

## **THE EFFECT OF INDIVIDUAL'S JOB AND FIT ON WORK ENGAGEMENT OF EDUCATION ORGANIZATION IN CHARMAHALBAKHTIARI PROVINCE**

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### **ABSTRACT**

This research aimed to study the effect of person-work fit and organization-person fit on organization and work engagement in education organization of Char Mahal Bakhtiari province. In terms of goal, this research is applied one and it is correlational and descriptive in terms of nature. The statistical population of this research is all staff of education system in Char Mahal Bakhtiari province in 2014. Total number of employees is reported 305 where sample size contained 172 individuals using Cochran formula. Sampling was done through stratified- random method. Data collection tool was work engagement questionnaire, researcher-made organizational engagement questionnaire, and person –with-work fit questionnaire (Iran Pour, 2014). The results of the study showed that individual-work fit and organization-individual fit, among variables of individual- work fit and individual-organization fit as predictor variables and work engagement and organization engagement as criterion variables, influenced work engagement by the coefficient of 0.551.

**Keywords:** *Work Engagement, Individual's Fit, Education Organization, Char Mahal Bakhtiari*

### **INTRODUCTION**

The term person-organization fit describes the relationship between individual and organizational goals, needs, personal preferences, systems, organizational structures, individual's personality, and organizational working condition (Vileh and others, 2008).

The basic assumption is that when individual's characteristics and working condition agree or mostly agree, the efficacy rises. Like for instance, when an agreement exists between individual's feature (like values) and organization characteristics (such as cultural values of organization) or coherence exists between individual's qualifications and work requirement, individuals and organizations will work more effectively (Shin, 2004).

Work engagement, as one positive structure, enjoys high potential feature for determining pleasant organizational outcomes.

Organizational commitment is one of variables in which managers are trying to improve it. Committed staff are usually loyal to the organization and they have higher motivation and tendency to membership persistency and they work hard in direction with achieving organizational goals according to changes which has happened in workplaces and consequently in business relationship between staff and organization (Hiltroff, 1996).

Identification of factors leading to improvement of organizational commitment is a serious topic. The relationship between work engagement of organizational commitment and intention of quitting and expected durability was tested (Schaffli and Backer, 2004). However, the relationship between work engagement and organizational commitment dimensions (emotional, normal, and continuous) was not tested. According to different definition and nature of these three types of commitment, it seems that the way of influencing and the relationship between work engagement and organizational commitment dimensions is not yet clear and its clarification and determination is a scientific necessity.

### **Work Engagement Dimensions**

Work eagerness of staff is a work-based optimistic, motive mind collection, described by eagerness in work, perseverance, and being immersed in work (Shoufeli *et al.*, 2006).

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**Work eagerness:** In a working place, eagerness is explained by levels of energy, flexibility, and mental joy and it is considered as vital element to achieve success in competitions and combats. High contribution of staff can improve staff eagerness to work (Kahan, 2010).

**Perseverance:** Dynamic staff tends to work more and make more effort while meeting their duties. Perseverance is defined through work seriousness. Perseverant staff insists on correct method while dealing with problems (Hais, 2009).

## MATERIALS AND METHODS

### Research Background

Kahan, as the first researcher in the field of work engagement, defines his own existence in doing work roles. Individuals apply and use their entire physical, recognized, and emotional dimensions in work engagement. Lack of work engagement is being separated from work roles. For lack of work engagement, individuals are separated physically, cognitively, and emotionally from their work roles in lack of work engagement condition (Kahan, 1999). Shoufeli and Becker define work engagement as positive, satisfactory, and related-to-work mind states being distinguished by three indicators including liveliness, devotedness, and being attracted. Liveliness is distinguished by a high level of energy and mental tolerance during work. Devotedness points out to extreme involvement of individual with work and experiencing meaningfulness sense, eagerness, and challenge. Being attracted is distinguished by complete focus and being attracted happily in work, leading to make it difficult to be uprooted from work in comparison with past. Missi et al. consider two dimensions including mental energy (internally) and behavioral energy (externally) for engagement. In terms of mental energy, also known as the feeling of engagement, it has four fundamental components including sense of emergency, feeling of concentration, feeling of intensity, and feeling of eagerness. Behavioral dimension includes four components: stability, innovation, role expansion, and adaptability with changes (Maki, 2009). GholiPour et al., (2009) in a research entitled “a study on the effects of work and worker fit on organizational commitment of staff” did a case study on National Iran Oil Product Distribution Company. The results showed that a direct and positive relationship exists between work fit and organizational commitment of staff, meaning that the higher the work fit is, the higher the organizational commitment will be and vice versa.

### Research Method

According to the main goal of this research, studying the effect of work-person fit and person-organization fit on work and organization engagement of all staff in education organization of CharMahal Bakhtiari province. This research is an applied one in terms of goal and it is descriptive and correlational type. It is descriptive because it explains what exists and it does not interfere research variables. It is correlational since the relationships between research variables (Simple and linear relationships) are evaluated.

### Intelligible Analysis of Research

To determine reliability (internal stability) of the questionnaire, total number of 30 questionnaires, in an initial study, including person – organization fit, work-person fit, organizational engagement, and work engagement were distributed among staff members of province education organization. Finally, its value was calculated using Alpha Cronbach coefficient. Reliability of each factor was separately calculated. Alpha Cronbach coefficients were reported 0.794, 0.84, 0.786, and 0.802 for work engagement, organizational engagement, person-work fit, and person–organization fit, respectively, confirming the reliability of the questionnaire.

