

Person-job fit on work engagement with meaningful work as mediator

 Netty Merdiaty ^{(a)*}

^(a) Universitas Bhayangkara Jakarta Raya, Indonesia



ARTICLE INFO

Article history:

Received 17 November 2023

Received in rev. form 19 Jan 2024

Accepted 26 January 2024

Keywords:

Work Engagement, Meaningful Work,
Job Person Fit, Employee, Work
Performance

JEL Classification:

O15

ABSTRACT

This study examines the relationship between person-job fit and employee engagement with mediator meaningful work of regional bank employees in Indonesia. A survey questionnaire was administered to employees in bank regions across different departments, with 205 respondents comprising 164 men, 80%, and 41 women, or 20%. Statistical techniques with a partial least square structural equation model (PLS-SEM 3.3.3) will be used to analyze the relationships and test the mediation effect of Meaningful Work on the relationships between Person Job Fit and Work Engagement. The study's findings demonstrated that Job Person Fit, which is the suitability of self-value with each job given, employees understanding the goals to be achieved in their work, and demand-abilities fit, including knowledge, skills, and personalities, were responsible for specific variations in work-related outcomes. Work engagement can be directly impacted by Job-person fit and indirectly by Meaningful work. Understanding these linkages may help employers design jobs and responsibilities that better fit their workforce's skills, preferences, and values, eventually resulting in a happier and more engaged workforce.

© 2024 by the authors. Licensee SSBFNET, Istanbul, Turkey. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).

Introduction

In today's fast-paced and competitive business landscape, regional bank organizations in Indonesia constantly seek ways to maximize performance, productivity, and overall success. Amidst these pursuits, a concept that has gained significant attention is work engagement. Work engagement is a concept that involves the psychological aspects of an employee's relationship with their work. Employees who are engaged at work are not only emotionally invested in their roles but also exhibit high levels of energy and dedication. Positive relationships exist between work engagement and individual and organizational performance (Christian et al., 2014). Additionally, open-minded individuals are more likely to innovate and start their businesses since they are more creative thinkers (Gawke et al., 2017; Orth & Volmer, 2017).

Additionally, to these results on individual performance, studies have revealed that motivated employees are more likely to lend a hand to their coworkers. Engagement in teamwork has been demonstrated to correlate positively with team performance at the team level (Costa et al., 2015; Tims et al., 2013). In teams, engagement spreads from one person to the next and has critical ripple effects (Bakker et al., 2011; Gutermann et al., 2017; van Mierlo & Bakker, 2018). A positive, affective-motivational state of intense energy is called work engagement—high dedication levels and a strong focus on work (Albrecht, 2013).

Factors that affect work engagement can be categorized into different areas. Bakker et al. (2011) recommended that person-job fit, such as needs–supplies fit and demands–abilities fit, should be considered in future research on work engagement to ascertain whether engaged versus non-engaged employees are more inclined to improve their person-job fit. Multiple studies have found that a better person-job fit positively relates to work engagement (Cai et al., 2018; Huang et al., 2019; Lu et al., 2014; Guo & Hou, 2022). When employees feel that their skills, abilities, and values align with the requirements and expectations of their job, they are more likely to be engaged and motivated in their work. This alignment creates a sense of fulfillment, satisfaction, and purpose, leading to higher

* Corresponding author. ORCID ID: 0000-0002-1162-8368

© 2024 by the authors. Hosting by SSBFNET. Peer review under responsibility of Center for Strategic Studies in Business and Finance.

<https://doi.org/10.20525/ijrbs.v13i1.3146>

work engagement. Additionally, person-job fit has been found to mediate the relationship between other factors, such as empowering and transformational leadership and work engagement (Bui et al., 2017).

Person-job fit theory is a concept in organizational psychology that postulates that an individual's personality traits will reveal insight into their adaptability within an organization. According to Cable & DeRue (2002), who developed the theory of person-job fit, it is a condition that displays the compatibility between employee abilities with job demands, individual needs, and what the job can provide to employees. The psychological processes assumed to underlie the relationship between work resources, personal resources, and work engagement have not been fully explored and tested extensively (Albrecht, 2013; Bakker et al., 2011; Bakker & Albrecht, 2018).

Work engagement is crucial in determining an organization's productivity and success. There is a higher likelihood of work engagement, motivation, and productivity. At work, they are leading to improved business outcomes. However, many bank organizations have struggled with low employee engagement at work levels, which may lead to worse performance, increased turnover rates, and an overall negative impact on the work environment. Employees may not be engaged in their work due to a lack of meaningfulness (Albrecht, 2021). Employees who do not find their work meaningful are less likely to be engaged. Meaningful experiences at work psychologically drive attitudes, behaviors, and attachment to work, ultimately becoming the most critical drivers for work engagement (Albrecht, 2013; Shuck & Rose, 2013). For this reason, the author places meaningful work as a mediator. Work meaningfulness has been identified as a mediator between person-job fit and work engagement (Ünal, 2017; James, 2021). Mediators are essential in research because they help to explain the relationship between two variables. They are intervening variables that account for the relationship between the predictor and outcome variables.

This study identifies and examines the essential factors contributing to employee work engagement. By understanding these factors, organizations can develop targeted ways to increase work engagement and foster a more positive and productive work environment to identify the research findings and explain the importance of using performance map analysis (IPMA) to identify low- or high-level constructs necessary for target construction (attitudes and behaviors for engagement). This study examines variables that influence the work engagement of Bank regional employees in Indonesia.

