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**MEDIATING ROLE OF EMPLOYEE ENGAGEMENT ON PERSON-ORGANIZATION FIT AND TURNOVER INTENTION IN INDONESIA**

Meily Margaretha<sup>A</sup>, Sri Zaniarti<sup>B</sup>, Dava Indrawan<sup>C</sup>



ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p><b>Received</b> 07 April 2023</p> <p><b>Accepted</b> 07 July 2023</p>	<p><b>Purpose:</b> The aim of this study is to examine the effect of person-organizational fit (PO-fit) on turnover intention. It also analyzes employees' engagement (EE) as a variable that mediates the relationship between the two variables.</p>
<p><b>Keywords:</b></p> <p>Employee; Engagement; Intention; Person-Organization Fit; Turnover.</p>	<p><b>Theoretical framework:</b> An organization tends not to avoid the problem of turnover intention when employees voluntarily submit resignations letter. Therefore, all companies need to understand the factors such as person-organization fit (PO-fit) that can affect this turnover. Previous studies failed to fully show a negative relationship between PO-fit and turnover intention. Theoretically, there is an increased engagement when employees have values that suit the organization's own. It ultimately increases individuals' intention to remain in the company where they work.</p>
	<p><b>Design/Methodology/Approach:</b> The respondents of this study were 366 employees from several big cities on Java island in Indonesia. The sampling criteria were those that had worked for at least 1 year. This survey was conducted using internet-based questionnaires and data were analyzed by testing the validity and reliability, as well as the hypotheses.</p> <p><b>Findings:</b> The results showed a significant relationship between PO-fit and turnover intention while examining the total 366 employees in Indonesia. Furthermore, all hypotheses are supported because there was an indirect effect of EE on turnover intention.</p> <p><b>Research, practical &amp; social implications:</b> This study has several implications including managers being required to ensure that organizational culture is conveyed to increase the PO-fit value between employees and their organization.</p> <p><b>Originality/Value:</b> The research focuses on studying examine the effect of person-organizational fit (PO-fit) on turnover intention. Moreover, only a few studies that discuss employee engagement to be a mediator of PO-fit and turnover intention. Therefore, this study examines the EE role as a mediating variable in explaining the relationship between PO-fit and employee turnover in Indonesia.</p> <p>Doi: <a href="https://doi.org/10.26668/businessreview/2023.v8i7.1320">https://doi.org/10.26668/businessreview/2023.v8i7.1320</a></p>

**PAPEL MEDIADOR DO ENVOLVIMENTO DO FUNCIONÁRIO NA ADEQUAÇÃO PESSOA-ORGANIZAÇÃO E NA INTENÇÃO DE ROTATIVIDADE NA INDONÉSIA**

**RESUMO**

**Objetivo:** O objetivo deste estudo é examinar o efeito da adequação pessoa-organização (PO-fit) na intenção de rotatividade. Ele também analisa o envolvimento dos funcionários (EE) como uma variável que medeia a relação entre as duas variáveis.

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**Estrutura teórica:** Uma organização tende a não evitar o problema da intenção de rotatividade quando os funcionários enviam voluntariamente uma carta de demissão. Portanto, todas as empresas precisam entender os fatores, como a adequação pessoa-organização (PO-fit), que podem afetar essa rotatividade. Estudos anteriores não conseguiram demonstrar totalmente uma relação negativa entre o ajuste PO e a intenção de rotatividade. Teoricamente, há um maior envolvimento quando os funcionários têm valores que se adequam aos da própria organização. Em última análise, isso aumenta a intenção dos indivíduos de permanecer na empresa em que trabalham.

**Projeto/Metodologia/Abordagem:** Os entrevistados deste estudo foram 366 funcionários de várias grandes cidades da ilha de Java, na Indonésia. Os critérios de amostragem foram aqueles que haviam trabalhado por pelo menos um ano. Essa pesquisa foi realizada com questionários baseados na Internet e os dados foram analisados testando-se a validade e a confiabilidade, bem como as hipóteses.

