



The Effect of Person Job Fit and Person Organization Fit on Turnover Intention with Employee Engagement as an Intervening Variable (Empirical Study on Employess of the Sales Promoter Division of Realme Big Jember)

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ABSTRACT

This research aims to determine the influence of person-job fit and person-organization fit on turnover intention with employee engagement as an intervening variable. This research is quantitative research with an explanatory type of research. The sample used was 114 respondents who were employees of the sales promoter division of Realme Big Jember using a simple random sampling technique. The data collection method used a questionnaire and then analyzed using the SEM-PLS method via SmartPLS 3. The results of the study stated that 1) Person job fit did not affect turnover intention, 2) Person job fit affected employee engagement, 3) Person organization fit affected turnover intention, 4) Person organization fit influences employee engagement, and 5) Employee engagement does not influence turnover intention. Another conclusion regarding the indirect influence of employee engagement is that it is unable to mediate the influence of person-job fit and person-organization fit on turnover intention.

INTRODUCTION

The current era of globalization has made the world of information technology in Indonesia experience rapid progress, including the smartphone industry. This is indicated by a statement from the Ministry of Communication and Information which stated that smartphone users in percentage reached 89 percent of the total population of Indonesia (www.goodstats.id). This then led to the emergence of companies, especially the smartphone industry, to meet consumer demand for their needs for smartphones. In the smartphone industry, where businesses must be able to match customer expectations and strive to develop a product that gives them an advantage over rivals, competition also encourages innovation (Darwiyanti, 2017). This condition then demands the existence of human resources (HR) who are creative, innovative and competitive. Every business needs to be able to manage and retain personnel with high levels of competence and quality, given the critical role that human resources play in a company's sustainability.

Improper human resource management can trigger employee turnover, namely employee turnover in a company (Wedanti and Gorda, 2018). Turnover intention, which is an employee's tendency or intention to quit their job voluntarily due to personal choice, is the main predictor of employee turnover (Andriani R, 2020).

Based on a survey conducted by Michael Page, it is stated that as many as 74% of employees in Asia Pacific plan to resign in 2022, and Indonesia is the second highest country in the survey, where 84% of employees plan to resign in the next six months (Nisaputra, 2022). So the phenomenon of turnover intention is a big challenge for companies, especially in Indonesia, because it has the potential to cause employee turnover which can cause losses for the company. Andriani (2020) emphasized that the losses that occurred included financial and moral losses for the company and employees who were still working, such as instability and uncertainty in employee conditions, as well as increased human resource costs within the company. Therefore, it is an important aspect for companies today to be able to retain employees.

This research is based on the three-step conceptual model proposed by Salleh (2015), which is based on social exchange theory by assuming that the interaction between a person and organizational and work values is based on the principle of reciprocity. In this research topic, person-job fit and person-organization fit are conceptualized that when individuals find the suitability of abilities with their work and compatibility with organizational values, it creates a sense of mutual reciprocity. One way for employees to respond to employers is through their level of involvement (employee engagement). Accordingly, from the standpoint of social exchange, communication and collaboration between two parties will deteriorate or be limited when one party fails to deliver benefits. Employee turnover intention is consequently caused by a lack of alignment or collaboration between workers, organizational ideals, and work (a mismatch between the two) (Pariyanti, 2023).

This piqued the interest of researchers in learning more about the relationship between employee turnover intention and person-job fit as well as

organization fit, and if employee engagement can act as a moderator in this relationship. This is based on research by Amri (2017) which shows that the more suitability an individual has for their job (person-job fit), the lower the level of turnover intention, however different results were found by Arum (2022). Then Puspitasari and Kirana (2022) stated that person-organization fit hurt turnover intention, while contradictory results were obtained by Saufi et al., (2020). Given the gaps or inconsistencies in the results of previous research, the researcher attempted to evaluate, analyze and retest the related research by adding a new construct, with the research title "The Influence of Person Job Fit and Person Organization Fit on Turnover Intention with Employee Engagement as an Intervening Variable (Empirical Study on Employees of the Sales Division of the Realm Big Jember Promoter)."