Literature Review

Work engagement

Work engagement was first proposed by Kahn (1990), who argued that engaged employees are physically, cognitively, and emotionally connected to their work and others. Recent studies have started investigating more distal predictors of work engagement, which may predict job and personal resources and indirectly influence engagement. Several factors can influence employees to engage in their work and contribute to a more engaged workforce. Work engagement is widespread because it predicts important employee, team, and organizational outcomes. Researchers use the Utrecht Work Engagement Scale (UWES) to measure work engagement. It was developed by Schaufeli et al. (2002) and assessed energy levels. Mental resilience while working. A sense of significance, inspiration, pride, challenge, and concentration in work. Therefore, many studies have a great deal of interest in work engagement because work engagement can drive performance and organizational outcomes (Macey & Schneider, 2008; Huang et al., 2022; De Carlo et al., 2020).

Person job fit.

Person-job fit can be defined as the alignment of a person's aptitude with the requirements of their position (Edwards, 1991). According to the theory of person-job fit, the suitability between job/task characteristics and individual ability to perform the task will strengthen employees' engagement with their work; the employee will be more committed to the job (Meyer & Allen, 1997). A person's job fit can be defined as the suitability of employees required to do a job. Regarding self-concept job fit (Scroggins, 2008), employees try to adapt themselves to fit their requirements. Robbins et al. (2013) stated that the theory of person-job fit is based on the idea of suitability between the characteristics of an individual and their work environment. Achieving this fit requires two types of suitability: the suitability of individual knowledge, expertise, and skills with work/tasks and suitability between individual personalities, for example, their needs, interests, and values embraced by the firm's climate. According to Kristof-Brown & Jansen (2007), person-job fit is the fit between individuals and the work they do in the workplace, which includes the fit based on the employee's needs and job equipment available to meet those needs, as well as job demand and the ability of employees to meet the demand.

Meaningful Work.

The theory of Hackman & Oldham (1976) identifies conditions for people to be intrinsically motivated and perform well at work. Hackman and Oldham defined meaningful work as a critical psychological dimension leading to higher job satisfaction and performance. Stege (2012) proposed that meaningful work is any work or occupational role that individuals fulfill, and they judge that to possess meaning, purpose, or significance. It relates to the meaning workers believe their work has and is connected to their values and close relationships.

Steger (2012) suggested that meaningful work includes three dimensions: psychological meaning, making meaning through work, and good motivations. Several studies have demonstrated that meaningful work increases satisfaction, motivation, and performance. Hulshof et al. (2020) stated that job crafting was related to task performance via meaningful work and work engagement. López de Letona et al. (2021) showed that job crafting is linked to work engagement in a good way through meaning in work.

Hypothesis Development

Person job fit to work engagement.

For the first time, Laschinger & Finegan (2005) connected person-job congruence to work engagement. They explore the empowerment process in six stages of employees' working lives and show that employees report higher levels of job control (autonomy) when empowered, indicating congruence between their expectations and their actual job situation; this results in work engagement. Multiple studies have found that a better person-job fit is positively related to work engagement (Lu et al., 2014); (Cai et al., 2018); (Huang et al., 2019); (Guo & Hou, 2022). Employee Motivation and engagement are more likely in their work when they believe that their talents, abilities, and beliefs connect with the demands and expectations of their positions. This alignment creates a sense of fulfillment, satisfaction, and purpose, leading to higher work engagement.

Hypothesis 1: There is a relation between a person's Job Fit and Work Engagement

Person Job Fit to Meaningful Work

The term person-job fit describes the alignment of a person's preferences, talents, and abilities with the needs and specifications of a specific work. Higher work satisfaction, better performance, and lower turnover rates are typically associated with a person's employment and personality. Higher work satisfaction, better performance, and lower turnover rates are typically associated with a person's employment and personality. According to the theory of person-job fit, the suitability between job/task characteristics and individual ability to perform the task will strengthen employees' meaningful work experiences (Sulistiowati et al., 2018). Person-job fit is an essential factor contributing to meaningful work experience. The person-job fit approach to meaningful work has been proposed and found to be a significant antecedent of meaningful work (Scroggins, 2008). Employees who feel that their skills, interests, and values align with their job tasks and responsibilities are likelier to experience meaningful work. Self-concept-job fit is a type of person-job fit positively related to meaningful work.

Hypothesis 2: There is a relation between a person's Job Fit to meaningful work.

Meaningful Work to Work Engagement.

Employee passion, dedication, and involvement are referred to as work engagement. It is characterized by high energy, focus, and dedication to one's duties and responsibilities at work. Work engagement is significantly boosted by meaningful work. The search findings reveal that meaningful work influences work engagement in several ways, directly and indirectly (Ahmed et al., 2016); (Geldenhuis & Laba, n.d.). Employees are more likely to be involved if they have meaningful things to do. Work resources like autonomy, social support, and feedback can strengthen the link between meaningful work and engagement. Meaningfulness of work is a significant component that affects work engagement (Albrecht, 2021). Employees are more likely to be involved if they have meaningful things to do. Work resources, employment qualities, and work meaning all affect the relationship between meaningful work and work engagement. Organizations may increase work engagement and promote employee well-being by establishing work environments with Meaningful work, employment resources, and job qualities that match individuals' abilities, interests, and values.

Hypothesis 3: There is a relationship between Meaningful Work and Engagement.

Person Job Fit to Work Engagement via Meaningful Work as Mediator.