**Conclusões:** Os resultados mostraram uma relação significativa entre o PO-fit e a intenção de rotatividade ao examinar o total de 366 funcionários na Indonésia. Além disso, todas as hipóteses foram confirmadas porque houve um efeito indireto do EE na intenção de rotatividade.

**Implicações sociais, práticas e de pesquisa:** Esse estudo tem várias implicações, inclusive a necessidade de os gerentes garantirem que a cultura organizacional seja transmitida para aumentar o valor do PO-fit entre os funcionários e sua organização.

**Originalidade/Valor:** A pesquisa se concentra em examinar o efeito da adequação pessoa-organização (PO-fit) na intenção de rotatividade. Além disso, são poucos os estudos que discutem o envolvimento do funcionário como mediador da intenção de rotatividade. Portanto, este estudo examina o papel do EE como uma variável mediadora na explicação da relação entre o ajuste PO e a rotatividade de funcionários na Indonésia.

**Palavras-chave:** Funcionário, Engajamento, Intenção, Ajuste Pessoa-Organização, Rotatividade.

## FUNCIÓN DE MEDIR LA PARTICIPACIÓN DE FUNCIONARIOS EN LA ADECUACIÓN DE LA ORGANIZACIÓN PERSONAL Y LA INTENCIÓN DE LA ROTATIVIDAD EN INDONESIA

### RESUMEN

**Objetivo:** El objetivo de este estudio es examinar el efecto de la aptitud física de la persona y la organización sobre la intención de la rotación. También analiza la participación de los empleados (EE) como variable que mide la relación entre las dos variables.

**Estructura teórica:** Una organización tiende a no evitar el problema de la intención de rotar cuando los funcionarios envían voluntariamente una carta de renuncia. Por lo tanto, todas las empresas deben entender los factores, como la aptitud física de la persona y la organización (PO-fit), que pueden afectar a esta rotación. Los estudios anteriores no demostraron plenamente una relación negativa entre el ajuste de la PO y la intención de rotar. Teóricamente, hay una mayor participación cuando los empleados tienen valores que son apropiados para los de la propia organización. Al final, esto aumenta la intención de las personas de permanecer en la empresa en la que trabajan.

**Proyecto/Metodología/Enfoque:** Los encuestados de este estudio fueron 366 empleados de varias grandes ciudades de Java Island (Indonesia). Los criterios de muestreo fueron los que habían funcionado durante al menos un año. Esta investigación se llevó a cabo utilizando cuestionarios basados en Internet y los datos se analizaron mediante pruebas de validez y fiabilidad, así como las hipótesis.

**Conclusiones:** Los resultados mostraron una relación significativa entre la solicitud de ingreso en el cuadro orgánico y la intención de rotar al examinar el total de 366 empleados en Indonesia. Además, se confirmaron todas las hipótesis porque hubo un efecto indirecto de la EE en la intención de rotación.

**Consecuencias sociales, prácticas y de investigación:** Este estudio tiene varias implicaciones, incluida la necesidad de que los directivos se aseguren de que la cultura organizativa se transmite para aumentar el valor de la adecuación a las exigencias profesionales entre los empleados y su organización.

**Originalidad/Valor:** La investigación se centra en el examen del efecto de la aptitud física de la persona-organización sobre la intención de rotación. Además, se dispone de pocos estudios en los que se analiza la participación del empleado como mediador de la intención de rotar. Por lo tanto, en este estudio se examina el papel de la EE como variable mediadora para explicar la relación entre el ajuste de la PO y la rotación de los empleados en Indonesia.

**Palabras clave:** Empleado, Compromiso, Intención, Ajuste Persona-Organización, Rotación.

## INTRODUCTION

Employees are recognized as the most powerful resource for the organization to survive and create long-term competitive advantages. Therefore, the company that attracts and maintains the best human resources rapidly progresses over others.

