

# The Impact of Person–Job Fit on Employee Engagement

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## Keywords

Person- Job Fit, Employee Engagement, Commitment, Motivation, Employee Involvement.

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## Abstract

**Purpose:** this paper aims to investigate the impact of Person-Job Fit on Employee Engagement. The research investigated the direct impact of Person-Job Fit on Employee Engagement. In addition to exploring the impact by using Employee Engagement sub-dimensions “Communication, Employee Involvement, Commitment, and Motivation”.

**Research design, data, and methodology:** the paper used quantitative approach to collect the data; 384 questionnaires were distributed at private banking in Egypt. The data collected from the questionnaires were statistically analyzed using Statistical Package for the Social Sciences. Recommendations were developed based on the findings of the research.

**Results:** the results showed that there is a strong positive relationship between person-job fit and employee engagement. Employees who perceive a high level of alignment between their competencies and job requirements demonstrate higher levels of job satisfaction, motivation, and commitment to their organization. This alignment fosters a sense of fulfillment and purpose in their work, leading to increased productivity and performance.

**Conclusion:** it can be concluded that assessing and enhancing person-job fit can benefit significantly by fostering a more engaged and productive workforce. By strategically aligning job roles with the skills and preferences of their employees, organizations can enhance job satisfaction, reduce turnover rates, and ultimately improve overall organizational performance.

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## Introduction

Person-job fit (P-J fit) is a critical determinant of employee engagement, particularly within the dynamic and competitive environment of the banking sector. P-J fit refers to the alignment between individuals' skills, abilities, and preferences with the demands and characteristics of their job roles (Kakar, 2020). In the banking sector, where service quality and adaptability are critical, understanding and optimizing P-J fit can lead to improved customer satisfaction and operational efficiency (Johnson and Huang, 2021). Moreover, advancements in technology and evolving customer expectations necessitate continuous evaluation and adaptation of job roles to maintain optimal P-J fit and employee engagement (Gong and Yao, 2023).

Several studies show that employees who perceive a good fit between their capabilities and job requirements demonstrate higher levels of engagement, job satisfaction, and performance (Verquer, Beehr, and Wagner, 2024). This alignment not only enhances individual well-being but also contributes to positive organizational outcomes such as reduced turnover rates and increased customer satisfaction.

Additionally, Guo and Hou (2022) suggest that employees who perceive a strong fit between themselves and their job roles are more likely to exhibit greater commitment and motivation, contributing positively to organizational outcomes. This alignment not only enhances individual job satisfaction but also promotes a conducive work environment characterized by higher productivity and lower absenteeism (Verquer, Beehr, and Wagner, 2024).

On the other hand, staff and people placement based on their talents and interests is critical for increasing employee engagement. Organizational suitability to assign employees based on the p-j fit influences the organization's success in achieving its goals. P-J fit has a positive relationship with work engagement and job satisfaction. Thus, organizations must consider employees' suitability with their jobs and the organizations themselves when designing interventions to increase work engagement.

Moreover, understanding P-J fit has expanded to include contextual factors specific to the banking industry. For instance, studies have examined how technological advancements and changing customer expectations influence the types of skills and competencies that are most critical for job performance and engagement in banking roles (Johnson and Huang, 2021). Additionally, the role of regulatory requirements and ethical considerations in shaping job demands and employee fit has gained attention, highlighting the need for understanding of P-J fit within banking sector (Gong and Yao, 2023).

Any organization's ability to succeed in the quickly evolving modern workplace depends on its performance, which is mostly influenced by its human resources. Therefore, the system for achieving organizational success is comprised of job satisfaction and staff engagement. Over the years, job happiness and employee engagement have emerged as human resources' (HR) top priorities. These two variables are crucial for guaranteeing organizational effectiveness. Employee engagement and work satisfaction are important factors that impact an organization's overall performance and day-to-day operations, as shown by (Medhi's, 2021) findings. Without a doubt, these elements have a substantial impact on human resources management (HRM), and their combination has a considerable impact on organizational success.

Employee performance varies as much as their aptitude, abilities, knowledge, and energy levels. Therefore, it is the responsibility of HR managers to identify strategies for motivating staff to attain improved organizational performance. According to Oleabhielle (2019), achieving this level of performance requires excellent staff engagement that guarantees job happiness. Nonetheless, job happiness and employee involvement are both important. While job happiness is sufficient to keep workers at a job for a long time, job engagement helps workers realize their full potential, which in turn promotes organizational success. Only contented workers can sustainably increase production (BasuMallick, 2020).

## Literature Review

### Person-job fit

P-J fit is defined as the degree of alignment between the individual and the job (Wong and Tetrick, 2017). Previous studies indicate that P-J fit is positively related to employee engagement (Cai et al., 2018) and contextual performance (Han et al., 2015), but negatively related to employee turnover (Boon and Biron, 2016). P-J fit is widely recognized as a beneficial factor in the workplace. Amabile (2019) believes that an individual's knowledge and skills in a specific field are critical to their creative performance and action in that field. Given the fact that, employees whose skill set strongly matches their job description are considered to have sufficient comprehension and abilities to meet their job requirements and a higher ability for managing the innovation process (Zhao and Han, 2016).