Employees engaged in their work are crucial to organizational success, affecting retention, job satisfaction, and productivity. The idea of meaningful work, which entails people considering their activities as applicable, purposeful, and in line with their personal beliefs, is one of the primary contributors to work engagement. However, a knowledge gap exists about how meaningful work as a mediator of person-job fit promotes an individual's engagement. Person-job fit aligns an individual's skills, abilities, and preferences with their employment needs. Based on the search results, evidence suggests that person-job fit is related to work engagement via meaningful work as a mediator; person-job fit gives employees higher work enthusiasm and engagement (Guo & Hou, 2022). Meaningful work and work engagement have been found to mediate the negative relationship between job crafting and intent to leave (Oprea et al., 2022). Over the past few years, organizational research and practice have been increasingly interested in meaningful work and work engagement. Over the past few years, organizational research and practice have been increasingly interested in meaningful work and work engagement (Albrecht et al., 2021). The search results suggest that person-job fit relates to work engagement via meaningful work as a mediator. Engaged employees craft their work to create a better person-job fit. Meaningful work and work engagement are serial mediators of the relationship between job crafting and intent to leave. Organizations can enhance work engagement and improve employee well-being by creating work environments with meaningful work, job resources, and characteristics aligning with employees' skills, interests, and values.

Hypothesis 4: There is a relation between a Person's Job Fit and Work Engagement via Meaningful Work as a Mediator

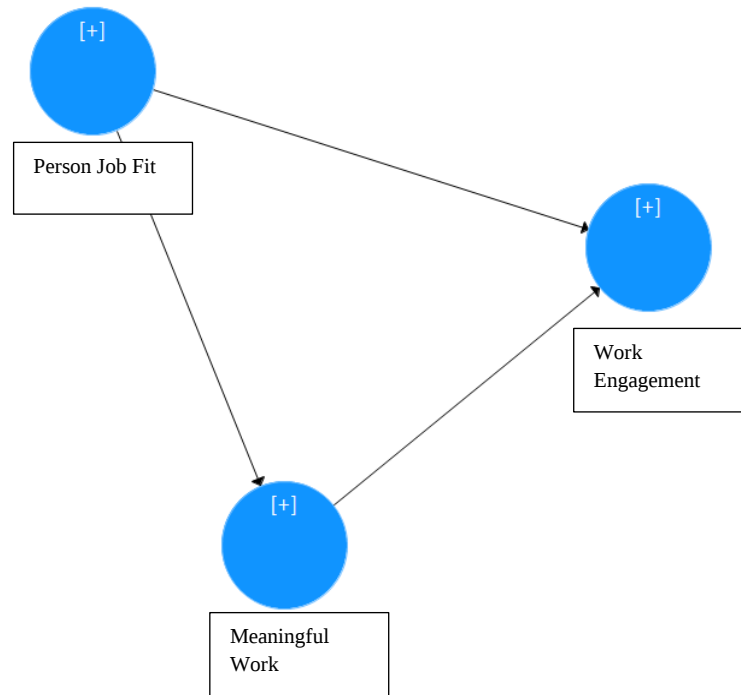


Figure 1: The framework of the research

Research and Methods

Sampling and Data Collection

This study will utilize a quantitative research approach. A survey questionnaire will be administered to employees in bank regions across different departments, with 205 respondents comprising 164 men, 80%, and 41 women, or 20%. Based on statistical power, the sample size was determined using G*Power. This sample's statistical power value was 0.95, exceeding the necessary threshold of 0.8. (Carranza et al., 2020); (Hair, Page, et al., 2019a). As a result, the study's sample size is appropriate. The questionnaire uses the Likert scale from 1 (strongly disagree) to 5 (strongly agree).

Table 1: The Distribution of Study Participants

		Frequency	Percentage
Gender	Men	1. 164	3. 80
	Women	2. 41	4. 20

Research instrument and measurement

Instruments and measurements refer to the tools and techniques used to collect data from participants or sources to test or respond to research inquiries. These instruments can range from surveys and questionnaires to observation protocols and physiological measurements. With seventeen items, the Utrecht Work Engagement Scale (UWES) is widely used to assess work engagement (Schaufeli et al., 2002). For meaningful work, the scale from Steger (Steger et al., 2012), called the Work and Meaning Inventory (WAMI), is a commonly used instrument to measure meaningful work, assesses the degree to which work is experienced as meaningful and fulfilling, and consists of ten items that measure four dimensions of meaningful work: purpose, values, efficacy, and self-worth. The dimension of person-job fit was initiated by Cable & DeRue (2002), which consists of demand-abilities fit, which means the compatibility of employees in the form of knowledge and abilities with the skills the job must possess. Need-supplies fit is a condition in which the needs of the job and what is expected by employees are achieved when they work (personal satisfaction due to work of these). In its implementation and development, the dimension of person-job fit was redesigned by Sulistiowati et al. (2018) into two, namely: Supply-value fit, which is the suitability of self-value with each job given, and employees understand the goals to be achieved in their Work; Demand-abilities fit, including knowledge, skills, and personalities possessed by employees to see as well as whether employees can complete their tasks or jobs exist seven items.

Data Analysis

The questionnaire will include validated scales to measure person-job fit, perceptions of meaningful work, and levels of work engagement. Statistical techniques with a partial least square structural equation model (PLS-SEM 3.3.3) will be used to analyze the

relationships and test the mediation effect of meaningful work on the relationship between person-job fit and work engagement. Following the PLS-SEM 3.3.3, 2023 analysis literature, a two-step procedure was developed to assess the structural and measurement models (Hair, Page et al., 2019). Reflective frameworks' validity and reliability were used to evaluate the measurement model, and R2, f2, Q2, and path coefficients were used to evaluate the structural model (Hair, Page et al., 2019a). The IPMA aimed to evaluate each independent construct's performance and identify those most strongly associated with the dependent construct (Ringle & Sarstedt, 2016). Also, test MGA or Multigroup analysis in SEM-PLS is a technique used to compare the structural relationships between two or more groups. It is to test whether parameters, such as path coefficients, differ significantly between groups (Matthews, 2017)

Results and Discussion

Measurement model

First, the measurement model was evaluated by examining the validity of the measuring scale for each concept. The loadings of the indicators with their respective constructs were looked at to determine the individual reliability of the item. The loadings must be higher than 0.708 (Hair, Risher, et al., 2019a). Not all the items, in this case, meet the threshold for significance; three items in the meaningful work variable and one item in the work engagement variable, both with a threshold of 0.708. As a result, it is essential to check the outcomes of other measurement indices to construct these items (Hair, Page, et al., 2019a). Composite reliability (CR) and Dijkstra-rho Henseler's (A) were computed to determine each construct's unique dependability. For every composite, the CR value is more than 0.7. (Nunnally & Bernstein, 1994). However, Dijkstra-Henseler rho (A) is consistently more than 0.7, demonstrating its dependability (Hair, Page, et al., 2019a). Each construct's high level of internal consistency is displayed in Table 2.

