THE RELATIONSHIP BETWEEN PERSON PERCEIVED OF FIT AND WORK ENGAGEMENT

NURNAJMI BINTI ROSLI

UNIVERSITI UTARA MALAYSIA

MASTER OF HUMAN RESOURCE MANAGEMENT

JULY 2015
THE RELATIONSHIP BETWEEN PERSON PERCEIVED OF FIT AND WORK ENGAGEMENT

By

NURNAJMI BINTI ROSLI

Research Paper Submitted to
Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
In Partial Fulfilment of the Requirement for the Master of Human Resource Management
Permission to Use

In presenting this research paper in partial fulfillment of the requirements for a postgraduate degree from Universiti Utara Malaysia, I agree that the University Library make a freely available for inspection. I further agree that permission for copying of this research paper in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor(s) or, in their absence by the Dean of Othman Yeop Abdullah Graduate School of Business. It is understood that any copying or publication or use of this research paper or parts thereof for financial gain shall not be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my research paper.

Request for permission to copy or make other use of materials in this research paper, in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

06010 UUM Sintok

Kedah Darul Aman
Abstract

This study examines the direct relationship between person-job fit, person-organization fit, person-group fit, person-supervisor fit and work engagement. A total of 500 questionnaires were distributed to respondents who had agreed to participate in this study. At the end of the survey period, 140 questionnaire were returned, yielding a return rate of 28%. However, only data from 137 respondents are usable for further analyses. Hypotheses for direct effect were tested using multiple regression analyses. Results showed that only person-supervisor fit was significantly positively associated with work engagement. Implications of the findings, potential limitations, and directions for future research are discussed.

Keywords: Work engagement; Person-job fit; Person-organization fit; Person-group fit; Person-supervisor fit
Abstrak

Kajian ini mengkaji hubungan langsung antara kesesuaian pekerja dengan kerja, kesesuaian pekerja dengan organisasi, kesesuaian pekerja dengan kumpulan, kesesuaian pekerja dengan penyelia dan keterlibaan kerja. Sebanyak 500 soal selidik telah diedarkan kepada responden kajian yang telah bersetuju untuk terlibat dalam kajian ini. Namun begitu, sebanyak 140 soal selidik telah diterima semula dengan kadar maklum balas sebanyak 28%. Namun begitu hanya 137 data daripada responden boleh digunakan untuk analisis seterusnya. Hipotesis ke atas kesan langsung diuji menggunakan analisis regresi berganda. Dapatan kajian menunjukkan bahawa hanya kesesuaian pekerja penyelia mempunyai hubungan yang positif dan signifikan dengan keterlibatan kerja. Implikasi dapatan kajian, limitasi dan cadangan kajian pada masa hadapan turut dibincangkan.

Kata kunci: Keterlibatan kerja; Kesesuaian pekerja dengan kerja; Kesesuaian pekerja dengan organisasi; Kesesuaian pekerja dengan kumpulan; Kesesuaian pekerja dengan penyelia
Acknowledgement

Alhamdulillah, praise to Allah for giving me the strength, inspiration and good health in completing this study. Without the dedication and support from these people, the completion of this research paper would not have been possible.

Firstly, I would like to express my sincere gratitude to my research supervisor Dr. Siti Zubaidah Othman for her continuous support, patience, motivation, enthusiasm, and immense knowledge. Her guidance helped me in finishing my research paper.

To my loving and supporting parents, En. Rosli B. Harun and Pn. Norliza Bt. Ali and all my siblings (Muadz, Irfan, Hanini, Naim and Luthfil), thank you for all your prayers, patience, support, and word of encouragement for me to keep going till the final end of this journey. Not forgetting my supportive husband, Mohd Zulhairi B. Hadani for his love and care.

Not forgetting, all my postgraduate friends especially Umi Kalsom, Aqilah, Ain, and Nurul Syazana, thank you for the kindness, support, friendship and memories.

Finally, yet importantly, I would like to express my gratitude to all respondents from various manufacturing companies in Batu Kawan Industrial Park for their involvement in this study. Without their sincere participations, this study will not be as successful as today.
# Table of Contents

Permission to Use ........................................................................................................i
Abstract .......................................................................................................................... ii
Abstrak .......................................................................................................................... iii
Acknowledgement ......................................................................................................... iv
Table of Contents ......................................................................................................... v
List of Tables .................................................................................................................. viii
List of Figures ................................................................................................................. ix
List of Appendices ......................................................................................................... x

CHAPTER 1 .................................................................................................................. 1
INTRODUCTION ......................................................................................................... 1
  1.1 Background of the Study ....................................................................................... 1
  1.2 Problem Statement ............................................................................................. 2
  1.3 Research Question ............................................................................................. 7
  1.4 Research Objectives ......................................................................................... 8
  1.5 Significance of Study ....................................................................................... 8
  1.6 Scope of Study ................................................................................................... 9
  1.7 Organization of Chapter .................................................................................. 10

CHAPTER 2 ................................................................................................................ 12
LITERATURE REVIEW .............................................................................................. 12
  2.1 Introduction ....................................................................................................... 12
  2.2 Work Engagement ............................................................................................ 12
  2.3 Person-Job Fit ................................................................................................... 15
  2.4 Person-organization Fit .................................................................................... 16
  2.5 Person-group Fit ............................................................................................... 18
  2.6 Person Supervisor Fit ....................................................................................... 19
  2.7 Research Framework ....................................................................................... 21
  2.8 Development of Hypotheses ............................................................................ 22
    2.8.1 Relationship between Person-job fit and Work Engagement ................... 22
    2.8.2 Relationship between Person-organization fit and Work Engagement ...... 23
    2.8.3 Relationship between Person-group fit and Work Engagement ............ 23
    2.8.4 Relationship between Person-supervisor fit and Work Engagement ..... 24
CHAPTER 3 METHOD

