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جامعة عين شمس

The Impact of Person Organization Fit on Employee Engagement and Turnover Intention

An Applied Study on the Private Higher Institutes"

أثر التوافق بين الفرد والمنظمة على الإلتخراط فى العمل والرغبة فى ترك العمل

"دراسه تطبيقية على المعاهد العليا الخاصة "

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Abstract

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Research Title: The Impact of Person- Organization Fit on Employee Engagement (EE) and Turnover Intention "An Applied Study on The Private Higher Institutes"

The purpose of the present study is to examine the impact of person- organization fit (P-O fit) on employee engagement (EE) and turnover intention (TI) among academic staff members at the private higher institutes in Egypt. Participants were selected from different divisions of private higher institutes within the governorates of Cairo and Giza. A quantitative study was conducted on academic staff members and assistants. Data were gathered using questionnaires. Questionnaires were provided to 415 staff members who agreed to participate. The invalid and uncompleted questionnaires have been excluded. As a result, 363 samples were used for final data analysis.

The findings of this study showed that P-O fit has a positive effect on employee engagement (EE), and has a negative effect on turnover intention (TI). The findings of this study suggest that private higher institutions should pay greater attention to P-O fit to increase academic staff's level of engagement in order to decrease voluntary turnover rate. Overall, the findings provide pragmatic insights for human resource management practitioners and the relevant stakeholders.

To date, little attention has been devoted to understanding the impact of P-O fit on employee engagement and turnover intention. The present study addresses this gap in the literature.

Keywords, Person-organization fit, value congruence, goal congruence, employee engagement, Vigor, Dedication , Absorption ,and Turnover intention.

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Abbreviation

P-E fit	Person-Environment fit
P-O fit	Person-Organization fit
P-G	Person-Group fit
P-J fit	Person-Job fit
P-P fit	Person-Peer fit
P-S fit	Person-Supervisor fit
EE	Employee Engagement
TI	Turnover Intention

Chapter One

General Framework

1.1 Research Background

Workforces comprise the most influential resource for an organization to protract enduring competitive advantage (Huselid, Jackson, & Schuler, 1997). Previous experiences proved that organizations that effectively maintain their competencies will considerably succeed (Holtom, Mitchell, Lee, & Inderrieden, 2005). One of the most important challenges facing business organizations is the retention of talented human capital, which is one of the most important assets of the organization (Boswell, Ren, & Hinrichs, 2008).

Many researches indicate that the outcomes of the person-organization fit (P-O fit) have many positive implications for both employees and organization (Kristof- Brown, Zimmerman, & Johnson, 2005; Resick, Giberson, Dickson, Wynne, & Bajdo, 2013). P-O fit refers to the “the compatibility between individuals and organizations” (Kristof-Brown, 1996, p. 3). Lack of (P-O fit) can be seen as an indicator for employee turnover (Arthur, Bell, Villado, & Doverspike, 2006). One of the most important reasons for giving attention to P-O fit is due to the negative relationship with the turnover intention. The (Cable & DeRue, 2002; Hoffman & Woehr, 2006; Schneider, 1987; Verquer, Beehr, & Wagner, 2003) studies and numerous other individual and organizational outcomes, such as organizational commitment, job satisfaction (Biswas & Bhatnagar, 2013; Kim, Aryee, Loi, & Kim, 2013; Resick, Baltes, & Shantz, 2007) organizational citizenship behavior, organizational identification (Cable & DeRue, 2002) and job performance (Kim et al., 2013).

Engagement is a motivational construct used to depict “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (Schaufeli, Salanova, González-Roma, & Bakker, 2002, p. 74). HR experts demonstrated that tending to anxiety encompassing employee engagement was one of challenges they confronted (Farndale, Scullion, & Sparrow, 2010), with 35% saying it was their top challenge in 2013. In 2014, 48% of HR experts In 2014, 48% of HR experts recognized concerns identified with employee engagement as a first priority (Krause, 2015). P-O fit accentuates harmoniousness between the individual and the organization, and is expected to impact on employees’ level of engagement. Basically, when employees’ skills, abilities, values, and goals match with those of the organization it enlarges their level of engagement. Leiter and Maslach (2008, p. 501) described that “the greater the perceived congruity the greater the likelihood of engagement with work”. And the opposite, the individuals who fit the organization less show a low level of engagement (Warr & Inceoglu, 2012).

Turnover is exorbitant since it requires an organization to contribute most of its capabilities to select, interview, train and develop new employees. (Griffeth & Hom, 2001; Mobley, 1982). Many outcomes of high voluntary turnover incorporate lower

spirit of the rest of employees. (Rainey, 2003), loss of organizational memory (Huber, 1991), and low productivity (Johnson, 1995). Therefore, it is necessary that organization comprehend the components that impact turnover, which, subsequently, can lessen such an activity. An employee's intention to leave the organization will be the real indicator of turnover. In this manner, it turns out to be vital to distinguish the turnover intention of workers to diminish the actual turnover.

It might be conceivable that selected employees don't fit in with the organization, and, finally, choose to leave that organization for a higher fit. Past researches reveal that the presence of fit creates more ideal mentalities encounter, more noteworthy prosperity and perform better (Hoffman & Woehr, 2006; Kristof-Brown, Zimmerman, & Johnson, 2005).

An institution of higher education vastly relies upon the quantity, quality and effectiveness of its academic staff (Mwadiani, 2002; Pienaar, 2008). The sustainability and excellence of any educational institution also depends on the superiority, and ingenious abilities and commitments of its academic staff when compared to other organizations (Ng'ethe, Iravo, & Namusonge, 2012). Concerning this matter that educator is elementary and directorial aspect in enlightening future generations; the present study seeks to examine the impact of (P-O) fit on Employee Engagement (EE) and Staff members' turnover intention (TI) at the private higher institutes' context in Egypt.