THEORETICAL REVIEW

Person Job Fit

Adina and Prihatsanti (2022), define a person's job fit as an individual's assessment of the suitability between the employee's abilities and job demands and the suitability of the individual's needs with what the job can provide to the employee.

According to Cable and DeRue (in Luhglatno, 2021), there are several indicators of person-job fit, including:

- a. There are similarities between employee expectations and what the job offers.
- b. There is a match between the salary offered by the job and the employee's needs.
- c. There is a match between the training offered by the job and the employee's needs.
- d. Current job provides everything you want/need.
- e. There is a match between the company's needs and the employee's skills.
- f. There is a match between employee abilities and the training carried out by job requirements.
- g. Match between employee education and current job demands.

Person Organization Fit

Syahid (2022) states that a person's organizational fit is the conformity between the organization's values and the values believed by the individual. According to Krisfof (in Luhglatno, 2021), person-organization fit can be measured by 4 indicators, namely:

- a. Value Symmetry
- a. Congruence of Goals
- c. Satisfaction of Employee Needs
- d. Congruence of Culture and Personality

Employee Engagement

Sucahyowati (2020) employee engagement refers to the affective dedication of workers towards the firm and its objectives. This emotional commitment means employees truly care about their jobs and their company.

According to Schaufeli et al., (in Sudarni et al., 2023) there are several indicators of employee engagement, such as:

- a. Vigor
- b. Dedication
- c. Absorption

Turnover Intention

Khomaryah (2020) defines turnover intention as the actions of people who want to transfer or quit a firm or organization. An individual's decision to quit their work will eventually be influenced by their desire to relocate (turnover intention). According to Affandi (2021), turnover intention is characterized by employee behavior as follows:

- a. Increased absenteeism
- b. Laziness at work
- c. Increased rule breaking
- d. Increased protests against superiors
- e. Positive conduct that deviates much from custom

Conceptual Framework

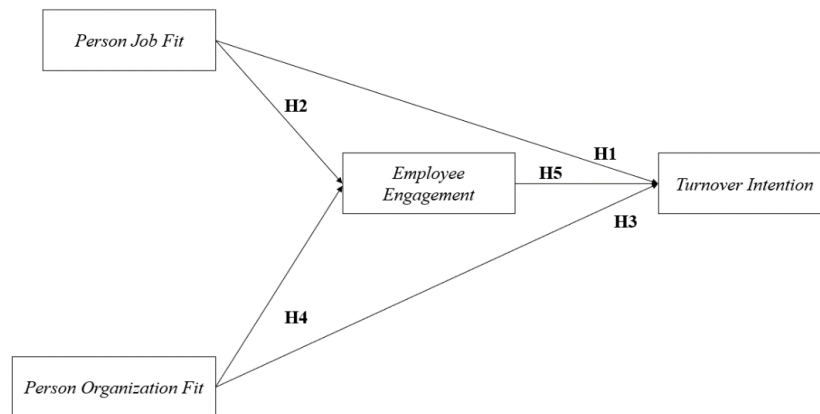


Figure 1. Conceptual Framework

Hypothesis

H1: Person Job Fit has a significant effect on Turnover Intention of Realme Big Jember sales promoter division employees

H2: Person Job Fit has a significant effect on Employee Engagement in the sales promoter division of Realme Big Jember

H3: Person Organization Fit has a significant effect on Turnover Intention of Realme Big Jember sales promoter division employees

H4: Person Organization Fit has a significant effect on Employee Engagement in the sales promoter division of Realme Big Jember

H5: Employee Engagement has a significant effect on Turnover Intention of Realme Big Jember sales promoter division employees

METHODOLOGY

This research uses quantitative methods. Meanwhile, the type of research used is explanatory research. The population in this study were 134 Realme Big Jember employees who acted as sales promoters. The researcher planned that from a population of 134, 6 x the number of indicators (19) were determined as samples to be used as respondents, namely 114 respondents. Researchers used Probability Sampling with Simple Random Sampling as a sampling technique. The data collection method used in this research is by using a questionnaire. Data analysis used in this research is using SEM (Structural Equation Modeling) based on PLS (Partial Least Square) or SEM-PLS using SmartPLS 3 software.