Table 2: The result of the measurement model

Indicator	Loading (>0.60)	Cronbach alpha	Dijkstra–Henseler's rho (pA)	CR	AVE
MW1	0,739	0.889	0.890	0.913	0.599
MW10	0,795				
MW2	0,765				
MW4	0,803				
MW5	0,802				
MW6	0,760				
MW8	0,754				
PJF1	0,767	0.917	0.921	0.934	0.669
PJF2	0,861				
PJF3	0,765				
PJF4	0,853				
PJF5	0,830				
PJF6	0,848				
PJF7	0,797				
WE 1	0,883	0.972	0.973	0.974	0.705
WE 10	0,818				
WE 11	0,823				
WE 12	0,791				
WE 14	0,833				
WE 15	0,907				
WE 16	0,812				
WE 17	0,790				
WE 2	0,868				
WE 3	0,828				
WE 4	0,780				
WE 5	0,821				
WE 6	0,762				
WE 7	0,890				
WE 8	0,914				
WE 9	0,893				

Source: Research data processed using SmartPLS 3.3 Software, 2023

Based on Table 2, the value of Cronbach's Alpha of all variables is more significant than 0.70. The Composite Reliability value of all varies is more significant than 0.70. Based on the calculation results of Construct Reliability (Cronbach's Alpha and Composite Reliability). In the calculation of Cronbach's Alpha, all variables meet the criteria, and the calculation results of Outer loading, AVE, and Composite Reliability all meet the criteria.

The next phase involved utilizing the Fornell-Larcker criterion to analyze discriminant validity. Each AVE construct value must have a square root greater than its connection with other latent variables (Fornell & Larcker, 1981). The outcome demonstrates that the AVE construct value is more significant. Heterotrait-monotrait (HTMT) evaluation was also used to analyze discriminant validity. When the number is less than 0.90, the measure has discriminant validity, which calculates the ratio between the heterotrait and monotrait correlation (Henseler et al., 2015). The number is below 0.85 due to other factors (Hair Jr et al., 2017). This study's value remains below the cut-off point, demonstrating strong validity and reliability (see Table 3).

Table 3: Fornell-Larcker Criterion

	MW	PJF	WE
MW	0,774		
PJF	0,626	0,818	
WE	0,685	0,816	0,840
Heterotrait-Monotrait Ratio (HTMT)			
	MW	PJF	WE
MW			
PJF	0,682		
WE	0,730	0,858	

Source: Research data processed using SmartPLS 3.3 Software, 2023.

Structural model

Collinearity should be examined before structural correlations to ensure that the regression results are impartial. Ideally, the variation inflation factor (VIF) number needs to be less than 3 (Hair, Risher, et al., 2019a). The next step of testing was assessing the structural model. The importance of the path coefficients and indicators was assessed using a bootstrap approach with 5,000 iterations (Chin et al., 2014).

Calculating each path model's effect size will reveal its size. f^2 by the criteria of 0.02 (minor), 0.15 (medium), and 0.35 (large) (Hair, Risher, et al., 2019b). The coefficient of determination (R^2) tools measures the accuracy of predictions (estimations). In general, an R^2 value of 0.75 is considered to have a considerable estimation accuracy, an R^2 of 0.50 has a medium accuracy estimation, and an R^2 value of 0.25 has a low estimation accuracy (Joseph F Hair et al., 2017)

The current study investigates the predictive usefulness of the model utilizing Stone-Q2he Geisser's effect size for each path model to round out the evaluation of the structural model. The value of Q2 is obtained using the blindfolding procedure. As a relative measurement of predictive relevance, a value of 0.02 has little predictive relevance, 0.15 has moderate predictive relevance, and 0.35 has great predictive relevance (Joseph F Hair et al., 2017).

Table 4: Structural model Evaluation

	R^2	R^2 Adjusted	Q^2	Confidence interval	P Value	VIF
MW	0.391	0.388	0.227	0.175	0.000	1.643
PJF				0.642	0.000	1.000
MW	0.716	0.713	0.496	0.872	0.000	1.643

Source: Research data processed using SmartPLS 3.3.3 software in 2023.

Based on Table 4, the following information shows that the VIF value in each construct variable is smaller than 3.0 (<3.0); thus, the calculation results state that all variables do not have symptoms of multicollinearity and can be used in subsequent analysis.

Other calculations illustrate the coefficient of determination (R^2). Table 4 identifies that the estimation accuracy of the R^2 meaningful work model is 0.391, which shows moderate accuracy; in other words, Meaningful Work affects 39.1%, while other factors outside the model influence the remaining 60.9%. Then, for estimating the accuracy of the R^2 work engagement model, 0.716. Based on this value, it has a robust accuracy estimation. In other words, meaningful work and person job fit affect 71.6%, while the remaining 28.4% are influenced by factors other than the research model.

The Q2 value of predictive relevance for the constructive model of the work engagement variable is influenced by meaningful work, and the person-job fit is 0.496. It is classified as having great predictive relevance—the Q2 value of predictive relevance for constructive models. The meaningful work variable is influenced by Person Job Fit of 0.227, classified as having moderate predictive relevance.