The problem of turnover intention is considered an unplanned loss because the company tends not to avoid it when employees voluntarily submit resignations. They struggle to reduce this problem since it occurs in all countries (Memon *et al.*, 2013; Tariq *et al.*, 2013). Several researchers from academia and human resources agree that turnover intention has a very high-cost impact. Moreover, many organizations are concerned about employee turnover since it is a costly investment, specifically for lower-paying professions that have the highest turnover rates (Muala *et al.*, 2022). This is because organizations have spent a lot of money on recruiting, selecting, interviewing, and training new employees. According to Fritz-enz in Memon *et al.*, (2014), the company is estimated to directly or indirectly lose around 1 million dollars to replace their 10 employees. Also, Rainey in Memon *et al.* (2014) emphasized that high voluntary turnover can cause new problems such as a decline in morale, loss of memory, and low productivity. This shows an organization needs to understand the factors that can affect turnover and seek a way to prevent as well as reduce the phenomenon.

According to Arthur *et al.* (2006), the person-organization fit (PO-fit) factor is indicated as a predictor of employee turnover. Several studies of human resource management (HRM) and organizational behavior reaffirmed that there is a link between PO-fit and a reduction in turnover. PO-fit affects different outcomes such as commitment and job satisfaction, citizenship behavior and identification, as well as performance employees (Biswas & Bhatnagar, 2013; Cable & DeRue, 2002; Kim *et al.*, 2013). Previous studies failed to show a negative relationship between PO-fit and turnover intention because they have a weak explanation. Further review is needed to discuss the mediation relationship between the two variables.

Saks (2006) and Saragih & Margaretha (2013) reported that high employee engagement (EE) tends to reduce turnover intention. Thus, an organization and human resource management pay more attention to the EE concept. This concept is considered a new human resource practice since it enables the company to cope with uncertain and volatile conditions (Lee, 2012). The EE was first developed by Khan in the study of Ke *et al.* (2017). Several studies emphasized that the concept can predict employees' work results, organizational success, and financial performance (Bates, 2004; Baumruk, 2004; Harter *et al.*, 2002; Richman, 2006). Engaged

employees become responsible doing their working, try to motivate other employees to achieve organizational goals and go beyond standards in doing their parts (Achmad et al., 2023).

Biswas and Bhatnagar (2013) examined EE to become a mediating variable between PO-fit and different outcomes such as organizational commitment and job satisfaction. It is only a few studies that discuss this concept to be a mediator of PO-fit and turnover intention. Theoretically, employees will be more engaged with work when their norms and values suit that of the organization. Therefore, this study examines the EE role as a mediating variable in explaining the relationship between PO-fit and employee turnover in Indonesia.

## LITERATURE REVIEW

Person-organization fit (PO-fit) serves as the suitability between people and organizations when they need help from others with the same characteristics (Kristof-Brown & Billsberry, 2013). PO-fit is measured by asking employees about individual and organizational values. Mercurio (2016) indicated that three components were used to support the PO-fit. First is the similarity of characteristics between individuals and organizations, second is goal congruence between them, and third is consistency between people's values and the company (Tugal & Kilic, 2015). From these conclusions, PO-fit includes compatibility between individual and organizational values (Roczniewska *et al.*, 2018). The employees' suitability consists of values, goals, and needs (Soelton *et al.*, 2020).

Organizational conditions have a close relationship with every individual in the organization due to their suitability. Employees tend to resign when they are incompetent, and this becomes the conformity or compatibility form of PO-fit (Kuswati, 2020). According to Kristof (1996) in Fatmasari (2017), the following are the PO-fit variable indicators used in this study. First is the unity between the individual's and the organization's values. Second is the fit between people's goals and the company such as the leader and co-workers. The third is the suitability between employees' needs and the organizational system or structure as well as the strengths. Fourth is the fit of culture-personality characteristics. It is the suitability of the individual's personality and the organization's climate or culture.