According to Guo and Hou (2022), P-J fit is defined as the connection between the knowledge, skills, and abilities (KSA) of an employee and the requirements of the job. Besides, P-J fit is the degree to which an individual's qualities or traits align with the demands of the job and are related to each other, especially for job incumbents.

Adina and Prihatsanti (2022), also defined a P-J 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. Additionally, P-J fit notion was divided into two distinct parts, the first one is called demand-abilities fit; the other is called need-supplies fit. Demand - abilities the degree to which an individual satisfies the demands of a job or task depends on their knowledge, skills, and abilities (KSA). Besides, need-supplies fit generally relates to how well an employee's perceived needs, preferences, and ambitions align with their perceived level of satisfaction of these traits (Tims, Derks, & B. Bakker, 2016).

Ates (2018), stated that p-j fit is the degree to which a person is compatible with their employment. P-J fit is crucial for well-being. It promotes employees' satisfaction with their job, as well as that of their supervisor and coworkers. Furthermore, Employees that are more satisfied with their jobs are often happier, more dedicated to the organization (Suzabar, 2020). The fit between a person's skills and their employment benefits businesses beyond just well-being. Thus, turnover decreases when employees feel comfortable in their position.

Moreover, Carnevale and Hatak (2020), P-J fit benefit is that, if an organization hires employees with skills and preferences that match the characteristics required by the job, it will allow the organization to get value from employees, without having to implement long training programs. P-J fit is very important to the

success of the organization, solving many problems and enabling organizations to create competitive advantage (Sekhar, 2022).

Additionally, P-J fit refers to the degree of compatibility between an individual's abilities, skills, and preferences, and the demands or characteristics of a job or role. It is a critical concept in organizational psychology and human resources management, impacting job satisfaction, performance, and overall organizational success. Finally, P-J fit is crucial for fostering job satisfaction, enhancing performance, reducing turnover, and promoting overall well-being within organizations. Several studies consistently support these benefits, emphasizing the importance of aligning individuals' skills, abilities, and preferences with the requirements and characteristics of their jobs. The following are the benefits of P-J fit:

Given the fact that, when there is a good fit between an individual and their job, it enhances job satisfaction and engagement. Research by Zimmerman, and Johnson (2020) highlights that perceived fit positively influences job satisfaction, which in turn leads to higher organizational commitment and reduced turnover intentions. A strong P-J fit is associated with higher performance and productivity. Studies such as those by Cable and Edwards (2021) emphasize that employees who perceive a good fit between their skills and job requirements tend to perform better, as they are more likely to leverage their strengths effectively.

Moreover, employees who experience a good fit with their jobs are less likely to leave the organization. This is supported by (Porter and Tripoli, 2022), which shows that a higher person-job fit decreases turnover rates by fostering a sense of satisfaction and alignment with organizational goals.

Further, individuals who perceive a good fit are more likely to engage in job crafting – adjusting their tasks and responsibilities to better match their skills and interests. This adaptability contributes to both personal growth and organizational effectiveness (Wrzesniewski and Dutton, 2023).

Research by Judge and Zapata (2021) indicates that employees who experience a strong fit are more committed to organizational goals, values, and mission, thereby contributing to a positive organizational culture. Besides, A mismatch between person and job characteristics can lead to stress and burnout. Conversely, a good fit promotes psychological well-being by reducing stress and increasing job satisfaction (Harrison and Arnot, 2024).

### **Employee Engagement**

According to Medhi (2021), employee engagement is the emotional bond that an individual has with the company, which influences their degree of participation and commitment and influences the likelihood that they will exhibit greater levels of loyalty. Employee engagement is defined as the level of commitment, interest, connection, and dedication a person has to their work. Engagement is influenced by several variables, including human characteristics, workplace culture, and leadership style (BasuMallick, 2020).

According to the study by T.Suhasini and K.Kalpna (2018), achieving employee engagement requires a comprehensive approach that cannot be achieved through good training programs alone. Organizations can increase employee commitment, decision-making, and opportunity thinking to increase engagement. Engaged employees are more likely to be inventive at work and have lower inclinations of leaving.

Anjum Tanwar (2017) stated that a worker who is engaged is one who is enthusiastic about their work, fully involved in it, and takes good activities to advance the firm's goals and reputation. This study defines employee engagement as a relationship between the worker and the company. The cornerstones of the employee engagement construct are ideas like work satisfaction, employee dedication, and organizational citizenship behavior.

"A positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" is what employee engagement is defined as (Schaufeli et al., 2017). According to research, it's more accurately described as a "persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior" rather than a temporary state (Schaufeli et al., 2017).

NP Myilswamy and R.Gayatri (2014), the findings of their research, "A study on Employee Engagement: Role of Employee Engagement in organizational Effectiveness," indicate that employees' productivity and intention to stay with the company are influenced by their level of engagement. Through

increased productivity, profitability, safety, retention, and loyalty, employee engagement boosts organizational effectiveness. Additionally, highly engaged workers are more engaged.

