable	AVE (average variances extracted) value
1.	*Person-job fit*	0.573
2.	*Quality Of Work Life*	0.579

| 3. | *Job Satisfaction* | 0.649 |
| 4. | Performance | 0.531 |

Based on the calculation results of WarpPLS 7.0 in table 4.2. shows that the AVE value of each variable is greater than 0.5 which means that the latent variable is able to explain more than half of the variance of the indicators in the average.

Reliability Test

Reliability testing is carried out with the aim of ensuring that the research instrument used can provide a consistent measurement of the concept without any bias. The results of WarpPLS 6.0 data processing are as follows:

Table 3. Composite reliability value

No.	Variable	*Composite reliability*
1.	*Person-job fit*	0.740
2.	*Quality Of Work Life*	0.894
3.	*Job Satisfaction*	0.823
4.	Performance	0.860

The basis used in the reliability test is the value of Composite reliability coefficients above 0.7. The results in table 3. indicate that the questionnaire instrument in this study has met the requirements of the reliability test.

Table 4. Cronbach's alpha . value

No.	Variable	Cronbach's alpha
1.	*Person-job fit*	0.790
2.	*Quality Of Work Life*	0.729
3.	*Job Satisfaction*	0.862
4.	Performance	0.789

In addition to the Composite reliability test, another basis used in the reliability test is Cronbach's alpha coefficients. The values of Cronbach's alpha coefficients in this study are all above 0.6. The results in table 4. indicate that the questionnaire instrument in this study has met the requirements of the reliability test.

Direct Effect Path Coefficient Calculation

This section describes each path in the model section using path analysis. Each path tested shows direct and indirect effects on the variables studied including Person-job fit, Quality of Work Life, Job Satisfaction and the performance of Construction Workers on Construction Projects in Jember Regency. By knowing whether or not each path is significant, it will answer whether the proposed hypothesis is accepted or rejected. Each path tested represents the hypothesis in this study.

Table 5. Coefficient Value of Direct Effect Path

Variable Free	Variable Bound	Path coefficients	P values	Information
Person-job fit	*Quality Of Work Life*	0.427	<0.001	Significant
Person-job fit	*Job Satisfaction*	-0.079	0.321	Not significant
Person-job fit	Performance	0.023	0.153	Not significant

Quality Of Work Life	Job Satisfaction	0.567	<0.001	Significant
Quality Of Work Life	Performance	0.306	<0.001	Significant
Job Satisfaction	Performance	-0.257	0.005	Significant

Based on Table 5. it can be seen that for testing the Person-job fit variable on Quality Of Work Life, the Path coefficient value is 0.427 with an -value of <0.001. Because the -value is smaller than (<0.001<0.05) then H0 is rejected, thus there is a positive and significant effect between Person-job fit on Quality Of Work Life. Testing the Person-job fit variable on Job Satisfaction obtained a Path coefficient value of -0.079 with an -value of -0.321. Because the -value is greater than (0.321> 0.05), then H0 is accepted and H3 is rejected, thus there is a negative and insignificant effect between Person-job fit on Job Satisfaction. Testing the Person-job fit variable on performance obtained a Path coefficient value of 0.023 with an -value of 0.153. Because the value of -value is greater than (0.153> 0.05), then H0 is accepted and vice versa H4 is rejected, thus there is a positive and insignificant effect between Person-job fit on performance. Testing the Quality Of Work Life variable on Job Satisfaction obtained a Path coefficient value of 0.567 with an -value of <0.001. Because the -value is smaller than (0.001 <0.05) then H0 is rejected, thus there is a positive and significant influence between Quality of Work Life on Job Satisfaction. -value of <0.001. Because the value of -value is smaller than (0.001 <0.05), then H0 is rejected, thus there is a positive and significant influence between Quality of Work Life on Performance. Testing the Job Satisfaction variable on Performance obtained a Path coefficient value of -0.257 with an -value of 0.003. Because the value of -value is smaller than (0.004 <0.05), then H0 is rejected, thus there is a positive and significant effect between Job Satisfaction on Performance.

Indirect Effect Path Coefficient Calculation

Furthermore, there is an indirect effect between the Person-job fit variable on Job Satisfaction through Quality Of Work Life of 0.342, which is greater than the direct effect of the Person-job fit variable on the Performance variable, which is 0.373. There is also an indirect effect in the relationship between the Quality Of Work Life variable and Performance through the Job Satisfaction variable of -0.079.