The term intention is considered the desire that arises in people to perform a particular task. Meanwhile, turnover is regarded as the employees' termination from the organization where they work. The term turnover intention is a condition where individuals have the plan to leave their job. Moreover, it is a condition where an organization plans to terminate the employment relationship with one of its employees (Saeed *et al.*, 2014). According to Liu *et al.*



(2010), the turnover intention serves as an individual's decision to voluntarily quit or resign from the organization. This reduces the employees' status and increases the cost for the company to re-hire new members. Turnover intention is an individual's attitude to seek a new job or plans to leave the company within the next three or six months and one or the next two years (Dharma, 2013). Therefore, it is the employees' desire to voluntarily get another job that can meet their needs.

Endres & Mancheno-Smoak (2008) showed the EE relationship with productivity, profitability, employee retention, safety, and customer satisfaction. EE is defined as an emotional and intellectual commitment to the organization (Saks, 2006). Konrad (2006) in Endres & Mancheno-Smoak (2008) noted that it has 3 component relationships including cognitive, emotional, and behavioral. The cognitive aspect consists of employees' beliefs about the organization, leaders, and working conditions. Meanwhile, the emotional concerns are how individuals feel and whether they have positive or negative attitudes toward the company and its leaders. The EE behavioral aspect consists of the choice freedoms of engaged employees who devote their strength and knowledge to the organization.

Furthermore, the turnover intention is a condition where the individual plan to voluntarily leave the company. It is often referred to as the factor that tends to predict the employees' actual turnover. However, PO-fit is regarded as the appropriateness between people and the organization where they work. Previous studies showed that employees prefer to stay when there is suitability between them and the organization. The 21 meta-analytic studies by Verquer *et al.* (2013) emphasized that PO-fit negatively affects turnover intention. Also, Hoffman and Woehr (2006) indicated that PO-fit is related to turnover intention. This is similar to the literature of Jung and Yoon (2013) on the hotel industry in Korea. In Taiwan, a study of nurses indicated that PO-fit negatively affects participation in turnover intention (Peng *et al.*, 2014). This shows the first hypothesis is proposed as follows:

H1: Person-organization fit (PO-fit) negatively affects employees' turnover intention.

Employee engagement (EE) is defined as an emotional and intellectual commitment to the organization (Saks, 2006). EE is not only limited to cognitive aspects but also includes affective involvement and psychological attachment to work. This psychological attachment marks a closeness (bond) between an individual and the company. According to the PO-fit theory, this relationship can significantly affect employee behavior and organizational outcomes (Chatman, 1991 in Memon *et al.*, 2014). Biswas and Bhatnagar (2013) tested the EE role as a mediating variable between PO-fit and job satisfaction, as well as organizational

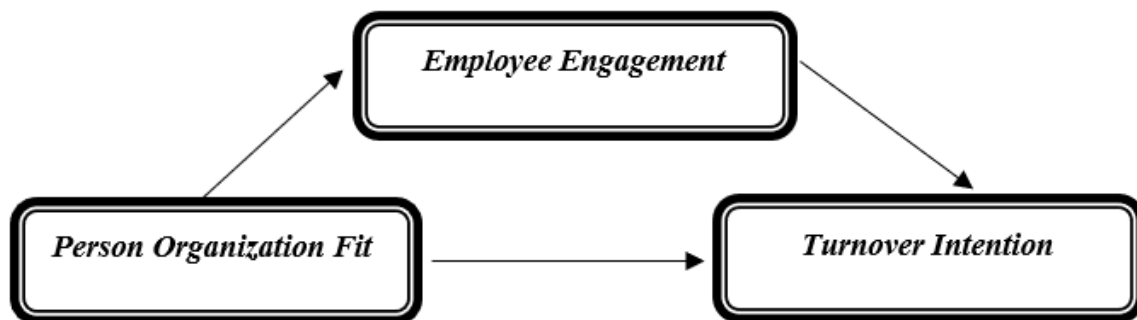


commitment in India. The study showed that PO-fit moderately affects job satisfaction and organizational commitment through EE. Furthermore, Lewin's field theory explained that interactions between people and the environment tend to lead to several behaviors (1951 in Memon *et al.*, 2014). For instance, employees become more engaged with the organization when they experience a positive and meaningful environment. This shows individuals become more engaged with the current company when they feel the same values and norms. Saks (2006) and Juhdi *et al.* (2013) emphasized that employees with high engagement are less likely to make a voluntary turnover. Therefore, the following hypothesis is proposed.