F2 is used to evaluate the R2 values among all endogenous factors. f2 is more particular than R2, which is how they differ from one another. to each exogenous variable. Generally, a value of 0.02 is considered to have a negligible effect size, 0.15 has a medium effect size, and 0.35 has a significant effect size (Joseph F Hair et al., 2017). Here is a Table of f2 values.

Table 5: Affect size nilai f²

Variable Laten	MW	PJF	WE
MW			0,175
PJF	0,643		0.872
WE			

Source: Research data processed using SmartPLS 3.3.3 software in 2023

Based on the test results above, shown in Table 5, information can be obtained as follows:

- i. The value of f2 affects the size of the constructive model of the meaningful work variable by 0.175 and is classified as having a moderate estimation value.
- ii. The value of f2 affects the size of the constructive model. The person job fit variable affects the meaningful work variable by 0.643 and is classified as having an enormous estimation value.
- iii. The value of f2 affects the size of the constructive model. The person job fit variable affects the work engagement variable by 0.872 and is classified as having a significant estimation value.

Fit Model Criteria

Goodness of Fit (GoF) is a hypothesis test that aims to show how much the feasibility and accuracy of a model as a whole serve as validation in PLS-SEM. The goodness of fit is an index Tenenhaus introduced as the GOF index. This index is done to assess a measurement model and structural model and to predict the model using simple measurements, see Table 6.

Table 6: GOF Index

Criteria	Rule of Thumb	Skor	Info
NIF	NFI > 90	0.806	fit
SRMR	SRMR < 0.08	0.060	fit
RMS theta	close to zero	0.138	fit
Exact fit Test	Small	1206.5	fit

Source: Research data processed using

Based on the test results in Table 6, the following information can be obtained: The research model has fulfilled all Rules of Thumb and is declared fit.

Test Research Hypothesis

Coefficient analysis of structural models is used to test the hypothesis by knowing which relationships have a significant effect. The relationship is significant if the p-value < a (0.05). Otherwise, if the p-value > a (0.05), then the relationship is not significant (Joseph F Hair et al., 2017)

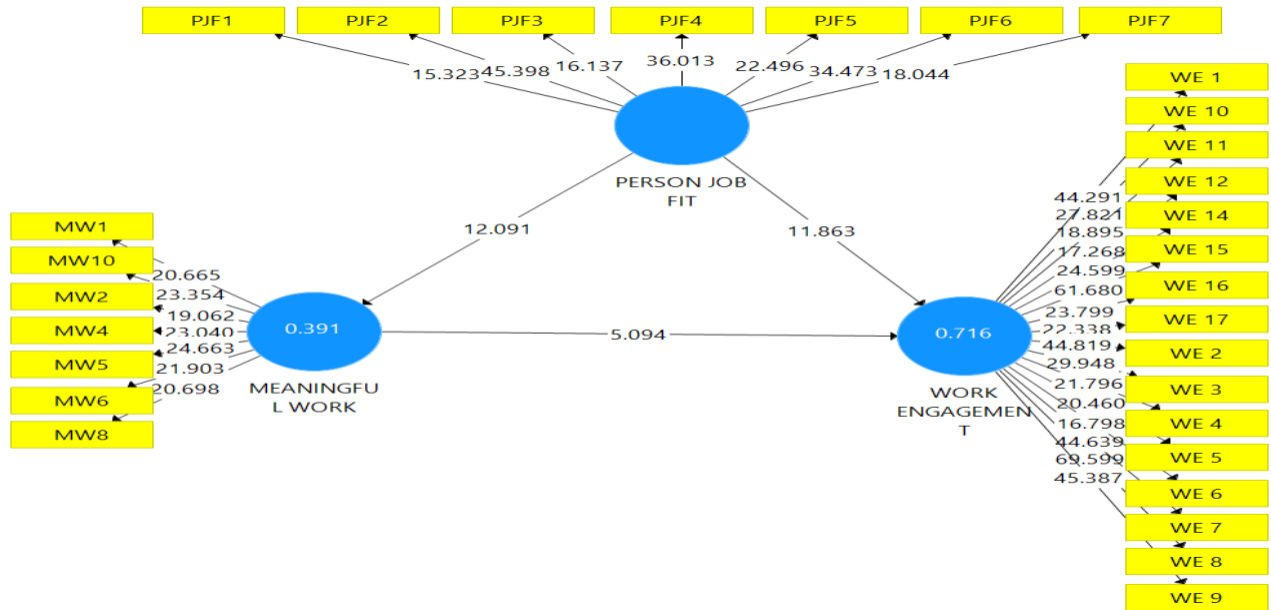


Figure 2: Calculation results of the structural bootstrapping test research line; *Source:* Research data processed using SmartPLS 3.3.3 Software in 2023

Table 7: Test of the hypothesis of the direct influence of the Research model

Hypothesis	Path Coefficient	Original Sample (O)	T Statistics (O/STDEV)	P Values	Info
H1	MW -> WE	0,286	5.094	0,000	Accept
H2	PJF -> MW	0,626	12,091	0,000	Accept
H3	PJF -> WE	0,816	30.885	0,000	Accept

Source: Research data processed using SmartPLS 3.3.3 software in 2023.

Based on Table 7, the following information can be known.

- Meaningful work-> Work Engagement has an Original Sample (O) value of 0.286 and a P-value of 0.000 less than 0.05. Based on this value, it can be known that there is a significant favorable influence. Then, H1 is accepted. H0 is rejected.
- Person Job Fit -> Meaningful Work has an Original Sample (O) value of 0.626 and a P-value of 0.000 less than 0.05. Based on this value, it can be known that there is a significant favorable influence. Then H2 is accepted, and H0 is rejected.
- Person Job Fit -> Work Engagement has an Original Sample (O) value of 0.816 and a P-value of 0.000 smaller than 0.05. Based on this value, it can be known that there is a significant favorable influence. Then H3 is accepted, and H0 is rejected.