RESULTS AND DISCUSSION

Outer Model

The analysis stage in the measurement model or outer model is carried out to ensure that the measurements used are suitable for measurement (valid and reliable). The outer model is measured using validity and reliability testing. Validity testing can be seen from convergent validity measures (Loading Factor and AVE) and discriminant validity (Cross Loading), while reliability testing can be seen from Composite Reliability and Cronbach's Alpha measures.

Tabel 1. Loading Factor dan AVE

Variable	Indicator	Loading Factor	AVE	Information
<i>Person Job Fit (X1)</i>	X1.1	0.837	0.642	Valid
	X1.2	0.813		Valid
	X1.3	0.808		Valid
	X1.4	0.783		Valid
	X1.5	0.723		Valid
	X1.6	0.837		Valid
<i>Person Organization Fit (X2)</i>	X2.1	0.839	0.635	Valid
	X2.2	0.818		Valid
	X2.3	0.831		Valid
	X2.4	0.745		Valid
	X2.5	0.757		Valid
	X2.6	0.784		Valid
<i>Employee Engagement (Y)</i>	Y1	0.726	0.623	Valid
	Y2	0.808		Valid
	Y3	0.764		Valid
	Y4	0.788		Valid
	Y5	0.803		Valid
	Y6	0.742		Valid
	Y7	0.828		Valid
	Y8	0.835		Valid
	Y9	0.822		Valid
	Y11	0.768		Valid
	<i>Turnover Intention (Z)</i>	Z1		0.713
Z2		0.862	Valid	
Z5		0.795	Valid	

Based on the table above, it can be seen that all items have a loading factor value of more than 0.70 and there is no AVE value below 0.50. This indicates that each item has met the requirements for convergent validity.

Tabel 2. Cross Loading

Indicator	X1	X2	Y	Z
X1.1	0.837	0.763	0.639	-0.389
X1.2	0.813	0.716	0.593	-0.360
X1.3	0.808	0.615	0.628	-0.197
X1.4	0.783	0.634	0.623	-0.271
X1.5	0.723	0.625	0.579	-0.343
X1.6	0.837	0.718	0.622	-0.311
X2.1	0.739	0.839	0.626	-0.378
X2.2	0.720	0.818	0.648	-0.295
X2.3	0.651	0.831	0.647	-0.371
X2.4	0.529	0.745	0.612	-0.276
X2.5	0.782	0.757	0.578	-0.384
X2.6	0.636	0.784	0.609	-0.409
Y1	0.522	0.569	0.726	-0.183
Y2	0.537	0.599	0.808	-0.065
Y3	0.546	0.551	0.764	-0.248
Y4	0.594	0.626	0.788	-0.142
Y5	0.623	0.653	0.803	-0.308
Y6	0.560	0.548	0.742	-0.268
Y7	0.736	0.724	0.828	-0.334
Y8	0.639	0.638	0.835	-0.268
Y9	0.560	0.532	0.822	-0.226
Y11	0.673	0.655	0.768	-0.214
Z1	-0.213	-0.199	-0.196	0.713
Z2	-0.388	-0.435	-0.306	0.862
Z5	-0.287	-0.350	-0.177	0.795

The results of the discriminant validity testing carried out were that the overall data was valid. This is because the value for each item is greater than 0.70.

Tabel 3. Cronbach's Alpha dan Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability	Information
<i>Person Job Fit (X1)</i>	0.888	0.915	Reliabel
<i>Person Organization Fit (X2)</i>	0.884	0.912	Reliabel
<i>Employee Engagement (Y)</i>	0.933	0.943	Reliabel
<i>Turnover Intention (Z)</i>	0.719	0.834	Reliabel

Based on the table above, it can be seen that Cronbach's Alpha value for all research variables is above 0.60 and Composite Reliability is above 0.70. This shows that each variable has a high level of reliability. So further analysis can be carried out to check the goodness of fit of the model by evaluating the inner model.