### Gender

**Table 1: The results of number and percentage of responders according to gender**

Gender	Frequency	Percent
Man	108	62.8
Woman	64	37.2
Total	172	100

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**Table 2: Distribution comparison of score questionnaires with normal distribution from responders' point of view**

Questionnaire	Kolmogrov-Simrnov Z	Sig.
Person-organization fit	1.46	0.029
Person-work fit	1.85	0.002
Organization engagement	1.73	0.005
Work engagement	1.56	0.016

### First Main Hypothesis

Person-work fit and person-organization fit affect work engagement.

H0: Person-work fit and person-organization fit does not influence work engagement.

H1: Person-work fit and person-organization fit influences work engagement.

In order to study the relationship between person-work fit and organization-person fit with work engagement of staff continuously, initially, we need to test the fact that if the mutual effect between these two variables is significant or not ? This test will be done through fitness of a regression model including both predictor variables of work-person fit and person-organization fit as well as the mutual effect between these two variables.

**The relationship between work-person fit, person-organization fit, and their mutual effect on work engagement t**

**Table 3: The result of staff test**

Model	Non-standard coefficient		Standard Coefficient	T	Sig.
	Standard error	B	Beta		
Fixed	-0.64	0.749		-0.855	0.394
Person –work fit	1.02	2.002	1.3	5.19	<0.001
Organization-person fit	1.03	0.21	1.49	4.82	<0.001
Mutual effect	-0.22	0.05	-1.9	-4.11	<0.001

According to the reported value for the mutual effect between person-work fit and person-organization fit, it can be concluded that p enjoys significant difference with zero according to this mutual effect and it cannot be omitted. Since the mutual effect between person-work fit and organization-person fit is significant, separate conclusion cannot be made in terms of person-work fit and person-organization fit.

### Competence Model

**Table 4: Indicator**

Standard deviation of error	Adjusted determination coefficient	Determination coefficient	Pearson correlation coefficient
0.438	0.291	0.303	0.551

Predictor variables: work-person fit, organization-person fit, mutual effect of Pearson correlation between collections of predictor variables. Percentage change is almost 30 and dependent variable was obtained 0.551. Also, determination coefficient was calculated 0.303, determining work determination by three existing predictor variables in model.

In the following, F significant regression is studied through the test.

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**Table 5: Table of significant test of the effect of person-work fit, organization-person fit, and their mutual effect on work engagement of staff**

Change resource	Sum of squares	Freedom degree	Mean of squares	F	Sig.
Regression	14.06	3	4.69		
Remaining amount	32.29	168	0.192	24.39	<0.001
Total	43.36	171			

Table 5 indicates significant regression in the level of 0.99. As it can be seen, all obtained results confirm the main hypothesis of this research, meaning that person-work fit and person-organization fit influence work engagement of staff simultaneously.

## Conclusion

The results of Rani Research (2012) revealed that necessary prerequisites for determining work engagement include individual-related work and organization resources. Since work-person fit and person-organization fit are subsections of work and organization resources raised about individual, it can be stated that the findings of this research agree with this hypothesis, confirming the results of this research. Research findings of Lawer and Christoph (2001) showed that a negative relationship exists between work-person fit and quitting the job in that the higher the work-person fit is, the less quitting happens. If we accept that work engagement and quitting link to each other with a negative relationship, according to this, higher work engagement leads to less quitting. Therefore, researches of Lawer and Christoph indirectly showed that a positive relationship exists between work-person fit and work engagement, ultimately confirming the findings of current study. Furthermore, Gholi (2010) showed in his research that one unit increase in organizational fit leads to 0.099 unit reduction of work alienation. On the other hand, organizational fit has a positive and significant effect on work connection. To this end, work connection is in direction with work engagement and organization engagement in terms of theoretical principles while it conflicts with work alienation. This conclusion confirms the agreement of current study with the result of Gholi Pour research results. The results of Abzari (2008) revealed that a significant relationship exists between person-organization fit and organizational attitude criteria and the strongest correlation of person-organization fit factors belongs to the relationship between work goals and satisfaction. Since work engagement and work satisfaction can be linked to each other, it can be concluded that parts of research results of Abzari (2008) confirm the results of this study, confirming the hypothesis. Moshabaki and Rezaee (2014), Isa *et al.*, (2012), and Emami *et al.*, (2010) showed in their researches that work engagement influences organization commitment. According to the findings of this research in this hypothesis and the effect of person-work fit and person-organization fit, it can be hypothesized that a relationship exists between person-work fit and organization-person fit with organization commitment and work engagement can be effective in this relationship as moderator variable. In addition, the results of Gholi *et al.*, research (2009) showed that a relationship exists between person-work fit and organization commitment. Based on researcher assumption in terms of mentioned researches about the existence of a relationship between work-person fit and person-organization fit with organization commitment as well as the result of Gholi *et al.*, (2009) research confirming this hypothesis, it can be concluded that researches of Moshabaki and Rezaee (2014). Isa *et al.*, (2012) Emami *et al.*, (2010), and Gholi *et al.*, (2009) confirm the findings of this research implicitly.

Mir (2010) revealed in his research that a significant relationship exists between person-organization fit with work commitment as well as tendency to quit the organization. Since work commitment and work engagement are related to each other, it can be stated that the results of Mir Research (2010) confirms the findings of the current research in terms of this hypothesis.

## Applied Recommendations

According to the results in table 5.in terms of person-work fit and person –organization fit on work engagement of staff in order to increase the work engagement of staff, it is recommended that:

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- Individuals and staff ought to be recruited in positions according to their emotional and spiritual features at the beginning of their employment and staff with different features are employed in positions adaptable with them.
- Staff had better be employed in positions relevant to their work knowledge since the beginning of employment and during work.
- All staff enjoys high capability in relation to their positions in terms of work competencies and the technical, communicative, and perceptive skills need to be strengthened.

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