3.1 Introduction

3.2 Research Design

3.3 Population and Sampling Design

3.3.1 Population

3.3.2 Sampling Size and Technique

3.3 Operational Definitions and Measurements

3.3.1 Work Engagement Measures

3.3.2 Person-job fit

3.3.3 Person-organization fit

3.3.4 Person-group fit Measures

3.3.5 Person-supervisor fit Measures

3.4 Structure of the Questionnaire

3.5 Pilot Test

3.6 Data Collection Procedure

3.7 Technique of Data Analysis

3.7.1 Descriptive Analysis

3.7.2 Correlation Analysis

3.7.3 Regression Analysis

3.8 Conclusions

CHAPTER 4

FINDINGS

4.1 Introduction

4.2 Response Rate

4.3 Demographic Characteristics of the Participants

4.4 Data Screening

4.5 Correlation Analysis

4.6 Regression Analysis

4.7 Conclusions

CHAPTER 5

DISCUSSIONS, RECOMMENDATIONS AND CONCLUSIONS

5.1 Introduction

5.2 Summary of Research
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.3</td>
<td>Relationship between Person-job Fit and Work Engagement</td>
<td>48</td>
</tr>
<tr>
<td>5.4</td>
<td>Relationship between Person-organization Fit and Work Engagement</td>
<td>49</td>
</tr>
<tr>
<td>5.5</td>
<td>Relationship between Person-group Fit and Work Engagement</td>
<td>49</td>
</tr>
<tr>
<td>5.6</td>
<td>Relationship between Person-supervisor Fit and Work Engagement</td>
<td>50</td>
</tr>
<tr>
<td>5.7</td>
<td>Implications for Practice</td>
<td>50</td>
</tr>
<tr>
<td>5.8</td>
<td>Limitations and Direction for Future Study</td>
<td>51</td>
</tr>
<tr>
<td>5.9</td>
<td>Conclusions</td>
<td>52</td>
</tr>
<tr>
<td></td>
<td>REFERENCES</td>
<td>53</td>
</tr>
</tbody>
</table>
### List of Tables

<table>
<thead>
<tr>
<th>Table</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Work engagement items</td>
<td>28</td>
</tr>
<tr>
<td>3.2</td>
<td>Person-job fit items</td>
<td>29</td>
</tr>
<tr>
<td>3.3</td>
<td>Person-organization fit items</td>
<td>30</td>
</tr>
<tr>
<td>3.4</td>
<td>Person-group fit items</td>
<td>31</td>
</tr>
<tr>
<td>3.5</td>
<td>Person-supervisor fit items</td>
<td>32</td>
</tr>
<tr>
<td>3.7</td>
<td>The Cronbach’s Alpha for each research measures from the pilot study (n = 30)</td>
<td>33</td>
</tr>
<tr>
<td>4.1</td>
<td>Demographic characteristics of participants (n=137)</td>
<td>45</td>
</tr>
<tr>
<td>4.2</td>
<td>Descriptive statistics, scale reliabilities and correlations of variables</td>
<td>50</td>
</tr>
<tr>
<td>4.3</td>
<td>Regression results of person-job fit, person-organization fit, person-group fit, and person-supervisor fit on work engagement</td>
<td>52</td>
</tr>
<tr>
<td>4.4</td>
<td>Summary of hypotheses testing</td>
<td>53</td>
</tr>
</tbody>
</table>
List of Figures

Figure 2.1      Research framework                 21
## List of Appendices

<table>
<thead>
<tr>
<th>Appendix</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix A-1</td>
<td>Sample of Questionnaire (English version)</td>
<td>61</td>
</tr>
<tr>
<td>Appendix A-2</td>
<td>Sample of Questionnaire (Bahasa Malaysia version)</td>
<td>70</td>
</tr>
<tr>
<td>Appendix B</td>
<td>SPSS Output</td>
<td>81</td>
</tr>
</tbody>
</table>
1.1 Background of the Study

Today’s employees are not only considering the pay and benefits that they will gain but the most important thing is the environment of the workplace itself. The relationships with the colleagues, supervisors, and tasks itself contributes to the quality of the association with the work. With those relationships and the environment in which workers interact are positive, workers feel valued and respected. Workers take pride in what they do, perform better and care about the employer’s future. In other words, workers become engaged and connected to the organization, customers and coworkers.

Many agree that workers who were engage in their work tend to stay longer in the organization rather than disengaged workers. However, highly engaged individuals were often found in the high performance units. According to Harter (2001), employees want to engage with work that has meaning and is an extension of their personalities and dreams. Previous studies regarding work engagement have focused on the reliability and validity of measuring instruments (Barkhuizen & Rothmann, 2006; Storm & Rothmann, 2003), the relationship between burnout and work engagement (Coetzer & Rothmann, 2007), and the effect of job demands and job resources on work engagement (Rothmann & Jordaan, 2006). This study attempts to explore the workplace factors that contribute to the work engagement among employees. Particularly, this study focuses on employees perceived of fit such as
The contents of the thesis is for internal user only
REFERENCES


