



The Roles of Person-Job Fit and Job Satisfaction on Work Engagement in Employees of Company X Semarang

Nabila Rahma Aidina ✉, Unika Prihatsanti

Faculty of Psychology, Universitas Diponegoro, Indonesia

Article Information

Article History:

Received Agustus 2022

Revised September 2022

Accepted September 2022

Keywords:

Servant Leadership, Work Engagement, Person-job fit, Job Satisfaction

Abstract

The study aims to determine the role of a person-job fit and job satisfaction on work engagement. Work engagement is the ability of individuals in organizations that are positively characterized by energy outfits both physically and mentally and substantial work involvement. Person-job fit is an individual assessment of the suitability between the ability of employees and work demands and the suitability of individual needs and what can be given by the job to employees. Then, job satisfaction is a feeling of happiness or unhappiness that employees feel at work done by looking at aspects of conditions that exist in work. It is quantitative research. Samples are 116 employees taken by population sampling. The measuring instrument used uses the Work Engagement scale (25 Items, $\alpha = 0.87$), Person-job fit Scale (12 items, $\alpha = 0.96$), and Job Satisfaction Scale (12 Items, $\alpha = 0.97$). Data were analyzed by using multiple regression analysis, with the results showing a positive role in person-job fit and job satisfaction on work engagement ($R^2 = 0.37$ with; $p < 0.00$). These results indicate that there is a significant positive role in Person-job fit and job satisfaction on work engagement. Person-job fit and Job Satisfaction made a compelling contribution of 14.3% on work engagement.

INTRODUCTION

Industrial development is changing rapidly along with developments in information technology, so it has a very tight impact in terms of competition and causes changes to the business environment, including the garment industry. Then, with the rapid development of technology, the industrial world needs to be ready to accept that currently, many competitors already have more modern technology and more supportive HR (Human Resources), as well as changes in consumer behavior patterns resulting in shorter and shorter products. Circulating in the market, which results in lower profit margins, industrial development is changing rapidly along with developments in information technology, so it has a very tight impact in terms of competition and causes changes to the business environment, in-

cluding the garment industry. Then, with the rapid development of technology, the industrial world needs to be ready to accept that currently, many competitors already have more modern technology and more supportive HR (Human Resources), as well as changes in consumer behavior patterns resulting in shorter and shorter products. Circulating in the market, which results in lower profit margins

One of the growing companies in the garment manufacturing sector is company X. In 2016, company X had 173.92 million sales targets with a growth of 13.9% compared to 2015. However, in 2017 the number of sales targets tended to decrease compared to the previous year. It is due to business competition from various companies in the same field. The increase in sales can be seen in employees' work performance and job satisfaction. In 2013 company X conducted a job

© 2022 Universitas Negeri Semarang

✉ Correspondence Address:

St. Prof. Mr. Sunario, Universitas Diponegoro Tembalang,

Semarang City Central Java 50275

E-mail:nabilarahma15@gmail.com

satisfaction survey that showed that the employees' job satisfaction index was 72%. Based on the benchmark from Wijaya Karya company, it is known that if the job satisfaction index has reached 80%, it is no longer adequate to conduct a job satisfaction survey because this figure is already at its maximum. In 2014 company X conducted a work engagement survey, and the result was 40.27%. These results are below the world-class benchmark results. Gallup states it is 67%, and Hay Consulting's Asian average yield is 65%. It means the level of work engagement owned by company X can be said to be low and needs to be improved. Work engagement is characterized by how employees in the organization are committed by devoting their energy and attention to work. The role of employees is very decisive for the success or failure of the company to achieve (Ramadhan & Sembiring, 2014).