Inner Model

The analysis stage of the structural model or inner model is carried out to ensure that the structural model being built is robust and accurate. The inner model stage can be seen from the size of the coefficient of determination R Square, F Square (Effect Size), Predictive Relevance (Q2), and Goodness of Fit Index (GoF Index).

Tabel 4. R Square

Variable	R Square	Information
<i>Employee Engagement (Y)</i>	0.646	Moderate
<i>Turnover Intention (Z)</i>	0.207	Weak

It can be seen that the R Square value for the Employee Engagement and Turnover Intention variables is 0.646 and 0.207 respectively. This figure illustrates that the person-job fit and person-organization fit variables contribute to explaining the employee engagement variable by 64.6%, while the other 35.4% is explained by other variables outside the model. Apart from that, the person-job fit, person-organization fit, and employee engagement variables were only able to explain the turnover intention variable by 20.7%, while the remaining 79.3% was explained by other variables outside the model.

Tabel 5. F Square

Variable	F Square (Effect Size)	Information
<i>Person Job Fit (X1) → Turnover Intention (Z)</i>	0.004	No influence
<i>Person Job Fit (X1) → Employee Engagement (Y)</i>	0.113	Little influence
<i>Person Organization Fit (X2) → Turnover Intention (Z)</i>	0.067	Little influence
<i>Person Organization fit (X2) → Employee Engagement (Y)</i>	0.164	Medium influence
<i>Employee Engagement (Y) → Turnover Intention (Z)</i>	0.012	No influence

Based on the F Square test table above, the person job fit and employee engagement variables have no influence on turnover intention which is indicated by an F Square value of less than 0.02. Then, the variables person-job fit on employee engagement and person-organization fit on turnover intention have a small influence because they do not reach an F Square value of 0.15. Meanwhile, personal organization fit has a moderate influence on employee engagement, which is indicated by an F Square value of 0.164.

Next, the Q square test was carried out. In the Q square test, there is an assessment range, namely $0 < Q^2 < 1$. This means that if the Q^2 value is closer to one, then the model is said to be getting better. The Q square calculation is as follows:

$$Q^2 = 1 - (1 - R^2Z)(1 - R^2Y)$$

$$Q^2 = 1 - (1 - 0.207)(1 - 0.646)$$

$$= 0.719278$$

The results of the Q square calculation in this study were 0.719 or 71.9%, thus it can be concluded that the model in this study has a relevant predictive value, where the model used can explain the information contained in the research data by 71.9%.

Tabel 6. Goodness of Fit Index

<i>AVE</i>	<i>Average AVE</i>	<i>R Square</i>	<i>Average R Square</i>	<i>GoF Index</i>	Information
0.623	0.632	0.646	0.427	0.519	High
0.642		0.207			
0.635					
0.628					

Based on the calculation results in the table above, the GoF value obtained is 0.519. So it can be concluded that the feasibility level of the research model is 51.9%, which is a high level of feasibility. From testing R square, Q square, and GoF, it can be seen that the model formed is robust, so hypothesis testing can be carried out.

Hypothesis Test

Tabel 7. Path Coefficients (Direct Effects)

Variable	Original Sample	<i>t-statistic</i>	<i>p-value</i>	Information
X1 → Z	-0.117	0.677	0.500	Not significant
X1 → Y	0.379	3.743	0.000	Positive, significant
X2 → Z	-0.472	2.377	0.019	Negative, significant
X2 → Y	0.457	4.351	0.000	Positive, significant
Y → Z	0.164	1.041	0.300	Not significant

