Mediating Role of Employee Engagement in the Relationship between PO-Fit, PJ-Fit, and Employee Performance: A Conceptual Perspective for Future Research Agenda

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ABSTRACT

The purpose of this study is to explore the relationships between person-organisation (PO) fit, person-job (PJ) fit, employee engagement, organizational citizenship behaviour (OCB) and employee performance. PO fit refers to opinions among employees about how well their unique traits are blended into the organizational culture, while PJ fit relates to the alignment between the employees interests and expertise and their job requirements. In different studies, the results of PO fit and PJ fit have a positive effect on organizational commitment, job satisfaction, and OCB. In addition, the role of employee engagement is also important to these the relationships. Employees involved in the organisation will have a special desire to lead to organizational progress, expressing high energy, motivation, intensity and anticipation in line with organizational objectives. Despite being an interesting topic in the science of management, there are still a few who examine these relationships. In-depth, the results of this study can provide the meaningful inputs to the work environment.

1 INTRODUCTION

Today’s increasingly dynamic and complex business environment presents organizations with new challenges to create the innovative and competitive advantage [1]. Organizations, therefore, rely heavily on their employees to continue to innovate in terms of products, services, methods, and operations. Organizations need to facilitate and support employees in order to be creative and innovative [2, 3], where one of the ways that can be used is to adjust the values, personality, ability, needs, values and organizational demands.

PO fit becomes a very important and frequently researched variable, which highlights the way employees build their relationships with organizations. The PO fit is becoming a popular theme in the field of organizational behavior and human resource management, as it significantly affects employee shifting, work attitude, OCB, ethical behavior, and performance. The research topic on PO fit also draws attention to academics and practitioners in the field of human resource management [4, 5].

The PO fit is defined in various ways, such as value congruence, objective conformity, needs-supplies fit and demands-abilities fit [6, 7]. However, the PO fit is most often explained by the value of congruence. Value conformity reflects the similarity between individual values and organizational values. Although value congruence may not be an objective measure of conformity, it is a perception of how an individual feels fit with his organization, but most researchers generally define PO match as being consistent with the institution for which they function [6]. Besides PO Fit, there is some evidence to suggest that high PJ fit also has a positive result on higher levels of job satisfaction [8], motivation, performance and higher attendance [9] and commitment to the organization [8].

The domain of PJ fit is described as the relationship between a person’s characteristics and job characteristics or tasks performed in the workplace. Furthermore, the PJ fit is defined by the suitability of individual interests and capabilities and the work requirements and specifications [10, 11]. PJ fit is seen as a significant determinant of job results and work life elements, which have the power directly to affect organizational performance [12, 13].

[14] argue that for the organization, it has been proved that PO fit predicts workplace outcomes such as job satisfaction, affective commitment, job performance, stay in
purpose and OCB. Other research have showed that PO fit was the most significant predictor of organizational identity, success and decision to leave [15]. Various studies in the field of organizational behavior indicate that workers’ personal nature and organizational attributes are optimistic, successful against job consequences such as organizational commitment [16]. Therefore, experts and practitioners agreed that PO fit is important for maintaining a healthy and dedicated workforce that is crucial in today’s dynamic work environment and very tight labor market [6, 9]. The conclusions drawn from studies on organizational behavior suggest that the personal nature of workers and the company’s dynamics are very good for the success of employees, including the effect of the position of hospital medical staff.

Throughout previous studies, the engagement of employees throughout relation to PO fit was addressed [17]. There are a variety of studies in relation to employee engagement that suggest that organizational tools, such as organizational help and social fairness, are also an indicator [18]. However, research that examines the contribution of PO fit is not widely found [19]. This research therefore becomes interesting to study because there is a discrepancy in information about the connection between PO fit and employee engagement. Furthermore, according to [19], the real value and engagement in the construction of the motivation where the decent value is considered to be a strong indicator of higher engagement rates.

Engagement is an interesting concept to explore because it has a distinct trait that is a sincere desire to contribute to the organization’s progress through feelings of motivation, encouragement, power and happiness, engagement with organizational objectives and willingness to act discretarily [19, 20]. In the work environment, if there is PJ fit, then it can generate positive work behavior, which may benefit the organization [21–23]. Thus, PJ fit can affect positive work habits, such as employee engagement, which can boost operational success and support the company doing its best.

This research becomes interesting to do because employee engagement in the organization and work will mediate the relationship between PO fit, PJ fit and employee performance. Employees who meet the demands of their work environment with great skill in doing the job can be strongly involved with employees. In fact, the energetic, positive, happy and proud employees involved in their jobs tend to continue their job and stay with their company for longer. Therefore, it shows that employee engagement may mediate the relationship between PO fit and PJ fit on employee performance.