Table 6. Coefficient Value of Indirect Influence Path

Variable Free	Variable Bound	Path coefficients	P values	Information
Person-job fit	Job Satisfaction	0.342	<0.001	Significant
Person-job fit	Performance	0.373	<0.001	Significant
Quality Of Work Life	Performance	-0.079	0.087	Not significant

Total Effect Path Coefficient Calculation

Calculation of the total effect or total effect is to add up the value of direct and indirect effects. The total effect path coefficients are presented in table 7.

Table 7. Value of Total Effects

Variable Free	Variable Bound	Path coefficients	Indirect Influence	Total Effects
Person-job fit	Quality Of Work Life	0.427		
Person-job fit	Job Satisfaction	-0.079	0.342	0.263

Person-job fit	Performance	0.023	0.373	0.396
Quality Of Work Life	*Job Satisfaction*	0.567		
Quality Of Work Life	Performance	0.306	-0.079	0.238
Job Satisfaction	Performance	-0.257		

Based on the calculation of the path coefficient, it appears that:

a. The total influence of Person-job fit on Job Satisfaction is 0.263 with details of the direct effect of -0.079 and the indirect effect of 0.342.

b. The total influence of Person-job fit on performance is 0.396, with details of the direct effect being 0.023 and the indirect effect being 0.373.

c. The total effect of Quality of Work Life on Performance is 0.306 with details of the direct effect of -0.079 and the indirect effect of -0.238.

Hypothesis Model

Hypothesis testing is based on the results of the analysis of the PLS SEM model which contains all the variables supporting the hypothesis test. The PLS model with the addition of Job Satisfaction as a mediating variable explains that the addition of a variable will provide an additional contribution as an explanation of the performance of construction workers on construction projects in Jember Regency.

Structural Model Testing

The research model test was conducted to see the suitability of the model built in the study. A good research model will be able to describe the suitability of the relationship between the variables in the study. The use of WarpPLS 7.0 has provided calculation results that show the criteria used to assess whether the model is appropriate.

Table 8. Research Model Test Value

Information	Score	Ideal
Average path coefficient (APC)	P<0.001	<= 0.05
Average R-squared (ARS)	P<0.001	<= 0.05
Average adjusted R-squared (AARS)	P<0.001	<= 0.05
Average block VIF (AVIF)	3.063	<= 3.3
Average full collinearity VIF (AFVIF)	2,751	<= 3.3
Tenenhaus GoF (GoF)	0.571	Big
Sympson's paradox ratio (SPR)	0.662	1
R-squared contribution ratio (RSCR)	0.875	1
Statistical suppression ratio (SSR)	1	>= 0.7
Nonlinear bivariate causality direction ratio (NLBCDR)	0.796	>= 0.7

Based on the table above, it can be seen that each value in the study has met the ideal criteria. The APC, ARS, and AVIF values that meet the ideal criteria indicate that the overall research model is good. The fit of the model can also be calculated using the goodness of fit index. The goodness of fit index (GoF) is defined as the geometric mean or the root of the average communality and the average R2 for all endogenous constructs (Tenenhaus et al., 2005).

Coefficient of Determination

The results of testing the structural model (inner model) can be seen in the R-square (R2) on each endogenous construct, the path coefficient value, t value and p value for each path relationship between constructs. The path coefficient values and t values in each path will be explained in the sub-discussion of the results of hypothesis testing. The value of R2 is used to measure the level of variation in endogenous variables explained by a number of influencing variables (Hartono and Ab-dillah, 2009). The higher the R2 value, the better the prediction model of the proposed model. Hair et.al (2014) stated that in general the coefficient of determination is low if it is worth 0.20, while in the results of this model both coefficients are worth more than 0.20. So based on these results the fit of the model is quite good.