- a. The results of hypothesis testing regarding the influence of person-job fit on turnover intention show a p-value of $0.500 > 0.05$ and a t-statistic value of 0.677 which is smaller than 1.96. These results show that the relationship between a person's job fit and turnover intention has no significant effect, which means that a person's job fit does not influence the turnover intention of employees in the sales promoter division of Realme Big Jember.
- b. The results of hypothesis testing regarding the influence of person-job fit on employee engagement show p-values of $0.000 < 0.05$, and the t-statistic value of 3.743 is greater than 1.96. These results show that the relationship between person-job fit and employee engagement has a significant effect, which means that person-job fit influences employee engagement in the sales promoter division of Realme Big Jember.
- c. The results of hypothesis testing regarding the influence of person-organization fit on turnover intention show p-values of $0.019 < 0.05$, and the t-statistic value of 2.377 is greater than 1.96. These results show that the relationship between person-organization fit and turnover intention has a significant effect, which means that person-organization fit influences the turnover intention of employees in the sales promoter division of Realme Big Jember.
- d. The results of hypothesis testing regarding the influence of person-organization fit on employee engagement show p-values of $0.000 < 0.05$, and the t-statistic value of 4.351 is greater than 1.96. These results show that the relationship between person-organization fit and employee engagement has a significant effect, which means that person-organization fit influences employee engagement in the sales promoter division of Realme Big Jember.

e. The results of hypothesis testing regarding the influence of employee engagement on turnover intention show a p-value of $0.300 > 0.05$, and the t-statistic value of 1.041 is smaller than 1.96. These results show that the relationship between employee engagement and turnover intention has no significant effect, which means that employee engagement does not influence the turnover intention of employees in the Realme Big Jember sales promoter division.

Tabel 8. Specific Indirect Effects

Variabel	Original Sample	t-statistic	p-value	Information
X1 → Y → Z	0.062	0.959	0.339	Not significant
X2 → Y → Z	0.075	0.990	0.325	Not significant

a. The Specific Indirect Effects table shows that the influence of a person's job fit on turnover intention through employee engagement has a p-value of 0.339. The p-value results have a value of more than 0.05. While the t-statistic value obtained was 0.959, this value was less than 1.96. So the p-value and t-statistic are not met.

b. The Specific Indirect Effects table shows that the influence of person-organization fit on turnover intention through employee engagement has a p-value of 0.325. The p-value results have a value of more than 0.05. While the t-statistic value obtained was 0.990, this value was less than 1.96. So the p-value and t-statistic are not met.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

a. The first hypothesis (H1) was rejected, it was found that personal job fit did not have a significant influence on the turnover intention of Realme Big Jember sales promoter division employees.

b. The second hypothesis (H2) was accepted, it was found that person job fit had a significant positive influence on employee engagement in the sales promoter division of Realme Big Jember.

c. The third hypothesis (H3) was accepted, it was found that person-organization fit had a significant negative influence on employee turnover intention in the sales promoter division of Realme Big Jember.

d. The fourth hypothesis (H4) was accepted, it was found that person-organization fit had a significant positive influence on employee engagement in the sales promoter division of Realme Big Jember.

e. The fifth hypothesis (H5) was rejected, it was found that employee engagement did not have a significant influence on the turnover intention of Realme Big Jember sales promoter division employees.

Based on the Specific Indirect Effects results, there are also 2 other conclusions regarding the influence of indirect relationships as follows:

a. Employee engagement is unable to mediate the influence of person-job fit on turnover intention among employees in the sales promotion division of Realme Big Jember.

b. Employee engagement is not able to mediate the influence of person-organization fit on turnover intention among employees in the sales promoter division of Realme Big Jember.

Recommendations

For Companies

As a preventive measure, one program that can be implemented is providing a comprehensive onboarding process which is useful for providing an in-depth introduction and understanding of company culture and products, job descriptions, and training so that employees get a clear and comprehensive picture. The aim is to assess the suitability and suitability between employees and the job and the company which is expected to increase the employee's sense of involvement with the job and the company.

For employees in the company, a maintenance function is required. Several programs that can be implemented include career development programs which include training, promotion opportunities, and mentoring to help employees achieve their career goals in the company.

FURTHER STUDY

This research is very likely to be developed by further, more in-depth and comprehensive research. Future research is recommended to validate the proposed framework by using research in different fields and different statistical methods to achieve robust results. Apart from that, this research uses a mediation model and does not add a moderating variable, so it is recommended to include a moderating variable for further research.

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