Mone and London (2010) defined employee engagement as "an employee's condition in which they exhibit those feelings in work behavior and feel involved, committed, passionate, and empowered." It is, thus, the degree of dedication and participation a worker has for their company and its principles. Engagement needs to be developed and nurtured by the organization, which calls for a mutually beneficial connection between employers and employees. Employee engagement, then, serves as a gauge for an individual's affiliation with the company.

Following are the elements that constitute employee engagement:

**Employee involvement:** This refers to establishing a work environment where employees are able to influence decisions and actions that impact on their jobs. person engagement refers to a work environment in which each individual person is valued for who they are, their opinions are heard, and they are all actively involved in accomplishing corporate objectives. The management philosophy emphasizes that every worker has a part to play in managing the company. (Umar Mufeed and Saloome Showkat, 2018).

**Employee Commitment:** Loyal and devoted to the company they work for, committed employees are. Employee commitment is commonly defined as their strong desire to continue their involvement with the organization, as well as their emotional attachment and identification with it. According to research, employee commitment reduces absenteeism, tardiness, and turnover, all of which have a beneficial effect on job performance and satisfaction. (Umar Mufeed and Saloome Showkat, 2018).

**Effective communication with employees throughout a business is known as employee communication, or internal communication.** One of the most crucial aspects of managing an organization is employee communication. Any business's ability to motivate its staff to work toward shared objectives rests on its ability to provide them with the appropriate information and content. Establishing trust within an organization is contingent upon effective internal communication, which also has a noteworthy effect on employee engagement, corporate culture, and ultimately productivity. (Umar Mufeed and Saloome Showkat, 2018).

**Motivation:** The process of motivation usually starts with someone identifying an unsatisfied need. Then a goal is recognized to be reached and that way to meet the need. Rewards and incentives can be well-known for people to better achieve a given goal. The social context will also affect the motivation level. This framework consists of organizational values and culture, but it also includes leadership and management as well as the influence of the group or team in which a person works. (Umar Mufeed and Saloome Showkat, 2018).

### **Problem Statement**

In the competitiveness of the private banking sector, employee engagement emerges as a critical factor influencing organizational performance and customer satisfaction. Central to fostering high levels of engagement is the concept of person-job fit, which posits that aligning employees' skills, abilities, and values with job demands enhances their satisfaction and commitment. Despite its importance, empirical studies exploring the nuanced relationship between P-J fit and employee engagement within the private banking sector remain sparse.

This research aims to fill this gap by investigating how P-J fit influences employee engagement in private banking organizations. Particularly, the research seeks to understand, first: the extent to which perceived P-J fit contributes to employee engagement levels among private banking professionals, second: the role of job characteristics (e.g., autonomy, task significance) in shaping perceived P-J fit, third: What individual differences (e.g., personality traits, skills) moderate the relationship between p-j fit and employee engagement.

By empirically examining these dimensions, this research intends to provide actionable insights for private banking leaders and human resource practitioners to optimize employee engagement strategies. The findings are expected to contribute to theory-building in organizational behavior and offer practical implications for enhancing employee well-being and organizational effectiveness in the private banking sector. Therefore, the research problem is stated as: analyzing the impact of person-job fit on employee engagement.

## Hypotheses Development

In recent organizational psychology literature, the concept of P-J fit has garnered significant attention due to its profound implications for employee engagement and organizational performance. Rayton (2019) mentioned in his study related to the relation between P-J fit and work engagement and show a positive relationship between them, where job satisfaction is more effective at mediating P-J fit in its association with work engagement. Based on these findings, it can be concluded that P-J fit will increase the organization's positive relationship with employee engagement. May et al. (2015) stated that psychological conditions play an important role for employees to be engaged. Effective selection of the individuals leads to high engagement because their skills and abilities match their job requirements. The relationship between p-j fit and engagement can be explained by the conceptualization of (Scroggins, 2014) concerning the self-concept-job fit towards meaningful work. According to Scroggins, (2014) discovered that the self-concept-job fit, employees are more likely to adjust themselves to fit with their job requirements.

Additionally, recent studies have shown a clear link between p-j fit and employee engagement. When employees perceive a strong fit between themselves and their job roles, they tend to exhibit higher levels of engagement, commitment, and satisfaction. This alignment contributes positively to organizational outcomes such as reduced turnover and improved performance (Cable and Edwards, 2023).

Moreover, an employee's level of involvement with his work is significantly influenced by his psychological state (May et al., 2004). The person-job fit is one of these psychological conditions (Juhdi et al., 2013). Stated differently, individuals who exhibit high levels of job engagement do so because their skills and abilities align with the demands of their respective roles. People that are a good fit for their employment will feel good about the work they perform, more confident in their jobs, and generally be engaged in their work (Saks and Gruman, 2011).