Table 8: Test of the hypothesis of the indirect influence of the Research model

Hypothesis	Path Coefficient	Original Sample (O)	T Statistics (O/STDEV)	P Values	Info
H4	PJF -> MW -> WE	0,179	4.426	0,000	Accept

Source: Research data processed using SmartPLS 3.3.3 software in 2023.

Based on the Table 8, the following information can be known

Person Job Fit -> Meaningful Work -> Work Engagement has an Original Sample (O) value of 0.179 and a P Value of 0.000 less than 0.05. Based on this value, it can be known that there is a significant favorable influence. Then H4 is Accepted, and H0 is rejected.

Discussion

This study proves that integrating job person fit and meaningful work into one framework can predict work engagement. Previous studies strengthened this integration model. Guo & Hou (2022) revealed that job crafting increased tour leaders' person-job fit and meaningfulness of work, which stimulated their work engagement.

The study's findings demonstrated that person-job fit and meaningful work connected to work engagement were responsible for specific variations in work-related outcomes. The study results also related to James' (2023) study, which revealed that job fit perception positively influences employee engagement, mediated by work meaningfulness.

The most significant indicators contributing to the study were supply-value fit, which is the suitability of self-value with each job given, employees understanding the goals to be achieved in their work, and demand-abilities fit, including knowledge, skills, and personalities. Significant theoretical and practical ramifications flow from these findings for comprehending the function of engagement qualities in the workplace. The explanation can be seen from the results of statistical calculations through IPMA.

The Goal of IPMA conduct in this research is to identify the construct that has relatively high importance for the target construct but has relatively low performance (Ringle & Sarstedt, 2016b). Although, in psychology research, IPMA rarely runs in statistical evaluation, researchers thought it was essential to determine what variable to develop by human resources with the IPMA test. IPMA analysis is measured based on a structural model where importance values are obtained from the total effect received by constructs, and performance values are obtained from latent variable scores. The IPMA is significant enough to be considered in improving a management activity. The relationship between importance and performance in IPMA analysis is divided into four quadrants (Joseph F Hair et al., 2017). The first table 9 shows Q1 as follows;

Table 9: Importance-Performance Map Analysis

Variable latent	Total Effects	LV Performances	
		WE	MW
MW	0.158		68,847
JPF	0.891		0,670
WE			74,874

Source: Research data processed using SmartPLS 3.3.3 software in 2023

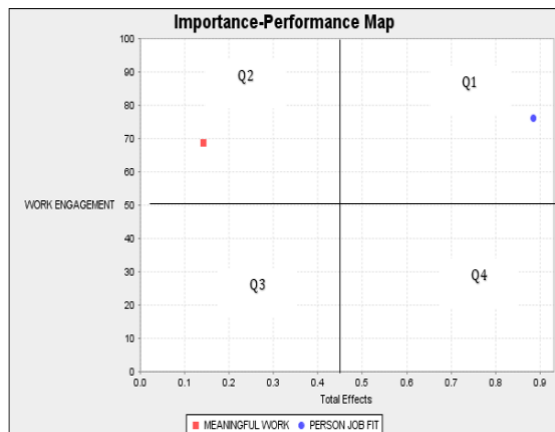


Figure 3: Importance-Performance Map Analysis MEANINGFUL WORK

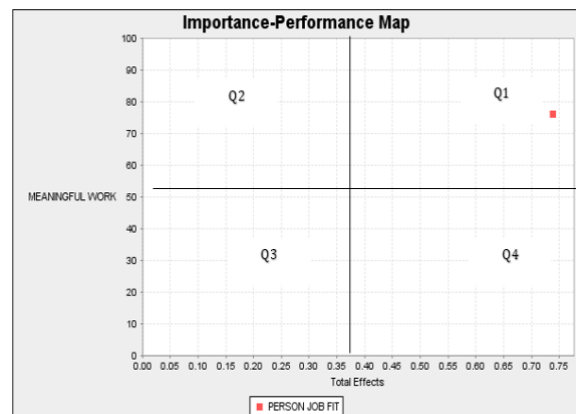


Figure 4: Importance-Performance Map Analysis Person Job Fit

Based on the table above, the following

Information can be known:

Figure 3: Importance-Performance: Map Analysis of person jobfit in Quadrant 1 shows that these variables significantly increase work engagement.

Figure 4: Importance-Performance: Map Analysis of person job fit being in Quadrant 1 can be concluded variables It is essential in increasing Meaningful Work.

Multigroup Analysis (PLS-MGA)

Multigroup Analysis with Partial Least Square (MGA-PLS) is a PLS approach method used to see differences between two or more groups by first looking for relationships between latent variables (variables that cannot be measured directly) using Structural Equation Modeling – Partial Least Square (SEM-PLS). After knowing that all exogenous variables affect endogenous variables, the purpose of MGA-PLS, which is to know the differences in characteristics between 2 or more groups, is to conduct a group comparison test using a non-parametric approach. There is a significant difference if the p-value < a (0.05). MGA-PLS results are as follows (Joseph F Hair et al., 2017).

Table 10: MGA

PLS-MGA	Total Effects-Diff (Men - Women)	P-Value Original 1-Tailed (Men Vs. Women)	P-Value New (Men Vs. Women)
MW -> WE	0,057	0,369	0,737
PJF -> MW	-0,258	1,000	0,000
PJS -> WE	-0,003	0,557	0,885

Source: Research data processed using SmartPLS 3.3.3 software in 2023

Based on the tables 10, the following information can be known: Two of the research path coefficients have p-values greater than 0.05. Therefore, it can be said that there is no discernible difference. In the Indirect Influence Line Coefficients between male and female respondents on Meaningful Work -> Work Engagement and Person Job Fit -> Work Engagement. However, in Person Job Fit -> Meaningful Work, a significant difference exists between men and women, as shown by a P-value of 0.000.