H2: Employee engagement (EE) moderately affects the PO-fit on turnover intention.

Figure 1 below shows the proposed study model.

Figure 1. Employee Engagement (EE) Mediate Person Organization Fit (PO-fit) and Turnover Intention



Source: Prepared by the authors (2022)

## MATERIAL AND METHODOLOGY

A total of 366 employees from several big cities on Java island in Indonesia were selected as the participants. The sampling criteria were those that had worked for at least 1 year. This survey was conducted by visiting respondents or using internet-based questionnaires through communication media or the contact person of researchers. Each variable was measured using instruments such as PO-fit, turnover intention, and EE. PO-fit and turnover intention, as well as EE, was developed by Tugal and Kilic (2015), Kim (2018), and Schaufeli *et al.* (2006) respectively. All statement items were assessed using a 5-point Likert scale ranging from strongly agree to strongly disagree. Data were analyzed by testing the validity and reliability, as well as the hypotheses.

## RESULTS AND DISCUSSION

In this study, the questionnaires were distributed in two ways including direct and mail by asking respondents to fill out questionnaires through the following link:

<https://bit.ly/SurveiPenelitianFBMaranatha>. From February 2022 to the end of September 2022, a total of 366 employees in Indonesia were selected to fill out the questionnaire. About 64.8%, 30.9%, 55.2%, 28.4%, and 88% of the respondents are female, in the age between 35-44 years, with a master's degree, and have spent 20 years at work, as well as married status respectively.

Table 1. Description of the respondents' characteristics

Dimensions	Category	Total of Respondents	Percentage
Gender	1. Male	1. 129	1. 35.2%
	2. Female	2. 237	2. 64.8%
Age	1. 25-34 years old	1. 77	1. 21.0%
	2. 35-44 years old	2. 113	2. 30.9%
	3. 45-54 years old	3. 101	3. 27.6%
	4. 54-64 years old	4. 69	4. 18.9%
	5. > 64 years old	5. 6	5. 1.6%
Marital Status	1. Single	1. 44	1. 12%
	2. Married	2. 322	2. 88%
Last Education	1. Bachelor Degree	1. 35	1. 9.6%
	2. Master Degree	2. 202	2. 55.2%
	3. Others	3. 118	3. 32.2%
	4. Senior High School	4. 11	4. 3%
Length of Work	1. 1-5 years	1. 71	1. 19.4%
	2. 6-10 years	2. 71	2. 19.4%
	3. 11-15 years	3. 57	3. 15.6%
	4. 16-20 years	4. 63	4. 17.2%
	5. > 20 years	5. 104	5. 28.4%

Source: Prepared by the authors (2022)

Hair *et al.* (2018) emphasized that a construct tends to be valid when the loading factor value is  $> 0.40$ . The reliability test was carried out to show the accuracy and precision of the gauge. It becomes reliable when the Cronbach alpha value was  $\geq 0.60$  (Ghozali, 2013). The validity analysis results for the three variables were above the standard of 0.40, between 0.516-0.848. Moreover, the reliability value for PO-fit, EE, and turnover intention is 0.908, 0.949, and 0.839 respectively. Table 2 shows the validity and reliability test results for each question item. Additionally, Table 3 below indicates the calculating descriptive statistics such as the mean, standard deviation, and correlation between variables.