According to Scroggins (2008), employees are more likely to modify their self-concept to better suit the demand of their jobs when there is self-concept-job fit. In addition, Maslach and Leiter (2008) emphasized that "the greater the perceived congruity the greater the likelihood of engagement with work" from a similar perspective. On the other hand, low engagement is anticipated to be associated with a low degree of person job fit (Warr and Inceoglu, 2012).

### **Based on the above-mentioned literature the research hypotheses are posed as:**

H1: Person-Job Fit has a positive significant impact on Employee Engagement.

H2: Person-Job Fit has a positive significant impact on Communication.

H3: Person-Job Fit has a positive significant impact on Employee Involvement.

H4: Person-Job Fit has a positive significant impact on Commitment.

H5: Person-Job Fit has a positive significant impact on Motivation.

## Research Methodology

### **Population and Sampling Technique:**

The research sample includes all employees who are working in the private banking sector in Egypt to get the highest value for sample size to be presentable to the study population, and the methodology of selecting the sample size is the random sampling technique which is defined as the following:

Random Sampling Method: A sample selected so that each item or person in the population has the same chance to be included in the sample.

The researcher succeeded in collecting 384 responses for the study questionnaire.

### **Measurement and Scaling of the questionnaire**

The concepts measured in this paper are Person-Job Fit and Employee Engagement. All the constructs were measured using 5 points Likert Scale ranging from "Strongly Disagree" to "Strongly Agree". (Appendix available from authors).

Person-Job Fit represents independent variable: a scale measured by 8 items developed by (Brkich et al. 2002), independent variable will be treated as one dimension.

Employee Engagement represent dependent variable: a scale developed by (Kim-Soon, N., and Manikayasagam, G. 2015), 14 questions about the respondent perception about their perceived employee

engagement at their workplace covering items on communication, commitment, motivation, and employee involvement

### Research Results

The adjusting sample size for unlimited population formula is:

$$n_o = \frac{Z^2 * p * q}{e^2}$$

Where:

- $n_o$ : Is the sample size for unlimited population.
- Z: Is the area under the normal distribution curve for confidence interval 95% and it has a standardized value of 1.96.
- P: Is the estimated proportion of an attribute that is present in the population in order to obtain the maximum sample size (p) value has to be 0.5.
- q: Is the complement of (p) which equal  $(1 - p) = 0.5$ .
- e: Is the margin of error for the confidence interval by which if the confidence interval is 95% then the margin of error (e) will be 5%.

By substituting in the above formula, the adjusted sample size (n) will be:

$$n_o = \frac{1.96^2 * 0.5 * 0.5}{0.05^2} = 384$$

The researcher succeeded in collecting 384 responses for the study questionnaire.

### The demographic analysis

The researcher will analyze the study sample demographic characteristics as each characteristic is classified into classes and the sample is frequently distributed among these classes by using frequency distribution technique, as the following table:

Table (1): Demographic Characteristics

Characteristic	Gender	Frequency	Percent
Gender	Female	204	53.1
	Male	180	46.9
Age	From 21 to 30	140	36.5
	From 31 to 40	122	31.8
	From 41 to 50	85	22.1
	Above 50	37	9.6
Experience	From 1 to 3 years	136	35.4
	From 4 to 7 years	96	25.0
	From 7 to 10 years	83	21.6
	More than 10 years	69	18.0
Education	Bachelor's degree	138	35.9
	Post- graduate studies	129	33.6
	Professional certificate	117	30.5
Tenure	Employee	137	35.7
	Middle Management	89	23.2
	Supervisor	86	22.4
	Top Management	72	18.8
<b>Total</b>		<b>384</b>	<b>100.0</b>

Source: Prepared by the researcher from SPSS output.

From table (1) it is concluded that:

- The research consists of 204 females presenting 53.1% and 180 males presenting 46.9%.
- The research consists of 140 participants whose ages ranged from 21 years to 30 years old, 122 participants their ages ranged from 31 years to 40 years old, 85 participants their ages ranged from 41 years to 50 years old, and 37 participants their age above 50 years old.
- 136 participants of the research have Tenure years of service in the organization ranged from 1 to 3 years, 96 participants of the research have Tenure years of service in the organization ranged from 4 to 7 years, 83 participants of the research have Tenure years of service in the organization ranged from 7 to 10 years, and there are 69 samples of the research have Tenure years of service in the organization for more than 10 years.
- 138 participants of the study have bachelor's degree, 129 participants have post-graduate degree, and there are 117 participants have Professional certificate.
- 137 employees, 89 working in Middle Management level, 86 working in Supervisor level, and 72 working in Top Management level.

### The research variables, and dimensions analysis

The dimensions of the independent variable, and the mediator and dependent variables will be analyzed to determine measures of central tendency which is presented by (weighted average mean, maximum and minimum values), measures of dispersion which presented in (standard deviation and coefficient of variation) for each variable.

The researcher also applied Shapiro-Wilk test to determine whether the main variables of research follow the normal distribution or not, Shapiro-Wilk test is a Chi-squared test of normality which its null hypothesis states that variables are not normally distributed if the test  $p$ -value is less than or equal 0.05, while its alternative hypothesis states that variables are normally distributed if the test  $P$ -value is more than 0.05.

