

Research Article

**THE EFFECT OF PERSON-ORGANIZATION FIT ON WORK
ENGAGEMENT AND ORGANIZATIONAL ENGAGEMENT CASE
STUDY: EDUCATION ORGANIZATION OF CHAR
MAHALBAKHTIARI PROVINCE**

***Neda Ahmadian and Akbar Etebarian**

Department of Public Administration, Isfahan (Khorasgan) Branch, Azad University, Isfahan, Iran

**Author for Correspondence*

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 CharMahal 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 in education system in CharMahal 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-work fit questionnaire (Iran, 2014). Research-made content validity and person-work fit was confirmed by specialized experts. To determine questionnaire reliability, Alpha Cronbach was used. It was reported 0.794 for work engagement questionnaire, 0.84 for organizational engagement, 0.786 for person-work engagement, and 0.802 for person –organization fit. The research results showed that person-organization fit variable as predictor variable, work engagement and organizational engagement as independent variables, and organization-person fit variable with coefficient of 0.434 affected organizational engagements. Furthermore, the research results revealed that no significant relationship exists between person-organization fit and person-work fit according to demographic variables including gender, age, education, maritalstatus, organizational position, and work seniority.

Keywords: *Organizational Engagement, Work Engagement, Person-Organization Fit, Char Mahal Bakhtiari Province*

INTRODUCTION

The concept of work engagement, as a feedback, is an important variable helping increase the efficacy of organization. The higher the staff works engagement of any given organization is, the more the efficacy will increase. In order to increase the level of work engagement, realistic and comprehensive overview needs to be taken in to account in terms of indicators. Among various points of views, the most realistic work-engagement outlook follows the personality and organizational working conditions (Lankoumaran, quoted from Belench, 2010).

Work engagement is individual's commitment to a certain collection of tasks and duties where the positive performance role is considered as goal but not tool to reach the goal. Considering this type of commitment, tested self-esteem is placed through the performance in work role which is based on internal assessment and not the external product of performance role. Thus, according Fance's point of view, work engagement is a level it affects on failure or success on implementing a role on individual's self-concept (Bagheri, 2009).

Organizational Engagement

Organizational identity, sense of engagement, and resemblance with organization are related but distinct concepts (Royshencaro and Pan, 2008). Organizational identity is mind-mindfulness structure and cannot exist unless these individuals agree on its existence despite of organization- member interpretation (Ashfors and Mel, 1996). Organization identity theory relates organizational identity with a collection of organization features in that the members realize them as main, permanent, and distinctive characteristics, helping them define and determine their self-engagement to it (Thomas and Jouea, 1996).

Research Article

Perat and Freeman have revealed that any organizations can enjoy more than one organizational identity when different conceptualizations are carried out in terms of main, distinctive, and permanent issues (Perat and Freeman, 2000). When individuals classify themselves as a member in a group of social class, sense of engagement is created (Villa, 2008).

Effective Factors on Organizational Engagement

Organizational engagement, as human resource-related topic, enjoys a great deal of importance resulted from individuals' interests and their tendency to do the tasks as well as staying within the organization. Organizational engagement is the relative amount of replication and organization and/or engagement to organization characterized by at least three factors:

- Strong belief in organization's values and goals.
- Tendency to more effort for accomplishment of organizations' goals
- Strong tendency to stay and membership in organization (Bagheri, 2010)

Problem Statement

Organizations are social systems in that human resources are the most important factor for their efficiency and efficacy. Organizations are not able to succeed without their employees' efforts and commitment. Employees' satisfaction from their jobs and organization commitment are considered as major organization efficacy determinants (Pawel, 2006).

Organizational commitment is an important factor for organization efficacy. It is assumed that organizational commitment can forecast workforce stability and movement. Moreover, organizational commitment shows the level that an organization can count on persistence of staff contribution on activities and growth. In addition, organizational commitment is an appropriate indicator for Quality Work Level, QWL (Mey, 2010).