Table 2. The results of the validity and reliability testing

	Component		
	1	2	3
EE1		0.654	
EE2		0.730	
EE3		0.690	
EE4		0.745	
EE5		0.835	
EE6		0.690	
EE7		0.798	

EE8			0.735
EE9			0.748
EE10			0.797
EE11			0.844
EE12			0.712
EE13			0.727
EE14			0.690
EE15			0.710
EE17			0.530
TO1			0.824
TO2			0.516
TO3			0.848
TO4			0.845
TO5			0.810
POF1	0.835		
POF2	0.847		
POF3	0.833		
CA	0.908	0.949	0.839
N of items	3	16	5

Source: Prepared by the authors (2022)

Table 3. Descriptive Statistics and Correlation Analysis

	M	SD	1	2	3	4	5	6	7	8
Gender	1.64	0.47	1	-0.088	0.051	-0.044	-0.059	0.074	-0.040	-0.180**
Age	2.49	1.07		1	0.728**	0.217**	0.394**	0.047	0.168**	-0.154**
Length of work	3.15	1.50			1	0.224**	0.330**	0.131*	0.239**	-0.202**
Marital Status	1.87	0.32				1	0.107*	0.073*	0.035	-0.086
Last Education	2.28	0.67					1	0.114*	0.206**	-0.169**
Person Organization Fit	11.02	2.39						1	0.570**	-0.199**
Employee Engagement	66.17	9.04							1	-0.242**
Turnover Intention	12.77	4.38								1

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\* . Correlation is significant at the 0.01 level (2-tailed).

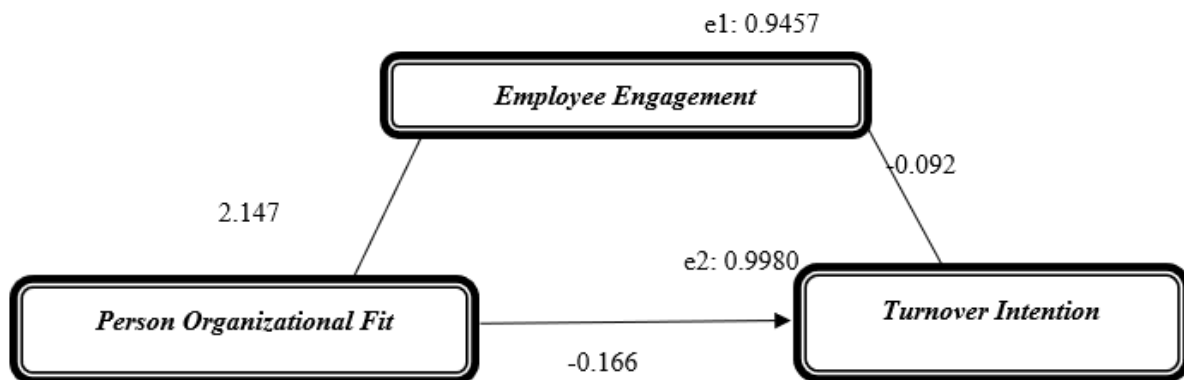
Source: Prepared by the authors (2022)

In this study, the first hypothesis examines the PO-fit effect on employee turnover intention. Table 4 shows that PO-fit negatively affects the turnover intention with  $\beta = -0.199$  and  $\rho = 0.000$ . H1 is supported because the  $R^2$  value is 0.040, indicating there is a direct negative effect on the desire to leave the organization. These results are consistent with Verquer *et al.* (2003) that PO-fit negatively affects turnover intention. According to Hoffman and Woehr (2006), the person-organization fit is related to turnover. Moreover, Jung and Yoon (2013) explained that PO-fit negatively affects the participation from turnover intention.

H2 examines the factors mediating EE on the relationship between PO-fit and turnover intention. Table 4 shows that PO-fit influences EE with  $\beta = 0.570$  and  $\rho = 0.000$ . It also indicates employee engagement negatively affects turnover intention with  $\beta = -0.242$  and  $\rho = 0.000$ . The results showed an indirect effect of EE on the turnover intention with a value of  $\beta = -0.191$  and  $\rho = 0.000$ . Therefore, H2 is supported and the results are consistent with previous studies.