There are various ways to create opportunities behind these threats, one of which is that the company needs employees who can carry out their job roles and responsibilities well to achieve the expected performance. In order to realize the creation of all goals and targets within the company, qualified human resources are needed to support the operations of industrial processes. Therefore, work engagement is an important thing that needs to be owned by employees (Bakker et al., 2010). Work engagement is defined as a positive state of mind that plays a role in work and self-fulfillment, with the characteristics of enthusiasm, dedication, and absorption (Bakker et al., 2010). As for the aspects that individuals have when employees engage, namely, vigor, dedication, and absorption. Vigor (spirit) is an outpouring of energy and mental strength during work, the courage to try hard to complete a job, and persevere in the face of work difficulties. Dedication refers to being highly involved in the task and experiencing feelings of meaning, enthusiasm, inspiration, pride, and challenge. In contrast, absorption is defined when the employee is always full of concentration and serious about a job. Individuals feel that time seems to pass so quickly when they work, and they find it difficult to separate themselves from work.

Schaufeli and Bakker (2010) state that someone with work engagement will show a high energy level, feel the work done is meaningful or significant and significant, feels challenged with the tasks given, has a high concentration level, and are always enthusiastic when doing his job. Vice versa, if someone has low work engagement, they will feel that the work they are doing is less or even unpleasant and does not feel chal-

lenged by the existence of the work, so they feel that the work is less meaningful and not tied to their work and ultimately has an impact on the decline in work productivity or employees are not comfortable doing the work.

Robinson et al. (2014) stated that the critical factor driving employee engagement is where employees can feel valued and involved. As for those that affect this, employees are involved in decision making, they can channel ideas or voices so they can feel valuable, opportunities to develop work, and the organization pays attention to the presence and health of employees. It will be different in each type of work and organization.

Bakker & Leiter (2010) added that the organization recruits good and professional employees in their work development, commitment, proactiveness, initiative, and dedication, which can be referred to as work engagement. According to Schaufeli (2006), work engagement is defined as a positive state of mind related to work and self-fulfillment, which has the characteristics of enthusiasm (vigor), dedication (dedication), and absorption. Federman (2009) adds that employees who have engagement will work more effectively, have more enthusiasm for their work, and are productive. Macey (2008) states that employees who have work engagement always have broad thoughts that show an attitude of totality if, at any time, the demands of work change. Involvement is the primary key to increasing company profits and employee performance (Pratiwi, 2021). Based on this, it can be concluded that the importance of having work engagement among employees so that employees who have good work engagement will help in developing an organization.

The literature review shows that the factors that influence work engagement are the total rewards, company conditions, quality of life, opportunities, work activities faced (work) and other people around work (Hewitt, 2012), job demands, job resources, and personal resources (Bakker, 2011). Personal resources are aspects of self generally associated with joy and feeling one can manipulate, control, and impact the environment according to one's wishes and abilities. It also follows person-job fit, where employees assess the suitability between their abilities and the demands of the job, as well as the suitability between individual needs and what the job can provide to employees (Widyastuti & Ratnaningsih, 2020).

Therefore, person-job fit attracts the researchers because it is based on research by Karasek (In Hussain, 2013), which states that the worklo-

ad or unsuitable work can affect stress, depression, and work fatigue. Jobs that are unsuitable for employees make them bored or feel that the work is draining their energy, and their work performance is not optimum when faced with the tasks given or can be called unfit for their work (Summer and Elfering, 2005). Employees can be said to be job fit if they match the company's abilities and job demands (Shih & Hsu, 2012). Thus, the appropriate Person-job fit will positively impact work reluctance.

Then, that job resource factors that have individual and organizational psychological aspects influence the emergence of work engagement, such as job satisfaction for employees. Job satisfaction is a general feeling that employees have towards their work. Chaudary et al. (2014), in their research, concluded that the system and climate of human resource development in a company influence one's work engagement. The better the system and work climate built by the company, the better the work engagement of employees, which ultimately affects job satisfaction.

Based on the problems and the results of the survey that has been done, it is necessary to analyze work engagement in employees. Then, no research discusses the role of a Person-job fit and Job Satisfaction with Work engagement. Therefore, the researchers want to study further whether there is a role of Job Person Fit and Job Satisfaction on Work engagement at company X Semarang.