Conclusion

In conclusion, work engagement—can be directly impacted by job-person fit and indirectly by meaningful work. These, in turn, affect various workplace outcomes, such as job satisfaction, work performance, and employee well-being. Understanding these linkages may help employers design jobs and responsibilities that better fit their workforce's skills, preferences, and values, eventually resulting in a happier and more engaged workforce.

Organizations must gain the most from each worker in today's business context. Putting effort into fostering cooperative relationships between the employee and the company is one approach to making this. Employees are likelier to produce their if they feel valued and fit. Organizations pay close attention to how positions align with worker's tasks to maximize each employee's utilization. The best employees are brand ambassadors and contribute to the bottom line business success since they are highly engaged.

The organization should pay attention and construct the proper training for employees. Valuable research by the management and behavioral sciences shows that customer retention, productivity, and financial achievement improve when employees are engaged, fit with their jobs, and meaningful in their work.

The factors determining Work engagement are too many. In addition, there is no explanation of how the fundamental traits of the individuals influence the variables. As a result, the authors are eager to confirm the study's findings by extending the sample size and the range of relevant variables. For another researcher, examining variables that appear to be other variables that will keep employees engaged is good.

Acknowledgement

Author Contributions: The author conducts the study conception and design, collects data, and prepares the draft manuscript. Analysis and interpretation of the result reviewed the results and approved the final version of the manuscript.

Institutional Review Board Statement: Ethical review and approval were obtained for this study.

Data Availability Statement: The data presented in this study are available on request from the corresponding author. The data are not publicly available due to privacy.

Conflicts of Interest: The author declares that the research was conducted without any commercial or financial relationships that could be construed as a potential conflict of interest.

References

- Ahmed, U., Majid, A., & Mohd Zin, M. L. (2016). Meaningful Work and Work Engagement: A Relationship Demanding Urgent Attention. *International Journal of Academic Research in Business and Social Sciences*, p. 6. <https://doi.org/10.6007/IJARBS/v6-i8/2264>.
- Albrecht, S. L. (2013). Work engagement and the positive power of Meaningful Work. In *Advances in positive organizational psychology* (pp. 237–260). Emerald Group Publishing Limited.
- Albrecht, S. L. (2021). Employee engagement and engagement in change: A research agenda. *A Research Agenda for Employee Engagement in a Changing World of Work*, 155–172.
- Albrecht, S. L., Green, C. R., & Marty, A. (2021). Meaningful Work, Job Resources, and Employee Engagement. In *Sustainability* (Vol. 13, Issue 7). <https://doi.org/10.3390/su13074045>.
- Bakker, A. B., Albrecht, S. L., & Leiter, M. P. (2011). Work engagement: Further reflections on the state of play. *European Journal of Work and Organizational Psychology*, 20(1), 74–88.
- Bui, H. T. M., Zeng, Y., & Higgs, M. (2017). The role of person-job fits the relationship between transformational leadership and job engagement. *Journal of Managerial Psychology*, 32(5), 373–386.

- Cable, D. M., & DeRue, D. S. (2002). The convergent and discriminant validity of subjective fit perceptions. *Journal of Applied Psychology*, 87(5), 875.
- Cai, D., Cai, Y., Sun, Y., & Ma, J. (2018). Linking empowering leadership and employee work engagement: The effects of person-job fit, person-group fit, and proactive personality. *Frontiers in Psychology*, 9, 1304.
- Carranza, R., Diaz, E., Martín-Consuegra, D., & Fernández-Ferrín, P. (2020). PLS-SEM in business promotion strategies. A multigroup analysis of mobile coupon users using MICOM. *Industrial Management & Data Systems*, 120(12), 2349–2374.
- Christian, M. S., Garza, A. S., & Slaughter, J. E. (2014). "Work engagement: A quantitative review and test of its relations with task and contextual performance": Erratum.
- Costa, P. L., Passos, A. M., & Bakker, A. B. (2015). Team conflict's direct and contextual influence on team resources, work engagement, and performance. *Negotiation and Conflict Management Research*, 8(4), 211–227.
- De Carlo, A., Dal Corso, L., Carluccio, F., Colledani, D., & Falco, A. (2020). Positive supervisor behaviors and employee performance: The serial mediation of workplace spirituality and work engagement. *Frontiers in Psychology*, 11, 1834.
- Fornell, C., & Larcker, D. F. (1981). *Structural equation models with unobservable variables and measurement error: Algebra and statistics*. Sage Publications Sage CA: Los Angeles, CA.
- Gawke, J. C., Gorgievski, M. J., & Bakker, A. B. (2017). Employee intrapreneurship and work engagement: A latent change score approach. *Journal of Vocational Behavior*, 100, 88–100.
- Geldenhuis, M., & Laba, K. (n.d.). Venter, C., M. (2014). Meaningful work, work engagement, and organizational commitment. *SA Journal of Industrial Psychology/SA Tydskrif Vir Bedryfsielkunde*, 40(1).
- Guo, Y., & Hou, X. (2022). The effects of job crafting on tour leaders' work engagement: the mediating role of person-job fit and meaningfulness of work. *International Journal of Contemporary Hospitality Management*, 34(5), 1649–1667. <https://doi.org/10.1108/IJCHM-09-2021-1082>.
- Gutermann, D., Lehmann-Willenbrock, N., Boer, D., Born, M., & Voelpel, S. C. (2017). How leaders affect followers' work engagement and performance: Integrating leader-member exchange and crossover theory. *British Journal of Management*, 28(2), 299–314.
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of Work: Test of a theory. *Organizational Behavior and Human Performance*, 16(2), 250–279.
- Hair, J. F., Page, M., & Brunsveld, N. (2019a). *Essentials of business research methods*. Routledge.
- Hair, J. F., Page, M., & Brunsveld, N. (2019b). *Essentials of business research methods*. Routledge.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019a). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019b). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24.
- Hair Jr, J. F., Babin, B. J., & Krey, N. (2017). Covariance-based structural equation modeling in the Journal of Advertising: Review and recommendations. *Journal of Advertising*, 46(1), 163–177.
- Huang, W., Yuan, C., & Li, M. (2019). Person-job fit and innovation behavior: roles of job involvement and career commitment. *Frontiers in Psychology*, 10, 1134.
- Hulshof, I. L., Demerouti, E., & Le Blanc, P. M. (2020). Providing services during times of change: Can employees maintain their levels of empowerment, work engagement, and service quality through a job crafting intervention? *Frontiers in Psychology*, 11, 87.
- James, R. (2021). Fit Perception and Engagement: The Mediating Role of Work Meaningfulness. *Vision*, 27(4), 474–484. <https://doi.org/10.1177/0972262921999866>.
- James, R. (2023). Fit perception and engagement: The mediating role of work meaningfulness. *Vision*, 27(4), 474–484.
- Joseph F Hair, Jr., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017a). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). In *Sage* (Second Edi). SAGE Publications, Inc.
- Joseph F Hair, Jr., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017b). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). In *Sage* (Second Edi). SAGE Publications, Inc.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724.
- Laschinger, H. K. S., & Finegan, J. (2005). Empowering nurses for work engagement and health in hospital settings. *JONA: The Journal of Nursing Administration*, 35(10), 439–449.
- López de Letona, O., Amillano Solano, A., Martínez-Rodríguez, S., Carrasco, M., & Marqués, N. (2021). Job Crafting and Work Engagement: The Mediating Role of Work Meaning. *International Journal of Environmental Research and Public Health*, 18. <https://doi.org/10.3390/ijerph18105383>.
- Lu, C., Wang, H., Lu, J., Du, D., & Bakker, A. B. (2014). Does Work engagement increase person-job fit? The role of job crafting and job insecurity. *Journal of Vocational Behavior*, 84(2), 142–152.
- Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1(1), 3–30.