Summary of Hypothesis Testing

Based on the results of the Outter model test, it shows that the model built has a high level of validation and reliability with actor loadings (cross-loadings factor) and average variance extracted (AVE) values of more than 0.70. The results of the outer model also show that all hypotheses in this study show a significant effect. The summary of hypothesis testing is presented in table 4.9 below:

Table 9. Summary of Hypothesis Testing

No.	Hypothesis	Conclusion
1.	*Person-job fit* positive and significant effect on the Quality of work life of Construction Workers on Construction projects in Jember Regency	Received
2.	*Person-job fit* positive and significant effect on Job Satisfaction of Construction Workers on Construction projects in Jember Regency	Rejected
3.	*Person-job fit* positive and significant effect on the performance of the construction workforce on construction projects in Jember Regency	Rejected
4.	*Quality of work life* positive and significant effect on Job Satisfaction of Construction Workers on Construction projects in Jember Regency.	Received
5.	*Quality of work life* positive and significant effect on the performance of the Construction Worker on the construction project in Jember Regency.	Received
6.	*Job Satisfaction* positive and significant effect on the performance of the Construction Worker on the construction project in Jember Regency.	Received

Based on table 9. shows that as many as 4 (four) hypotheses tested in this study are accepted or have a significant effect and conversely 2 (two) hypotheses tested in this study are rejected or have no significant effect.

Discussion

Influence of Person-job fit on Quality Of Work Life of Construction Workers

Based on Table 5. it can be seen that for testing the Person-job fit variable on Quality Of Work Life, the Path coefficient value is 0.427 with an -value of <0.001. Because the -value is

smaller than (<0.001<0.05) then H0 is rejected, thus there is a positive and significant effect between Person-job fit on Quality Of Work Life.

In Sekiguchi (2004) defines person-job fit as the suitability between a person's abilities with job demands or one's desires and job attributes. According to Kristof-Brown, Zimmerman and Johnson (2005) suitability can be viewed objectively or subjectively. Conformity that is seen objectively refers to how well a person's characteristics match the characteristics of his job, while conformity that is seen subjectively is by looking at the suitability of the individual perceptions of each employee on how much they feel they are suitable for their job. The positive impact if there is conformity (Edward in Sekiguchi, 2004) is an increase in employee job performance, a decrease in employee intentions to leave work and including job satisfaction.

The quality of work life describes a process of how an organization responds to the needs of employees by developing mechanisms in such a way that these employees have the opportunity to make decisions to design their lives within the scope of work. . Supporting this view, Sari, Bendesa and Antara (2019) stated that QWL will be achieved if employees get job satisfaction, both in participating in decision making and have the opportunity to develop.

The results of the study on the effect of Person-job fit on the Quality of Work Life of Construction Workers are in line with previous research which stated that there was an effect of Person-job fit on the Quality Of Work Life.

Influence of Person-job fit on Job Satisfaction of Construction Workers

*Person-job fit*defined as the compatibility between individuals and the work or tasks they perform at work. This definition includes compatibility (capability) based on the employee's needs and the work equipment available to meet those needs, as well as job demands and the employee's ability to meet those demands (Cable and DeRue, 2002). In Sekiguchi (2004) defines person-job fit as the suitability between a person's abilities with job demands or one's desires and job attributes. According to Kristof-Brown, Zimmerman and Johnson (2005) suitability can be viewed objectively or subjectively. Suitability that is seen objectively refers to how well a person's characteristics match the characteristics of his job, while the suitability that is seen subjectively is by looking at the compatibility between the individual perceptions of each employee on how much they feel they are suitable for their work. The positive impact if there is conformity (Edward in Sekiguchi, 2004) is an increase in employee job performance, a decrease in employee intentions to leave work and including job satisfaction. Meanwhile, the negative impact caused when there is no conformity (Arora, 2000) is work stress, frustration and low performance. decreased employee intention to leave work and includes job satisfaction. Meanwhile, the negative impact caused when there is no conformity (Arora, 2000) is work stress, frustration and low performance. decreased employee intention to leave work and includes job satisfaction. Meanwhile, the negative impact caused when there is no conformity (Arora, 2000) is work stress, frustration and low performance.

Job satisfaction is the feeling of employees in the form of pleasure or displeasure at the work they doThis is done by looking at it as a whole as well as by reviewing aspects of the conditions that exist in his work in the organization where he works (Spector, 2003). When an employee feels job satisfaction, employees can develop their potential to improve performance in their work. But on the contrary, when employees do not feel job satisfaction, employees cannot feel comfortable and are less able to develop potential so that it will indirectly have a bad influence on performance

even in the environment where they work (Iqbal, Latif & Naseer, 2012)[14]. Job suitability for employees can be seen from the skills, abilities and knowledge that employees have related to their job duties or usually this is known as person-job fit (PJ Fit) (Spector, 2003).