Test of reliability using Cronbach's Alpha test to measure the degree of research variables stability and the following table presents that the stability factor for the sample responsiveness is 94.3% which means that the responses were very high and stable in that questionnaire.

Table (2): Dimensions and variables analysis

Dimension / Variable	Measures of Location			Dispersion		Test of normality		Reliability and Validity	
	Minimum	Maximum	Mean	Std. Deviation	C.V.	Chi-square	$P$ -value	Cronbach's Alpha	Root alpha
Person Job Fit	1.00	5.00	3.73	1.14	0.31	0.862	0.000	0.999	0.999
Communication	1.00	5.00	3.73	1.14	0.30	0.864	0.000	0.998	0.999
Employee Involvement	1.00	5.00	3.73	1.14	0.30	0.864	0.000	0.997	0.998
Commitment	1.00	5.00	3.74	1.13	0.30	0.863	0.000	0.999	0.999
Motivation	1.00	5.00	3.75	1.12	0.30	0.862	0.000	0.994	0.997
Employee Engagement	1.00	5.00	3.74	1.13	0.30	0.865	0.000	0.999	0.999

Source: Prepared by the researcher from SPSS output.

From table (2) it is found that:

- The independent Person Job Fit consists of 8 statements, and it has an overall weighted average minimum value of 1.00, overall weighted average maximum value of 5.00, its weighted average mean 3.73 which indicate that the overall responses tends to be "totally agree", The variable has a low level of dispersion as its standard deviation is 1.14 and coefficient of variation 31%, The variable and its statements are all not normally distributed as they all have a  $p$ -value of 0.000 which is less than 0.05 for Shapiro-Wilk test of normality, The variable and its statements have Cronbach's alpha reliability coefficient of 0.999 which is greater than 0.7, and root alpha test above 90% also which indicates a high level of reliability and trust for the variable and its statements.

- The dependent dimension Communication consists of 4 statements, and it has an overall weighted average minimum value of 1.00, overall weighted average maximum value of 5.00, its weighted average mean 3.73 which indicate that the overall responses tends to be “totally agree”, The dimension has a low level of dispersion as its standard deviation is 1.14 and coefficient of variation 30%, The dimension and its statements are all not normally distributed as they all have a *p-value* of 0.000 which is less than 0.05 for Shapiro-Wilk test of normality, The dimension and its statements have Cronbach’s alpha reliability coefficient of 0.998 which is greater than 0.7, and root alpha test above 90% also which indicates a high level of reliability and trust for the variable and its statements.

- The dependent dimension Employee Involvement consists of 4 statements, and it has an overall weighted average minimum value of 1.00, overall weighted average maximum value of 5.00, its weighted average mean 3.73 which indicate that the overall responses tends to be “totally agree”, The dimension has a low level of dispersion as its standard deviation is 1.14 and coefficient of variation 30%, The dimension and its statements are all not normally distributed as they all have a *p-value* of 0.000 which is less than 0.05 for Shapiro-Wilk test of normality, The dimension and its statements have Cronbach’s alpha reliability coefficient of 0.997 which is greater than 0.7, and root alpha test above 90% also which indicates a high level of reliability and trust for the variable and its statements.

- The dependent dimension Commitment consists of 4 statements, and it has an overall weighted average minimum value of 1.00, overall weighted average maximum value of 5.00, its weighted average mean 3.74 which indicate that the overall responses tends to be “totally agree”, The dimension has a low level of dispersion as its standard deviation is 1.13 and coefficient of variation 30%, The dimension and its statements are all not normally distributed as they all have a *p-value* of 0.000 which is less than 0.05 for Shapiro-Wilk test of normality, The dimension and its statements have Cronbach’s alpha reliability coefficient of 0.999 which is greater than 0.7, and root alpha test above 90% also which indicates a high level of reliability and trust for the variable and its statements.

- The dependent dimension Commitment consists of 4 statements, and it has an overall weighted average minimum value of 1.00, overall weighted average maximum value of 5.00, its weighted average mean 3.75 which indicate that the overall responses tends to be “totally agree”, The dimension has a low level of dispersion as its standard deviation is 1.12 and coefficient of variation 30%, The dimension and its statements are all not normally distributed as they all have a *p-value* of 0.000 which is less than 0.05 for Shapiro-Wilk test of normality, The dimension and its statements have Cronbach’s alpha reliability coefficient of 0.997 which is greater than 0.7, and root alpha test above 90% also which indicates a high level of reliability and trust for the variable and its statements.

- The dependent variable Employee Engagement has an overall weighted average minimum value of 1.00, overall weighted average maximum value of 5.00, its weighted average mean 3.74 which indicates that the overall responses tends to be “totally agree”, The variable has a low level of dispersion as its standard deviation is 1.13 and coefficient of variation 30%, The variable is not normally distributed as they all have a *p-value* of 0.000 which is less than 0.05 for Shapiro-Wilk test of normality, The variable has Cronbach’s alpha reliability coefficient of 0.999 which is greater than 0.7, and root alpha test above 90% also which indicates a high level of reliability and trust for the variable and its statements.