1.2 Defining the Terms of Study

1.2.1 Person Organization (P-O) Fit

Following others in this research area, (Kristof ,1996) called the similarity between individuals and their organization person-organization (P-O) fit. Even as researchers have used numerous diverse dimensions to conceptualize (P-O) fit, the most widely used dimensions are values and goals (Piasentin & Chapman, 2006). Tentatively, Schneider's (1987) attraction-selection-attrition framework, states that people are attracted to and selected by an organization with which they share values and attributes, a match which subsequently generates (P-O) fit. When the match doesn't subsist, employees decide to leave the organization. In fact, many (P-O) fit studies contained only the value dimension (e.g., Cable & DeRue, 2002), whereas fewer researches used goal congruence (Vancouver & Schmitt, 1991). However, (P-O) fit dimensions comprised of values and goals have been used in prior research (Chuang & Sackett, 2005). (Piasentin and Chapman ,2006) reviewed 46 empirical studies that measured (P-O) fit perceptions. Of these studies, 78% included value congruence variables and 20% included goal congruence variables. Hence, the present research proposes both values and goals as dimensions of perceived (P-O) fit.

Value congruence

Refers to the similarity of values of both the employee and the organization (Hoffman & Woehr, 2006; Kristof-Brown, 1996). An employee, whose values are congruent with those of his organization, would spawn a positive behavior towards the organization (Arthur et al., 2006) and would have the propensity to stay in the organization (Kim et al., 2013; Schneider, 1987).

Goal congruence

Refers to the degree of similarity between an employee's own goals and the goals of the organization (Verquer et al., 2003).

There are several affirmative effects of congruence between person and organization both for employees and organizations. A better degree of (P-O) fit has been revealed to be related to multiple organizational outcomes including enhanced organizational commitment, increased productivity, and reduced turnover (Van Vianen, 2000).

1.2.2 Employee Engagement (EE)

Employee Engagement is described as "the harnessing of organization members' selves to their work roles, in engagement, people employ and express themselves physically, cognitively and emotionally during role performances" (Kahn, 1990). The (Rothbard 2001) study defined EE as a psychological presence that has two critical components: attention (cognitive availability and the amount of time one spends thinking about a role) and absorption (being engrossed in a role and refers to the intensity of one's focus on a role).

Another study (Schaufeli , Salanova , Gonzalez–Roma , and Bakker, 2002) defined Employee Engagement as "a positive, fulfilling, work - related state of mind that is characterized by vigor, dedication, and absorption.

Vigor

Refers to high level of energy and psychological resilience while working, the keenness to invest effort in one's work, and insistence in facing challenges. (Schaufeli , Salanova , Gonzalez–Roma , and Bakker, 2002)

Dedication

Refers to the extent of involvement in work, finding meaning in one's work, being challenged, and experiencing sense of enthusiasm, inspiration and pride (Schaufeli , Salanova , Gonzalez–Roma , and Bakker, 2002) .

Absorption

Refers to being completely immersed and focused in work, whereby time passes quickly and employees have difficulties detaching themselves from work (Schaufeli , Salanova , Gonzalez–Roma , and Bakker, 2002).

1.2.3 Turnover intention (TI)

Turnover intention is defined as “the probability that an individual will change his or her job within a certain time period” (Sousa-Poza and Henneberger, 2004; Sousa-Poza, 2007). Also (Lacity, Lyer and Rudramuniyaiah 2008) study defined turnover intention as ‘the extent to which an employee tends to leave the organization’. According to (Jaros ,1997) turnover intention reflects the incessant willingness toward leaving the organization. Refereeing researches on this subject illustrate that turnover intention is a multistep process that comprises of three components including mental, cognitive, and behavioral dimensions (Takase, 2001).

The findings of the (Byrne, 2005; Hendrix, Robbins, Miller & Summers, 1998; Steensma, Van Breukelen & Sturm, 2004) studies show the high significance of turnover intention in exploring the employees’ turnover behavior. Turnover intention reflects the employee’s perception and evaluation of job alternatives (Mobley et al., 1979). It has been argued by many researches (Jaros et al., 1993; Muliawan et al., 2009; Tett & Meyer, 1993) that turnover intention can be used as a valid instrument for actual turnover .Studies recommended that intentions to leave are vital for organizations and researchers because when individuals have actually quit; there is little probability of accessing them to comprehend their earlier circumstance (Juhdi et al 2013). The causal relationship between turnover intention and actual turnover is well recognized in the literature (Maxwell et al., 2003).

1.2.4 Person-Organization (P-O) fit and Employee Engagement (EE)

Chetri, S,(2017) mentioned that P-O fit is positively related to EE which obviously indicated that employees’ perception of their correspondence with organization positively affects their engagement, which is compatible with the results of various studies (e.g., Rich,et al, 2010; Hamid & Yahya, 2011; Biswas & Bhatnagar, 2013). The P-O fit relates to having fit between personal values and organizational values which revealed through aligning with the organizational goals. Employees further show clearness in the role conceptuality which results in higher job engagement correspondingly, when organizations inform employees with their roles, they are apt to mention responsibilities and offer needed support. Therefore, P-O fit considers a predictor of employee engagement. Furthermore, enhanced to perform job.

1.2.5 Person-Organization (P-O) fit and Turnover intention (TI)

A basic supposition of the (P-O) fit literature is that individuals will be more attracted to and less likely to leave organizations where they find a greater match (Elfenbein and O’Reilly 2007, Schneider 1987). Previous studies have commonly proposed that a negative relationship between the (P-O) fit and turnover intention. Cable and Judge argued that P-O fit may influence employees’ intention of turnover (Cable and Judge,