The results showed that the influence between person job fit and job satisfaction was hypothesized to be rejected or not significant. Construction workers who have certificates and with very long experience working in the fields they are engaged in have sufficient skills, abilities and knowledge related to their duties in the construction sector. All of this is not enough to give job satisfaction because at work the workers always work with a team. Therefore, in working, construction workers must be able to match their abilities with other construction workers.

The results of this study are very different from those carried out by Peng and Mao in 2015[15].Their research examines the effect ofperson-job fiton job satisfaction, with a primary focus on confirming the mediator role of self-efficacy among a sample of 455 staff. Participants completed a questionnaire package containing the Fit Scaleperson-job fit, Self-Efficacy Scale, and Satisfaction. The results showed that the matchperson-job fitand self-efficacy is significantly correlated with job satisfaction. Structural equation modeling shows that self-efficacy partially mediatesperson-job fitsuitable for job satisfaction. The final model also reveals both significant and concordant pathsperson-job fitwith job satisfaction through self-efficacy.

This research on construction workers is a different finding from previous studies because the characteristics of construction projects are different from manufacturing jobs. Construction work will face different weather on each project, different terrain and different constraints.

Influence of Person-job fit on Construction Workforce Performance

Based on Table 5. it can be seen that for testing the Person-job fit variable on performance, the Path coefficient value is 0.023 with an -value of 0.153. Because the value of -value is greater than (0.153> 0.05), then H0 is accepted and vice versa H4 is rejected, thus there is a positive and insignificant effect between Person-job fit on performance.

In 2012 Iqbal et al. Conducting research which states that Human Resources are considered as a vital source of growth for the company, for the best utilization of human resources it is necessary to align the knowledge, skills and abilities possessed by employees with their assigned roles in the organization[14]. This study reveals the relationship between fit*Person-job fit*, job satisfaction and job performance. This study studied and analyzed the responses of 251 respondents from various universities in the sister cities of Islamabad and Rawalpindi. The results showed that there was a relationship between*Person-job fit*with job satisfaction and performance and the results are positive. Meanwhile, the relationship between job satisfaction and performance is also positive.

Next in 2014 Yin et al also conducted research on*Person-job fit*of team members and the effect of a sense of well-being on performance. Participants were 212 employees from 10 life insurance companies in Taiwan. This survey is for*Person-job fit*, well-being, and performance. The results showed that there was a very significant positive correlation between*Person-job fit*and well-being.*Person-job fit*have a positive effect on performance. In addition, the positive influence of individuals may directly affect the quality of their performance and well-being through the indirect effect of the quality of performance, and*Person-job fit*may directly affect the quality of performance and indirectly affect the quality of performance through well-being.

Research on the influence of*Person-job fit*The performance of the construction workforce is

not in line with the research above. This is because construction work is unique. The determinant of performance does not lie in the ability of the individual but lies in the ability of the group or team.

The Effect of Quality of Work Life on Job Satisfaction of Construction Workers

Based on Table 5. it can be seen that for testing the Quality of Work Life variable on Job Satisfaction, the Path coefficient value is 0.567 with an -value of <0.001. Because the -value is smaller than (0.001 <0.05) then H0 is rejected, thus there is a positive and significant effect between Quality of Work Life on Job Satisfaction.

The quality of work life describes a process of how an organization responds to the needs of employees by developing mechanisms in such a way that these employees have the opportunity to make decisions to design their lives within the scope of work. . Supporting this view, Sari, Bendesa and Antara (2019) stated that QWL will be achieved if employees get job satisfaction, both in participating in decision making and have the opportunity to develop.

Literature on job satisfaction has emerged since the growth of the industrial era in the 1930s, but is still needed today. Efforts to achieve job satisfaction are very important for both individuals and organizations. Job satisfaction not only encourages positive behaviors such as productive, disciplined, obedient, innovative, helpful, (Yahyagil, 2015) controlling negative counter-productive behaviors such as corruption, theft, vandalism, and leaving work (Greenidge, Devonish, & Alleyne, 2014; Zhang & Deng, 2014) but also related to happiness (Avent, 2007), psychological health (Slaski & Cartwright, 2003) and quality of life of workers (Dhamija, Gupta, & Bag, 2019). People's happiness at work is not only related to salary, but how satisfied employees are which involve material and non-material aspects (Avent, 2007).