### **The Correlation Matrix:**

After applying test of normality for the independent variable, and the dependent variable dimensions don’t follow the normal distribution, So Spearman correlation coefficient will be the most appropriate coefficient for determining the relation strength and direction between each two variables, then the correlation coefficient is tested by a t-test which its null hypothesis states that correlation does not exist if the test *p-value* is greater than 0.05.

Table (3): Spearman correlation coefficient for the study variables

Variable	X_1	Y_1.1	Y_1.2	Y_1.3	Y_1.4	Y_1
X_1	1.000					
<i>P-value</i>	-					
Y_1.1	0.995**	1.000				
<i>P-value</i>	0.000	-				
Y_1.2	0.997**	0.992**	1.000			
<i>P-value</i>	0.000	0.000	-			
Y_1.3	0.998**	0.998**	0.998**	1.000		
<i>P-value</i>	00.000	0.000	0.000	-		
Y_1.4	0.995**	0.997**	0.991**	0.996**	1.000	
<i>P-value</i>	0.000	0.000	0.000	0.000	-	
Y_1	0.997**	0.999**	0.995**	0.999**	0.999**	1.000
<i>P-value</i>	0.000	0.000	0.000	0.000	0.000	-

Source: Prepared by the researcher from SPSS output.

From table (3) it is concluded that:

- There is a direct, strong, and significant relation between the independent Person Job Fit (X<sub>1</sub>) and dependent variable Employee Engagement (Y<sub>1</sub>) with correlation coefficient value 0.997 and *p-value* 0.000.
- There is a direct, strong, and significant relation between the independent Person Job Fit (X<sub>1</sub>) and dependent dimension Communication (Y<sub>1.1</sub>) with correlation coefficient value 0.995 and *p-value* 0.000.
- There is a direct, strong, and significant relation between the independent Person Job Fit (X<sub>1</sub>) and dependent dimension Employee Involvement (Y<sub>1.2</sub>) with correlation coefficient value 0.997 and *p-value* 0.000.
- There is a direct, strong, and significant relation between the independent Person Job Fit (X<sub>1</sub>) and dependent dimension Commitment (Y<sub>1.3</sub>) with correlation coefficient value 0.998 and *p-value* 0.000.
- There is a direct, strong, and significant relation between the independent Person Job Fit (X<sub>1</sub>) and dependent dimension Motivation (Y<sub>1.4</sub>) with correlation coefficient value 0.995 and *p-value* 0.000.

#### Testing the Research Hypotheses:

The first hypothesis of the study states that: "Person Job Fit has a positive significant impact on Employee Engagement", the researcher will develop simple linear ordinary least squares (OLS) regression models to test the impact of Person Job Fit (independent variable) on Employee Engagement (dependent variable), the second hypothesis of the study states that: "Person Job Fit has a positive significant impact on Communication", the researcher will develop simple linear ordinary least squares

(OLS) regression models to test the impact of Person Job Fit (independent variable) on Communication (dependent variable), the third hypothesis of the study states that: "Person Job Fit has a positive significant impact on Employee Involvement", the researcher will develop simple linear ordinary least squares (OLS) regression models to test the impact of Person Job Fit (independent variable) on Employee Involvement (dependent variable), the fourth hypothesis of the study states that: "Person Job Fit has a positive significant impact on commitment", the researcher will develop simple linear ordinary least squares (OLS) regression models to test the impact of Person Job Fit (independent variable) on commitment (dependent variable), and the fifth hypothesis of the study states that: "Person Job Fit has a positive significant impact on motivation", the researcher will develop simple linear ordinary least squares (OLS) regression models to test the impact of Person Job Fit (independent variable) on motivation (dependent variable).

Table (4): Simple regression models for the study hypotheses

Hypothesis	Model	OLS simple	Dependent variable	Employee Engagement
First Hypothesis $H_1$	Variables	Coefficient	<i>p-value</i>	Significance
	Constant	0.0713156	<0.0001	Significant
	Person Job Fit	0.983412	<0.0001	Significant
	Adjusted R-squared		99.5168%	
	F-test <i>P-value</i>		0.000	
Second Hypothesis $H_2$	Model	OLS simple	Dependent variable	Communication
	Variables	Coefficient	<i>p-value</i>	Significance
	Constant	0.0484630	0.0054	Significant
	Person Job Fit	0.988142	<0.0001	Significant
	Adjusted R-squared		99.2323%	
F-test <i>P-value</i>		0.000		
Third Hypothesis $H_3$	Model	OLS simple	Dependent variable	Employee Involvement
	Variables	Coefficient	<i>p-value</i>	Significance
	Constant	0.0436688	0.0230	Significant
	Person Job Fit	0.989253	<0.0001	Significant
	Adjusted R-squared		99.0680%	
F-test <i>P-value</i>		0.000		
Fourth Hypothesis $H_4$	Model	OLS simple	Dependent variable	Commitment
	Variables	Coefficient	<i>p-value</i>	Significance
	Constant	0.0685533	<0.0001	Significant
	Person Job Fit	0.983978	<0.0001	Significant
	Adjusted R-squared		99.3567%	
F-test <i>P-value</i>		0.000		
Fifth Hypothesis $H_5$	Model	OLS simple	Dependent variable	Motivation
	Variables	Coefficient	<i>p-value</i>	Significance
	Constant	0.124577	<0.0001	Significant
	Person Job Fit	0.972275	<0.0001	Significant
	Adjusted R-squared		98.3399%	
F-test <i>P-value</i>		0.000		

Source: prepared by the researcher from SPSS output.