Enthusiasm to this managerial concept is also justified with the fact that highly appropriate index is individuals' effort and their loyalty to organization. In particular, organizational commitment is related to workforce stability, staff effort, work performance, service quality, and corporate behaviors (Allen and Mey, 1997).

Work satisfaction and organizational commitment are two influential attitudes studied in work and organization literature. Organizational commitment is important for researchers and organizations because of workforce maintenance. Researchers and experts are highly keen on perception of factors affecting the staff decision to stay or quit any given organization (Maki, 2009).

In strong cultural organizations, employees feel engaged to organizational values and goals. Organizational engagement can be defined as individuals' link and dependency to organization including work involvement, loyalty, and believing in organizational values. There are three steps in organizational engagement: acceptance, replication, and internalization.

Initially, an organization element reaches satisfactory relationship through accepting penetration of others, highlighting himself. In this step, the person feels proud of himself as a result of organization engagement. In the next steps, organization's member realizes that organization values make him delighted and satisfied internally and naturally and they are similar and compatible to his values.

Whenever organizational engagement, as mentioned, reaches the final stage, then organizational member is considered as highly trustable one and they will not hesitate to protect the organization. Organizational culture needs to be designed and planned in a way that it increases staff work engagement toward organization.

The stronger the culture is, the more familiarity staff has about organizational goals, accepting organization cultural values and feeling committed and responsible toward them. In this situation, staff satisfaction with strong management leads to improvement of staff spirit, motivation, and sense of responsibility, influencing organizational performance and efficacy (Ali *et al.*, 2004).

Research Background

Abdol and Bashir (2013) in a research entitled person-work fit and job satisfaction aiming to quit (Experimental case study in Pakistan) revealed that person-organization fit is the result of homogeneity of values between staff and organization in that positive relationship exists between person-work fit and job

Research Article

satisfaction. Although a relationship exists between person-work fit and job satisfaction, payment satisfaction is not justifiable.

Tahir (2012) in a research entitled the effect of person-work fit on job satisfaction and its effect on staff performance of various universities in Islam Abad and Rawalpindi showed that a relationship exists between person-work fit and work performance. Furthermore, the relationship between job satisfaction and work performance is also positive.

Mir (2010) conducted a study entitled “ person-culture fit with organization and employee`s work commitment in organizational changing condition “ in a big energy company in Canada. His research results pointed out that person culture fit with organization is related to work commitment and tendency to quit the organization by employees.

David (2007) studied the relationship between work fit and attitude consequences. The results showed that work fit is dependent on concepts such as freedom, jobsatisfaction, and organizational commitment. In addition, dimensions of work fit (value adaptability in contrast to other types of adaptability) and measuring method of work fit (internal, external, and perceived) will moderate the link between work fit and attitudinal consequences. Generally, a weak internal link exists between behavioral and attitudinal criteria.

Research Population

Statistical population of this research includes all employees of education organization in Char Mahal Bakhtiari Province. Total number of participants was reported 305 according to presented statistics by management department of Char Mahal Bakhtiari education organization in 2014.

According to the size of statistical population of this research, 305 employees of education organization, it was impossible to collect all their opinions so Cochran formula was used to determine sample size.

Descriptive Analysis

Since the Alpha Cronbach is more than 0.7 for all questionnaires, we can conclude that reliability of questionnaires is in pleasant level.

Table 3-3: Alpha Cronbach values

Alpha Cronbach
Organizational engagement 0.84
Work engagement 0.794

Age

Frequency distribution of studied inputs has been shown in table 4-2 considering age groups.

Table 4-2: Frequency distribution and percentage of responders according to age

Age	Frequency	Percent
Less than 30 years old	3	1.7
30-40 years old	29	16.9
40-50 years old	97	56.4
Older than 50 years old	43	25
Total	172	100

As it is clear from the table 4-2, 1.7 % of responders is less than 30 years old, 6.9 percent is 30-40 years old, 56.4 percent is 40-50 years old, and 25 percent is older than 50 years old.

First Main Hypothesis

Person-work fit and person-organization fit influence on staff work engagement.