According to Scroggins (2008), PO-fit is a significant predictor of meaningful work. May *et al.* (2004) emphasized that meaningfulness, security, and availability have a significant relationship with engagement. This shows employees tend to feel comfortable with their work and this ultimately helps in reducing the turnover intention in the company. Saks (2006) and Juhdi *et al.* (2013) explained that individuals with high engagement are less likely to make a voluntary turnover.

Figure 2. Results of Path Employee Engagement (EE) Analysis Mediating Person Organization Fit (PO-fit) and Turnover Intention



Source: Prepared by the authors (2022)

Table 4. Hypotheses' Summary

Path	R <sup>2</sup>	Adjusted R <sup>2</sup>	β	p-Value	Conclusion
POF → TO	0.040	0.037	-0.199	0.000	Supported
POF → EE	0.325	0.323	0.570	0.000	Supported
EE → TO	0.059	0.056	-0.242	0.000	Supported
POF → EE → TO	0.064	0.059	-0.191	0.000	Supported

Source: Prepared by the authors (2022)

The test results showed there is an influence between PO-fit on turnover intention. This supports the study of Kristof-Brown *et al.* (2005), Verquer *et al.* (2003), Peng *et al.* (2017), Hoffman and Woehr (2006), and Jung and Yoon (2013) that individuals tend to stay longer and have less turnover intention when they felt fit to work with the organization. The PO-fit theory showed the values that make employees fit include personality, goals, skills, and abilities (Piasentin & Chapman, 2006). Piasentin and Chapman (2006) explained people feel compatible with the organization when they have competent values. A study on PO-fit has indicated that suitability increases employees' preference to stay longer in the company.

Saks (2006) emphasized every individual in an organization has a role in work and as a member. The study becomes the first to introduce and empirically examine the EE concept by dividing it into job and organization engagement. This concept is not only limited to the

individuals' presence and cognitive interpretations of activities but also includes the affective and psychological attachment to work. The PO-fit theory showed that suitability can significantly affect individual behavior and organizational outcomes (Chatman, 1991 in Memon *et al.*, 2014). In social exchange theory, employees become more engaged with the current company when they feel the same values and norms. The H2 is supported because the test results showed an indirect effect of EE on turnover intention. This is consistent with Peng *et al.* (2014) that work engagement mediates the effect of PO-fit on turnover intention while examining 349 nurses in Taiwan. Furthermore, Saks (2006) and Juhdi *et al.* (2013) explained employees with high engagement tend to have less turnover intention.

## CONCLUSION

Previous studies failed to fully show a negative relationship between PO-fit and turnover intention because they have a weak explanation. Further review is needed to discuss the mediation relationship between the two variables. The PO-fit theory showed there is an increased engagement when individuals have values that suit the organization's own. This brings about the employees' intention to remain in the company where they work. Therefore, this study examines the PO-fit towards turnover intention and the EE as the variable mediating the relationship between them. The hypothesis testing results showed that PO-fit negatively affects turnover intention, and EE mediates the relationship between the two variables.

Researchers suggest several important factors due to the understanding of PO-fit and turnover intention that become more comprehensive. The results of this study tend not to be generalized because online surveys are widely used during Covid-19. Future reviews need to add other methods to increase the representativeness of the sample. This study uses a cross-sectional design with limitations. Further review is required to employ longitudinal designs such as experimental or time series to obtain data. This study is quantitative and examines the PO-fit effect on turnover intention by mediating EE. Qualitative review can also be carried out by conducting structured interviews with employees who voluntarily leave their organization. Additionally, future studies are expected to explore other factors that can affect the PO-fit.

In this study, the results provided important implications for organizational leaders to improve the PO-fit and reduce turnover intention. This shows managers need to ensure that the company culture is conveyed to employees through publications, presentations, outreach programs, and formal training to increase the value of PO-fit. Also, they are required to improve EE by implementing human resource practices that reduce turnover intention.

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