In practice, the current hospital business is also inseparable from the various demands in terms of services to patients. Both the Regional General Hospital (RSUD) belonging to the local government, the Municipal Public Hospital and the private hospital owned by the foundation faces the demands of excellent service. Hospitals as one part of health care institutions are required to conduct affordable, affordable and quality health efforts. Thus the organization of the hospital business must be supported by many aspects, one of which is the availability of professional human resources. Conformity between what values, personality, employee skills, needs, and demands of the organization must occur and be sustainable. Therefore, it is very important to create an atmosphere that supports the activities of human resources in the work, in this case for the nurses’ medical error can be attempted as small as possible. But it is often found that the job as a nurse is not an easy task. Things become a barrier between what the values of the individual and the organization often do not coincide. This will have an impact on the low performance of their nurses and OCBs. The PJ fit is often also not in line with what is done by the nurses. Therefore, this is where the role of the resource management department in order to align the PO fit and PJ fit.

Setting out of the phenomenon, it is necessary completion that can improve the performance of nurses in serving the patients. The occurrence of PO fit and the PJ fit is expected to improve the performance of nurses in order to encourage hospital effectiveness. Moreover, PO fit and PJ fit are also expected to improve OCB nurses in the workplace. In the end, if the goals are met then the overall performance of the organization will increase.

1.1 Research Road Map

PO fit and PJ fit in theory and previous research have a positive effect on employee performance. This study focuses more on the work of nurses in hospitals. Currently, hospital management is still dependent on nurses’ ability to provide services to patients. Previous studies were conducted involving respondents, such as nurses in Thailand, manufacturing, electronics and pharmaceuticals companies. The scope of the study focuses on how to build PO fit and PJ fit model to improve employee performance in hospital sector.

This research model is built through literature review, based on existing concepts in the field of human resources that have been established and will be tested on a particular object. Looking at the business dynamics faced by service-oriented organizations and the characteristics of resources owned, the research direction needs to be focused on exploring and identifying specific and distinctive factors that surround in hospital organization. Therefore, this study focuses on identifying PO fit and PJ fit on employee performance. The results of this study will be able to explain the influence of PO fit and PJ fit on employee performance. It is therefore expected to increase the hospital’s sustainable competitive advantages.

2 LITERATURE REVIEW

2.1 Person-Organization Fit (PO fit) and Person-Job Fit (PJ fit)

People always make a difference, where the right person for the right job, to achieve the positive outcome (O’Reilly, Chatman & Caldwell, 1991). Lewin argues that interaction between people and the work environment will lead to certain behaviors. Therefore, some literature indicates a great
PO fit involves conformity between people and organizational requirements directly related to a particular job [26, 27]. PO fit has been related to different outcomes of attitudes and behaviours, such as job satisfaction, interpersonal engagement, desire to leave, morale and mission success [26, 27].

3 HYPOTHESES DEVELOPMENT
Hypothesis development in this study will be explored to answer the research problems.

3.1 Effect of PO-Fit on Employee Performance
The researchers focused on an idea that in working life, the PO fit will greatly affect job results. This is also supported by some studies that indicate that the employee’s personal behavior and the organization’s characteristics are favorable against the outcomes of employee function. One of the findings by [27, 28] that PO fit has a positive effect on employee performance. The results of the study [15, 29–31] also reinforce the relationship between PO fit and employee performance.

The personal nature of workers and their workplace traits also have a positive effect on effective results such as maintaining organizational commitment [16], improving employee performance [27], promoting job satisfaction [5], OCB (Vogel, Feldman 2009), reducing job stress (Fox et al 2001; Sekuguchi 2004), declining desire to leave (Demir 2010), stepping up plans to continue (Da Silva et al., 2010), and reducing organizational irregularities [32] (Demir 2011). PO fit involves conformity between people and organizational requirements directly related to a particular job [33–35]. Accordingly,

H1: PO fit is positively related to employee performance

3.2 Effect of PJ fit on Employee Performance
PJ fit is characterized as the suitability of individual interests and skills, and of job requirements [10, 11]. PJ fit is seen as a determinant of job results and work life elements that have the power to directly affect the organization’s performance [12].

3.3 Effect of PO fit on OCB
PO fit corresponds to the workers’ views of how well their personal characteristics complement the organizational culture or suitability of individuals and organizations, stressing the extent to which people and organizations have similar characteristics and/or meet the needs of each other [6, 28, 33, 41]. In other terms, when the PO fit is strong, it shows that people think their values match the workplace environment [6]. If individuals feel the organizational culture in the future suits their personal values, temperament and career goals, then there will be an emotional reaction. People of course think they are important people in the workplace [18]. According to the emotional principle, as interpersonal connections between individuals and organizations are established, it is easy to develop extra-role activities that can benefit the organization.