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

H1: Person-work fit and person-organization fit influence staff work engagement.

To study the relationship between person-work fit and person-organization fit simultaneously with staff work engagement , initially, we test whether this mutual effect between these two variables is significant

Research Article

or not? This test is done using fitness of a Regression model where it includes the mutual effect of between these two variables besides two predictor variables of Person-work fit and person-organization fit.

Table 7-4: The result of T test of relationship between person-work fit, person-organization fit, and their mutual effect on staff work engagement

Model	Non-standard Coefficients		Standard Coefficient	T	Sig.
	B	Standard error	Beta		
Fixed	-0.64	0.749		-0.855	0.394
Person-work fit	1.02	2.002	1.3	5.19	<0.001
Person-Organization 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 reported p for mutual effect between person-work fit and person-organization fit, it can be concluded that this mutual effect enjoys a significant difference with zero and it cannot be ignored. Since mutual effect between person-work fit and person-organization fit is significant, conclusions cannot separately be made in terms of person-work fit and person –organization fit.

Table 8-4: Model Adequacy index

Error Standard deviation	Adjusted determination coefficient	Determination coefficient	Pearson correlational coefficient
0.438	0.291	0.303	0.55

Predictor variables: person-work fit, person-organization fit. Pearson correlation mutual effect between predictor and independent variables is 0.551. Moreover, obtained determination coefficient is 0.303, indicating 30 percent of work-engagement changes by three existing predictor variables in model. Following table studies the significant regression by F test:

Table 9-4: Significance table of effect of person-work fit, person-organization fit, and their mutual effect on work engagement

Source of change	Sum of squares	Degree of freedom	Mean squares	of F	Sig
Regression	14.6	3	4.69	24.39	<0.001
Remaining amount	32.29	168	0.192		
Total	43.36	171			

Table 10-4 indicates significant regression in 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 simultaneously.

Second Main Hypothesis

Person-work fit and person-organization fit influence on staff organizational engagement.

H0: Person-work fit and person-organization fit do not influence staff organizational engagement.

H1: Person-work fit and person-organization fit influence staff organizational engagement.

Again, to test the mutual effect between person-work fit and person-organization fit on staff organizational engagement. We use fitness of a Regression model where it includes the mutual effect in addition to two predictor variables between Person-work fit and person-organization fit. The difference here lies in the fact that predictor variable in this model is organizational engagement.

Research Article

Table 10-4: The result of T test of relationship between person-work fit, person-organization fit, and their mutual effect on staff organizational engagement

Model	Non-standard Coefficients		Standard Coefficient	T	Sig.
	B	Standard error	Beta		
Fixed	1.25	0.704		1.78	0.078
Person-work fit	0.513	0.2	0.852	2.56	0.011
Person-Organization fit	0.61	0.184	0.897	3.31	0.001
Mutual effect	-0.11	0.05	-1.1	-2.2	0.029

According to reported p for mutual effect between person-work fit and person-organization fit, it can be concluded that this mutual effect enjoys a significant difference with zero and it cannot be ignored. Since mutual effect between person-work fit and person-organization fit is significant, conclusions cannot separately be made in terms of person-work fit and person –organization fit.

Table 11-4: Model Adequacy index

Error Standard deviation	Adjusted determination coefficient	Determination coefficient	Pearson correlational coefficient
0.412	0.174	0.188	0.434

Predictor variables: person-work fit, person-organization fit. Pearson correlation mutual effect between predictor and independent variables is 0.434. Moreover, reported determination coefficient shows that less than 18 percent of changes in organizational engagement is determined by three existing variables in model.

The following table studies the significant regression by F test.

Person-work fit is related to work engagement in education organization in Char Mahal Bakhtiari province.

H0: Person-work fit is not related to work engagement in Char Mahahl Bakhtiari education organization.

H1: Person-work fit is related to work engagement in Char Mahahl Bakhtiari education organization.

Initially, the correlation between person-work fit and work engagement is studied. According to results of table 13-4, if p value is greater than significance level, we assume zero hypotheses and if p value is less than significance level, we consider the other hypothesis.