RESEARCH METHODS

It is a quantitative study. The main characteristics of quantitative research are limited research problems, following the pattern of thinking, deductive, and trusting numbers (statistics) as an instrument to explain the truth and build internal and external validity as well as possible. The main thing of this quantitative research is producing a conclusion through statistical tests and analysis (Saughnessy et al., 2003).

The population of the study was employees of company X Semarang. According to Azwar (2017) sample is part of the population with characteristics or characteristics. The sample of the study is employees with the following characteristics: (1) permanent employees (male/female); the consideration of choosing permanent employees is that they have more tendencies to stay in the organization when compared to contract employees (Ghozali, 2018); consequently, it will affect employee work engagement. (2) Emp-

loyee has worked for more than three years; the consideration is knowing the company's vision and mission, company profile, company history, work environment, and existing work patterns. These considerations are supported by the opinion expressed by Allen and Mayers (in Noordin et al., 2011), which states that during this service period, employees have reached the growth stage and have passed the introduction stage to their work environment (orientation stage).

The samples are taken by using a non-probability sampling technique with purposive sampling. Sugiyono (2017) states that purposive sampling is a technique with specific considerations. Margono (2004) stated that purposive sampling is based on specific characteristics that are considered to have a role or have something to do with previously known population characteristics. The sample used is adjusted to specific criteria or characteristics based on the research objectives. It can be stated that purposive sampling is considered suitable for research data sources. The data collection method of the study is the Likert model scale. The scale of the study is the work engagement scale, the Person-job fit scale, and the job satisfaction scale.

RESULT AND DISCUSSION

Facing increasingly high business competition, companies or organizations need good quality Human Resources; they are employees who can think creatively and are highly committed to the company. Then to be committed to the company, employees need to provide exemplary performance in carrying out various work tasks in the organization. This behavior can be expressed as work engagement. Bakker and Leiter (2010) state that the characteristics of employees who have work engagement are when an employee feels compelled to try to move forward and develop toward more challenging goals and always increase success. Then, employees enjoy their work and are willing to provide all the help they can to succeed in the organization where they work and have a high level of energy that is enthusiastically seen in their work (Bakker, Schaufeli, Leiter & Taris 2008).

Employees who enjoy their work; indicate that the work employees are following their competencies and abilities. It follows the statement according to Cable & DeRue, (2002) that the situation that describes a person's suitability with the work done can be said as Person-job

fit. Its suitability is seen from the level of alignment between employees' abilities and the job demands, individual needs, and what the job can provide to employees.

On the other hand, Munandar (2004) stated that employees who have or are more committed to the organization could be declared satisfied with their work within the organization. The commitment between employees and the company will increase for an employee who gets satisfaction with what he wants (Mayer et al., 2002). Employees who are satisfied with their organization will affect their affective commitment, so if employees have an excellent commitment to an organization, then the employee can have good work engagement as well (Hartono, 2015)

Based on the results of multiple regression analysis techniques, it shows that person-job fit and job satisfaction have a significant positive role on work engagement ($R^2 = .37$ with; $p < .00$). The positive role direction indicates that the higher person-job fit and job satisfaction, the higher the work engagement. Vice versa, the lower the person-job fit and job satisfaction, the lower the work engagement. The coefficient of determination shows $R^2 = .143$. The number states that in this study, person-job fit and job satisfaction effectively contribute 14.3% to work engagement. The condition states that the level of consistency of the work engagement variable of 14.3% can be predicted by the variables of person-job fit and job satisfaction; the remaining 85.7% is determined by other factors that are not measured in this study.

The person-job fit has a practical contribution value of 12.6% on work engagement, so 87.4% is determined by other factors not measured in this study. It follows the study results by Mahboubi (2015), proving that a high person-job fit has a role in a person's high work engagement. In other words, when employees have a match between abilities and job demands and the job's needs, they are more involved in their work.