More precisely, while individuals have a good PO fit, in general they become more acceptable to the people around them, including colleagues and superiors. People will also be willing to put themselves in the roles of other individuals, and volunteers will provide their coworkers with extra help. Due to high PO fit, employees will trust the organization and also their colleagues, thus more willing to help others, who may not be part of their previous job responsibilities. Therefore, high PO fit is expected to lead to better interpersonal relationships [42].

Moreover, when employees feel very much in touch with their organizations, they are more sensitive to their job and work environment and build a high degree of connection with their organizations(Cable & DeRue, 2002) and encourage extra behavior [43]. In fact, workers with high PO fit
should note the value of matching the organization’s priorities with their own personal interests. Previous research also offered direct and indirect proof of this claim [33, 44, 45]. Therefore,

H3: PO fit is positively related to OCB

3.4 Effect of PJ fit on OCB

PJ fit involves compatibility between individuals and requirements related directly to a particular job [34]. PJ fit also involves one’s ability and job demands or one’s desires and job attributes [8]. A person will be satisfied with his work when policies or organizational structures meet their preferences [6].

Many researchers believe that employees whose value is more in line with their organizational values will show a high OCB. OCB is seen as a major predictor that facilitates organizational performance (LePine et al., 2002; Organ, 1988). OCB is defined as a discretionary behavior, not explicitly recognized by formal reward systems, and capable of promoting effective organizational functions [46]. In addition, OCB represents the actions taken by workers that go beyond the organization’s basic position criteria to encourage the health of broader subordinates, working groups and/or organizations (Jihad et al., 2011).

In this perspective, human action is dependent on their understanding of the working environment. If people view their work environment favorably, they tend to show positive behaviour. Furthermore, if employees feel adapted to their company, they are likely to perform their work effectively by engaging their responsibilities for the organization’s success [17]. Thus,

H4: PJ fit is positively related to OCB

3.5 Employee Engagement as Mediator

The employee engagement variables in this study were used to mediate the relationship between PO fit and PJ fit with employee performance. Employees who are in conformity with the demands of the work environment will improve their work skills. Furthermore, employed employees show energy, enthusiastic, happy and respectful job attitudes and they will always do the job and last longer in the organization [47].

Employees who meet the demands of the work environment will be highly skilled in doing their jobs due to high employee engagement. Engagement is an interesting concept to examine because it has a distinct feature that is a genuine willingness to contribute to the success of the organization through feelings of energy, inspiration, strength and joy, alignment with organizational goals and willingness to do discretionary behavior [19, 20]. In the work environment, in the event of PJ fit, it can generate positive work behavior that will benefit the organization [21–23]. Likewise, PJ fit can influence positive work behaviors such as work involvement that can improve organizational performance and the desire to remain the best for the organization. Thus,

H5: Employee engagement mediates the relationship between PO fit and employee performance.

H6: Employee engagement mediates the relationship between PJ fit and employee performance.

4 RESEARCH METHODOLOGY

4.1 Kind and Source of the Study

This study aims to test the hypothesis about causal relationships between variables. This study also aims to get the research implications that can be used for the development of science and problem-solving in the field [48]. This study uses a quantitative approach. According to [49], quantitative research is research based on quantitative data, where the data is in the form of numbers. Further data will be collected by using field survey method that aims to collect and obtain information from respondents. Data about the responses of respondents in this study related to PO fit, PJ fit, employee engagement, employee performance and organizational citizenship behavior.

4.2 Population and Sample

According to [50], a population is a combination of all the elements that form incidents, items, people with similar characteristics that are central to the interest of the researcher. The population in this research is the nurses who are in hospital type C in the Semarang city.

Sample is a part that can represent a population that has the same characteristics and is considered to represent the population [48]. This study will use Structural Equation Modeling based AMOS version 22.0. Therefore, the required sample is in accordance with the terms of use of SEM is a number of 100 to 200 samples. The determination of the model of attachment and the number of samples is considered very important to obtain a representative sample. The unit of analysis in this study is all nurses who work in hospital type C in the Semarang city.

4.3 The Technique of Collecting Data

This study uses questionnaires for data collection, which given to the respondents. The sample is determined by using purposive sampling. According to [49], purposive sampling is a method of determining the sample based on certain criteria. These criteria are intended to provide maximum information by considering the specific criteria that must be met by the respondent to be a research sample. In this study, the criteria relate to the length of work of respondents is at least 1 year.

5 CONCLUSION

The results of this study are expected to contribute to the development of science, especially related to human resource management, which specifically concerns the topic of the work environment to provide motivation for the employees. The topic of the working environment, in this case, PO fit
and PJ fit will result in employee behavior that can contribute greatly to the success and survival of the organization in the midst of tight competition.

The results of this study, furthermore, can also contribute to related parties such as academics in the development of human resource management theory and also for practitioners in hospital management in order to be a meaningful input in human resources management. Implementation of the results is expected to contribute findings that can improve the performance and sense of ownership for employees.

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