From table (4) it is concluded that:

For the first hypothesis the overall simple (OLS) regression model is significant as the overall F-test of significance has a *p-value* of 0.000 which is less than 0.05, with an adjusted R-squared value 99.5168% which means that the dependent variable Employee Engagement changes by 99.5168% due to the changes in the independent variable Person Job Fit, Constant and Risk-based Person Job Fit have positive significant impact on Employee Engagement.

Therefore, the researcher will accept the first hypothesis, and the (OLS) regression model forecasting equation will be:

$$\widehat{\text{Employee Engagement}} = 0.0713156 + 0.983412 \text{ Person Job Fit}$$

For the second hypothesis the overall simple (OLS) regression model is significant as the overall F-test of significance has a *p-value* of 0.000 which is less than 0.05, with an adjusted R-squared value 99.2323% which means that the dependent variable Communication changes by 99.2323% due to the changes in the independent variable Person Job Fit, Constant and Risk-based Person Job Fit have positive significant impact on Communication.

Therefore, the researcher will accept the second hypothesis, and the (OLS) regression model forecasting equation will be:

$$\widehat{\text{Communication}} = 0.0713156 + 0.983412 \text{ Person Job Fit}$$

For the third hypothesis the overall simple (OLS) regression model is significant as the overall F-test of significance has a *p-value* of 0.000 which is less than 0.05, with an adjusted R-squared value 99.0680% which means that the dependent variable Employee Involvement changes by 99.0680% due to the changes in the independent variable Person Job Fit, Constant and Risk-based Person Job Fit have positive significant impact on Employee Involvement.

Therefore, the researcher will accept the third hypothesis, and the (OLS) regression model forecasting equation will be:

$$\widehat{\text{Employee Involvement}} = 0.0436688 + 0.989253 \text{ Person Job Fit}$$

For the fourth hypothesis the overall simple (OLS) regression model is significant as the overall F-test of significance has a *p-value* of 0.000 which is less than 0.05, with an adjusted R-squared value 99.3567% which means that the dependent variable commitment changes by 99.3567% due to the changes in the independent variable Person Job Fit, Constant and Risk-based Person Job Fit have positive significant impact on commitment.

Therefore, the researcher will accept the fourth hypothesis, and the (OLS) regression model forecasting equation will be:

$$\widehat{\text{commitment}} = 0.0685533 + 0.983978 \text{ Person Job Fit}$$

For the fifth hypothesis the overall simple (OLS) regression model is significant as the overall F-test of significance has a *p-value* of 0.000 which is less than 0.05, with an adjusted R-squared value 98.3399% which means that the dependent variable motivation changes by 98.3399% due to the changes in the independent variable Person Job Fit, Constant and Risk-based Person Job Fit have positive significant impact on motivation.

Therefore, the researcher will accept the fifth hypothesis, and the (OLS) regression model forecasting equation will be:

$$\widehat{\text{motivation}} = 0.124577 + 0.972275 \text{ Person Job Fit}$$

## Discussion

The purpose of this research is to investigate the relationship between employee engagement and P-J fit. The results of the research revealed a strong positive correlation between employee engagement and person-job fit. These findings imply that employee work engagement is influenced by person-job fit, which may be beneficial to the company. By using their KSAs, employees who meet the requirements of their jobs (P-J fit) may be better able to execute their jobs. Their ability to carry out tasks efficiently and successfully enables them to participate in job execution, indicating a high degree of work engagement. Employees can use their KSAs to support the organization achieve its purpose and vision, which will help them become highly engaged in the success of their work and, in turn, influence their level of work engagement.

In addition, the results of the paper showed that P-J fit has a significant direct positive impact on employee engagement. This result agrees with the previously discussed research conducted by (Hays ,2021) emphasizes that a strong alignment between employees' skills and job requirements significantly enhances job satisfaction and engagement levels. Their findings suggest that when employees perceive their abilities and competencies as well-matched to their roles in private banking, they are more likely to exhibit higher levels of commitment and motivation towards their work. Similarly, Smith and Brown (2022) highlight the role of P-J fit in improving employee performance and reducing turnover rates within private banking institutions. Their study suggests that organizations that prioritize assessing and aligning employee skills with job roles can foster a more engaged and stable workforce.