- Matthews, L. (2017). *Applying Multigroup Analysis in PLS-SEM: A Step-by-Step Process BT - Partial Least Squares Path Modeling: Basic Concepts, Methodological Issues and Applications* (H. Latan & R. Noonan, Eds.; pp. 219–243). Springer International Publishing. https://doi.org/10.1007/978-3-319-64069-3_10.
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Sage publications.
- Nunnally, B., & Bernstein, I. R. (1994). *Psychometric Theory*. New York: Oxford Univer. Press.
- Oprea, B., Păduraru, L., & Iliescu, D. (2022). Job crafting and intent to leave: the mediating role of meaningful work and engagement. *Journal of Career Development*, 49(1), 188–201.
- Orth, M., & Volmer, J. (2017). Daily within-person effects of job autonomy and work engagement on innovative behavior: The cross-level moderating role of creative self-efficacy. *European Journal of Work and Organizational Psychology*, 26(4), 601–612.
- Ringle, C. M., & Sarstedt, M. (2016a). Gain more insight from your PLS-SEM results: The importance-performance map analysis. *Industrial Management & Data Systems*, 116(9), 1865–1886.
- Ringle, C. M., & Sarstedt, M. (2016b). Gain more insight from your PLS-SEM results: The importance-performance map analysis. *Industrial Management & Data Systems*, 116(9), 1865–1886.
- Schaufeli, W. B., Martinez, I. M., Pinto, A. M., Salanova, M., & Bakker, A. B. (2002). Burnout and engagement in university students: A cross-national study. *Journal of Cross-Cultural Psychology*, 33(5), 464–481.
- Scroggins, W. A. (2008). The relationship between employee fit perceptions, job performance, and retention: Implications of perceived fit. *Employee Responsibilities and Rights Journal*, pp. 20, 57–71.
- Shuck, B., & Rose, K. (2013). Reframing employee engagement within the context of meaning and purpose: Implications for HRD. *Advances in Developing Human Resources*, 15(4), 341–355.
- Steger, M. F., Dik, B. J., & Duffy, R. D. (2012). Measuring meaningful Work: The Work and meaning inventory (WAMI). *Journal of Career Assessment*, 20(3), 322–337.
- Steger, M. F., & Samman, E. (2012). Assessing meaning in life on an international scale: Psychometric evidence for the meaning in life questionnaire-short form among Chilean households. *International Journal of Well-being*, 2(3).
- Sulistiowati, S., Komari, N., & Dhamayanti, E. (2018). The effects of person-job fit on employee engagement among lecturers in higher education institutions: Is there a difference between public and private higher education institutions? *International Review of Management and Marketing*, 8(3), 75.
- Tims, M., Bakker, A. B., & Derks, D. (2013). The impact of job crafting on job demands, job resources, and well-being. *Journal of Occupational Health Psychology*, 18(2), 230.
- Ünal, Z. (2017). *The Mediating Role of Meaningful Work on the Relationship between Needs for Meaning-based Person-Job Fit and Work-Family Conflict*.
- Van Mierlo, H., & Bakker, A. B. (2018). Crossover of engagement in groups. *Career Development International*, 23(1), 106–118

Publisher's Note: SSBFNET stays neutral with regard to jurisdictional claims in published maps and institutional affiliations.



© 2024 by the authors. Licensee SSBFNET, Istanbul, Turkey. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).

International Journal of Research in Business and Social Science (2147-4478) by SSBFNET is licensed under a Creative Commons Attribution 4.0 International License.