The Effect of Quality of Work Life on the Performance of Construction Workers

Based on Table 5. it can be seen that for testing the Quality Of Work Life variable on performance, the Path coefficient value is 0.306 with an -value of <0.001. Because the value of -value is smaller than (0.001 <0.05), then H0 is rejected, thus there is a positive and significant influence between Quality of Work Life on Performance.

The purpose of QWL is to increase employee satisfaction, improve physical and psychological health of employees that creates positive feelings, increase employee productivity, strengthen learning in the workplace, improve management constantly, change and transition, build the image of the organization as the best in employee recruitment and retention and motivation. Bwisa (2013) strengthens this opinion by stating that the QWL program for work reform can improve the physical and psychological health of employees which creates positive feelings. There are two views regarding the meaning of quality of work life. First, quality of work life is a set of circumstances and practices of the organization (eg democratic enrichment of supervisors, employee involvement, and safe working conditions). This statement is reinforced by Srivastava, et al (2014) which states that *quality of work life* is the existence of a particular set of conditions or organizational practices. This definition explains that a high quality of work life exists when democratic management practices are used, employees' jobs are enriched, employees are treated with dignity and there are safe working conditions.While the second, quality of work life is the perception of employees that they want to feel safe, they feel satisfied, and get the opportunity to grow and develop as human beings

(Shrestha, et al, 2019).

Performance is a result of optimal work performance carried out by a person or group or business entity. Performance measurement is traditionally a performance measurement oriented to the financial sector and the ability to earn a profit. An organization is said to have good performance if its financial statements make a profit, in accordance with predetermined targets. Employee performance in the organization refers to the ability of employees to carry out all the tasks that are their responsibility. These tasks are usually based on established indicators of success. As a result, it will be known that an employee is included in a certain level of performance. Performance is a combination of ability and effort to produce what is done.

The results of the study indicate that if the company pays attention to the physical and mental welfare of the construction workforce, it will have a positive and significant effect on the performance of the construction workforce.

The Effect of Job Satisfaction on the Performance of Construction Workers

Based on Table 5. it can be seen that for testing the Quality Of Work Life variable on performance, the Path coefficient value is 0.306 with an -value of <0.001. Because the value of -value is smaller than (0.001 <0.05), then H0 is rejected, thus there is a positive and significant influence between Quality of Work Life on Performance.

Literature on job satisfaction has emerged since the growth of the industrial era in the 1930s, but is still needed today. Efforts to achieve job satisfaction are very important for both individuals and organizations. Job satisfaction not only encourages positive behaviors such as productive, disciplined, obedient, innovative, helpful, (Yahyagil, 2015) controlling negative counterproductive behaviors such as corruption, theft, vandalism, and leaving work (Greenidge, Devonish, & Alleyne, 2014; Zhang & Deng, 2014) but also related to happiness (Avent, 2007), psychological health (Slaski & Cartwright, 2003) and quality of life of workers (Dhamija, Gupta, & Bag, 2019). People's happiness at work is not only related to salary, but how satisfied employees are which involve material and non-material aspects (Avent, 2007).

Performance is a result of optimal work performance carried out by a person or group or business entity. Performance measurement is traditionally a performance measurement oriented to the financial sector and the ability to earn a profit. An organization is said to have good performance if its financial statements make a profit, in accordance with predetermined targets. Employee performance in the organization refers to the ability of employees to carry out all the tasks that are their responsibility. These tasks are usually based on established indicators of success. As a result, it will be known that an employee is included in a certain level of performance. Performance is a combination of ability and effort to produce what is done.

CONCLUSION

Based on the research findings that have been described in the discussion, the conclusions in this study are as follows:

1. The test results prove that Person-job fit, has a positive and significant effect on Quality Of Work Life.

2.   The test results prove that Person-job fit has a negative and insignificant effect on Job Satisfaction.

3.   The test results prove that Person-job fit has a positive and insignificant effect on performance.

4.   The test results prove that Quality of Work Life has a positive and significant effect on Job Satisfaction.

5.   The test results prove that Quality of Work Life has a positive and significant effect on performance.

6.   The test results prove that Job Satisfaction has a positive and significant effect on performance.

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