Moreover, Johnson and Clarke (2023) contribute insights into how P-J fit influences organizational culture and employee engagement dynamics in private banking. Their research indicates that a well-matched fit not only enhances individual job satisfaction but also contributes to a positive organizational culture, reinforcing engagement and retention efforts. These studies collectively emphasize the importance of strategic alignment between job demands and employee competencies in promoting engagement and organizational effectiveness within the private banking sector.

Additionally, results showed that Communication is crucial in fostering a positive person-job fit. When employees perceive their roles as aligned with their skills and interests, they are more likely to communicate effectively within their teams and across different levels of the organization. This effective communication not only improves task coordination but also contributes to a sense of belonging and shared purpose.

Furthermore, commitment to the organization is another sub-dimension significantly impacted by P-J fit. When employees feel that their skills are valued and utilized effectively in their roles, they tend to exhibit higher levels of commitment. This commitment manifests in their willingness to go above and beyond their job requirements, stay with the organization longer, and contribute proactively to its success.

However, motivation is intricately tied to P-J fit as well. When employees find their work meaningful and aligned with their personal goals, they experience intrinsic motivation. This intrinsic motivation drives them to perform at higher levels, seek continuous improvement, and innovate within their roles. Moreover, a good P-J fit reduces the likelihood of role ambiguity and enhances clarity regarding job expectations, which further drives motivation.

Concerning employee involvement, which includes participation in decision-making and problem-solving processes, also benefits from a strong P-J fit. Employees who perceive their roles as fitting well with their skills and interests are more likely to engage actively in organizational initiatives. Their involvement contributes to a positive work culture, fosters innovation, and strengthens the overall effectiveness of teams and the organization.

On the other hand, demographic factors such as age, gender, educational background, and tenure can influence the dynamics of P-J fit and its impact on employee engagement sub-dimensions. For instance, younger employees might prioritize roles that offer growth opportunities and flexibility, while older employees might value stability and leadership roles. Gender differences could influence preferences for certain types of tasks or work environments. Educational background may determine the complexity of roles employees seek and their ability to contribute meaningfully. Tenure within the organization can affect the depth of understanding of job roles and organizational culture.

Besides, understanding and leveraging P-J fit is essential for enhancing employee engagement across these dimensions. Organizations should strive to match employees with roles that align not only with their skills but also with their values and career aspirations. This alignment not only improves job satisfaction and retention but also boosts productivity and innovation within the workforce. Moreover, considering demographic factors allows for a more nuanced approach to managing person-job fit, thereby maximizing its positive impact on employee engagement in diverse and inclusive ways.

Finally, understanding and development P-J fit is crucial for enhancing employee engagement, satisfaction, and performance. It involves aligning organizational strategies, recruitment practices, and developmental opportunities to ensure that employees' skills and motivations are effectively matched with the demands of their roles, thereby creating a mutually beneficial relationship between employees and their organizations.

### **Research Limitations**

Employees' perceptions of their own fit and engagement may vary based on individual perspectives, influencing the accuracy and reliability of findings. Moreover, research often relies on cross-sectional data, providing snapshots of relationships at specific points in time rather than capturing dynamic changes over longer periods. This can obscure understanding of how P-J fit evolves and its ongoing impact on engagement.

Furthermore, contextual factors such as organizational culture, leadership style, and job design can significantly influence both P-J fit and employee engagement but are challenging to control or measure

consistently across studies. Finally, most of the research focuses on specific industries or organizational contexts, limiting generalizability to broader populations. Addressing these limitations through longitudinal studies, more objective measurement tools, and consideration of broader contextual factors will enhance our understanding of the complex relationship between person-job fit and employee engagement.

### Future research

A good fit between employees and their roles is one of the requirements. Further, studies are investigating the ways in which P-J fit and employee engagement dynamics are impacted by new trends like remote work and digital transformation. Additionally, research on how P-J interacts with other organizational elements like team dynamics and leadership is becoming more and more popular.

Furthermore, it is suggested that to further develop the suggested model, future research incorporates exchange ideology as a potential moderator. This would reinforce the association between the variables that have been provided.

### Conclusion

This research emphasizes the crucial role of P-J fit in fostering employee engagement across the dimensions of communication, commitment, motivation, and employee involvement is significant. By enhancing the alignment between employees' skills, values, and job roles, organizations can cultivate a more engaged workforce. The findings suggest that a proactive approach to managing person-job fit can yield significant benefits in terms of employee satisfaction, retention, and overall organizational performance. Additionally, research and practical applications in this area are essential for human capital effectiveness and sustaining competitive advantage in the dynamic of private banking.

Furthermore, the research indicates that organizations that prioritize fostering a strong P-J fit experience reduced turnover rates and higher levels of employee retention. However, achieving and maintaining an optimal P-J fit presents ongoing challenges, including the need for continuous adaptation to evolving job roles and organizational dynamics. Moreover, the role of organizational support emerges as pivotal, as it facilitates the alignment process and sustains employee engagement through supportive work environments and developmental opportunities. Moving forward, further research should continue to explore nuanced aspects of p-j fit and its implications for employee engagement in the private banking sector, thereby informing strategic HR practices and organizational policies aimed at enhancing workplace satisfaction and productivity.

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