Then, job satisfaction has an effective contribution score of 1.72%, which shows that job satisfaction can predict the consistency level of work engagement of 1.72%, and other factors determine the rest. On the other hand, Mase and Tyokya (in Astika & Saptoto, 2016) stated that employees who can survive and overcome all forms of adverse events in the organization tend to have high work engagement.

CONCLUSION AND SUGGESTIONS

Based on the study results data analysis, it can be concluded that there is a positive and significant role of perceived organizational support and career resilience on work engagement in employees of company X Semarang. The study shows that the higher the perceived organizational support and career resilience at company X Semarang, the higher the work engagement. The lower the perceived organizational support and career resilience, the lower the work engagement at company X Semarang.

The study shows that there is a high work engagement of employees of company X Semarang. Then, employees' perceptions of the support provided by the agency are in the high category, where it proves that there is a positive perception of the company's support for employees, as well as employees of company X Semarang who can adapt well so that they can overcome all forms of adverse events so that they can improve work engagement. It can be used to assess and improve the quality of human resources in Office X Semarang.

For further researchers, it is expected that 1) they will be able to explore more data about the research subject, 2) to explore the other theories, 3) to explore further other factors that affect work engagement but are not disclosed in this study. However, this research has limitations, as for the initial data mining, which is lacking in retrieving information about the subject and the lack of theory used in the study, so it is still not sufficiently representative of this research.

REFERENCES

- Chaudhary, R., Rangnekar, S., & Barua, M. K. (2012). Relationships Between Occupational Self Efficacy, Human Resource Development Climate, And Work Engagement. *Team Performance Management: An International Journal*.
- Azwar, S. (2012). *Reliabilitas Dan Validitas Edisi 4*. Yogyakarta: Pustaka Pelajar.
- Azwar, S. (2017). *Metode Penelitian Psikologi*. Yogyakarta: Pustaka Pelajar.
- Bakker, A. B., Schaufeli, W. B., Leiter, M. P., & Taris, T. W. (2008). Work Engagement: An Emerging Concept In Occupational Health Psychology. *Work & Stress, 22*(3), 187-200.

- Ghozali, I. (2018). Aplikasi Analisis Multivariate Dengan Program Ibm Spss 25.
- Hotimah, H. U. (2015). Konseling Keluarga Dalam Upaya Menjaga Keharmonisan Pasangan Suami Istri Tanpa Anak (Studi Kasus Di Desa Margagiri Kecamatan Bojonegara Kab. Serang) (Doctoral Dissertation, Iain Smh Banten).
- Hussain, N., & Khalid, K. (2011). Impact Of Karasek Job Demand Control Model On The Job Satisfaction Of The Employees Of Nadra. *Interdisciplinary Journal Of Contemporary Research In Business*, 3(5), 566-594.
- Ramadhan, N., & Sembiring, J. (2014). Pengaruh Employee Engagement Terhadap Kinerja Karyawan Di Human Capital Center Pt. Telekomunikasi Indonesia, Tbk. *Jurnal Manajemen Indonesia*, 14(1), 47-58.
- Robinson, D., Perryman, S., & Hayday, S. (2004). *The Drivers Of Employee Engagement*. Institute For Employment Studies.
- Shih, C. P., & Hsu, L. I. (2012). Measuring The Impact Of Person-Environment Fit Between Job Satisfaction And Organizational Commitment: A Case Study Of International Cooperation And Development Fund. *Journal Of Knowledge & Human Resource Management*, 4(6).
- Sugiyono, P. D. (2017). Metode Penelitian Bisnis: Pendekatan Kuantitatif, Kualitatif, Kombinasi, Dan R&D. Penerbit Cv. Alfabeta: Bandung, 225.
- Widyastuti, T., & Ratnaningsih, I. Z. (2020). Hubungan Antara Person Job-Fit Dengan Kepuasan Kerja Pada Karyawan Kantor Pusat Bank Jateng Semarang. *Jurnal Empati*, 7(3), 907-913.