Table 13-4: Correlation coefficient between Person-work fit and work engagement

Independent variable	Work engagement	
Predictor variable		
Person-work fit	Intensity	0.312
	Significance	<0.001
	Number	172

Spearman significance test was used to examine this hypothesis. The results of table 13-4 shows that a significant relationship exists between Person-work fit and work engagement. This is because they obtained significance level is less than research Alpha ($\alpha = 0/05$). Thus, the general conclusion is that a significant relationship exists between Person-work fit and work engagement in confidence level of 95%. Therefore, the first research hypothesis is approved.

Conclusion

According to the results in table 24-4, a significant relationship exists between person-organization fit and work engagement in confidence level of 95%. Correlation coefficient was obtained 0.426 which shows that it determines 18% of variance for each other.

Research Article

Gholi *et al.*, (2010) showed in their research that a significant relationship exists between person-organization fit, work alienation, and work link. Since work alienation and work link are important components and sub-sections of work engagement, it can be stated that the current research confirms this hypothesis and it is in agreement with the results of this research.

The results of Abzari research (2008) revealed that a significant relationship exists between person-organization fit and organizational attitudinal criteria and the strongest correlation of person-organization fit factors is related to goals` fit and job satisfaction. Since work engagement and job satisfaction can be related to each other, thus, it can be concluded that part of Abzari`s research results (2008) confirm the results of this research, approving the research results in terms of this hypothesis.

Findings are related to person-organization fit with work commitment and tendency to quit the organization by employee obtained by Mir researches (2010). This is mainly because one of research components is person-organization fit and the other one is work engagement in that person-organization fit is in agreement with Mir research results. If we consider work commitment in accordance with work engagement, the results of both studies are almost parallel.

The research results of Abzari (2010) showed that a significant relationship exists between person-organization fit and organizational culture. According to the findings of this research, the hypothesis based on relationship between person-organization fit and work engagement, it can be assumed that a significant relationship exists between work engagement and organizational culture and it can influence components of organizational culture.

Recommendations

- Since the relationship between person-work fit and person-organization fit with work engagement was confirmed, a direct and positive relationship exists between work engagement and organizational engagement. Thus, it is recommended that another research be conducted in terms of link between work engagement and organizational engagement as well as their effects on each other.
- Considering existing limitations, demographic variables in terms of current relationship and levels of research variables were not studied. Thus, it is suggested that the effect of demographic variables on research variables be studied.

REFERENCES

- Ali Ahmadi AR (2009).** *Identification of Culture, Organizational Culture, and Management on It* (Tehran: Knowledge Production Publication).
- Allen NJ and Meyer JP (1997).** *Commitment in the Workplace: Theory, Research, and Application* (Tehran: Sage Publications).
- Bagheri AR (2009).** Studying the effect of person-work understood, person-organization and person fit.
- Kristy J, Kristof KJ and Brown A (2001).** Distinguishing between Employees', Perceptions of Person–Job and Person– Organization Fit. *Journal of Vocational Behavior* **3**(59) 23-33.
- Macey WH, Schneider B, Barbara KM and Young SA (2009).** *Employee Engagement: Tools for Analysis, Practice and Competitive Advantages* (UK: Willey- Blackwell)
- Meyer JP (2010).** Toplonytsky L. Person organization (culture) fit and employee commitment under conditions of organizational change: A longitudinal study. *Journal of Vocational Behavior* **76**(3) 458-73.
- Paul AK and Anantharaman RN (2006).** Influence of HRM practice on organizational commitment: A study among software professional in India. *Human Resource Management* **16**(4) 46-87.
- Ravishankar MN and Pan SL (2008).** The influence of organizational identification on organizational knowledge management (KM). *Omega* **5**(36) 221-234.
- Vilela B, Varela González JA and Fernández Ferrín P (2008).** Person– Organization Fit, OCB and Performance Appraisal: Evidence from Matched Supervisor– Salesperson Data Set in a Spanish Context. *Industrial Marketing Management* **7**(37) 33-44.