

Impact of person-job fit and person-organization fit on employee engagement: Moderating role of supervisor support

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Abstract

Purpose: This study aimed to examine the impact of two fit concepts, namely, person-job fit (P-J) and person-organization fit (P-O), on employee engagement while taking supervisor support as the moderating variable.

Research Methodology: The relationships among constructs were analyzed using correlation, and the study hypotheses were tested using regression. All employees of different mobile telecommunication companies in Bangladesh comprised the study population. The sample size was 100, which was taken using the judgmental sampling technique. Primary data were collected from a field-level survey using a structured questionnaire.

Results: The results revealed a positive association between employee engagement and person-job fit, while person-organization fit had a similar association with engagement. The impact of these variables on employee engagement ultimately affects turnover intentions. This study also revealed that the association between person-organization fit and employee engagement is positively moderated by supervisor support.

Limitations: The study used a common non-probability sampling technique and a small sample size, which is a limitation.

Contribution: The insights will help managers to ensure a match between the job and organizational requirements and those of employees. The study will also inspire future research to connect Field Theory and social exchange theory (SET) with different concepts in different country and industry contexts.

Novelty: For the first time in the relevant field, the study simultaneously connected field theory and SET theory with P-J and P-O fit with employee engagement.

Keywords: Person-Job-Fit, Person-Organization-Fit, Supervisor Support, Employee Engagement, Turnover Intention

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1. Introduction

Human resource management, which is the most critical tool of people management, is responsible for and acts as one of the key domains in an organization that is critically in authority for developing and shaping the relevant work-related knowledge, skills, and attributes to augment organizational performance and work efficiency ([AlHamad et al., 2022](#); [Chalofsky, 2003](#)). Employees with appropriate skills and the availability of proper technical resources ensure the smooth operation of any organization ([Torrente, Salanova, Llorens, & Schaufeli, 2012](#)). Therefore, scholars of human resources and

organizational behavior continuously explore various concepts related to employees' accomplishments and efficiency in organizational tasks. Person-job fit and person-organization fit are some of the exciting concepts in recent literature. These two concepts take up the role of antecedents of employee engagement ([Kansal & Sengupta, 2023](#); [Kristof, 1996](#)). When employees have the required knowledge, skills, abilities, or personality types required by organizational customs and tradition, they will perceive more fit. However, when employees are not engaged, their primary intention is to leave the organization or job, ultimately leading to turnover ([Mathis & Jackson, 2003](#)). In Bangladesh, issues such as engagement and turnover have become relevant points of discussion in the mobile telecommunications industry ([Rahman, Jayashree, & Malarvizhi, 2023](#)). Currently, the mobile telecommunications industry in Bangladesh is an oligopoly of four (04) active mobile network provider operators. These are Teletalk Bangladesh Limited (the only state-owned operator), Robi Axiata Limited, Grameenphone Ltd., and Banglalink Digital Communication Limited ([BTRC, 2023](#)). [Akter and Akter \(2013\)](#) found that only 9% of employees in this particular industry in Bangladesh have served a company for more than six years. This is an apparent sign of the high turnover rate in this industry. The primary causes of turnover are inherited in the inappropriate decisions taken by employers regarding recruitment and selection, and lack of extensive searches from employees to understand the job, organizational climate, and values in relation to the morals, skills, and value system of the job candidates. In such circumstances, different types of fit or matching concepts must be reviewed. Existing literature commonly advocates two definite brands of fit that are highly relevant to turnover intention. The harmony between the individualities, attributes, or traits of a person and the characteristics or prerequisites of the job and tasks can generally be described as person-job fit ([Cable & DeRue, 2002](#); [Kristof-Brown, Zimmerman, & Johnson, 2005](#)). In a study, [Obakan and Erkuş \(2020\)](#) and [Nugraha and Wardhani \(2022\)](#) analyzed the relational dynamics of person-job fit and engagement and considered psychological capital as the moderating factor between the factors and ended with the results that argued that different elements of person-job fit enhance employee engagement. Nevertheless, the connection between job fit and employee engagement in the context of the telecommunications industry in Bangladesh has not been satisfactorily discovered. [Fajar, Haryadi, and Darmawati \(2021\)](#) and [Zaenudin \(2022\)](#) investigated the influence of person-job fit as a single factor on engagement and turnover intention and discovered a positive relationship between engagement and the reverse influence of the fit item on turnover intention. This study also indicated the possibility of other similar factors as antecedents. Accepting the arguments of [Andela and van Der Doef \(2019\)](#) about job satisfaction and loyalty as a result of job fit, [Kakar et al. \(2021\)](#) asserted that negative results such as turnover intention can be minimized by generating positive work results through person-job fit and positive strength such as engagement, loyalty and commitment can be enhanced.

The second fit concept, person-organization fit, which mainly deals with the match between personal and organizational aspects, can fundamentally be labeled as the congruity between an individual's ideals and goals and that of an organization for which he or she works. In a recent study in the Indian IT sector context, [Sharma \(2019\)](#) discovered a positive and significant link between P-O fit and employee engagement by stating that employees exceptionally fit with the organization and are exceptionally engaged. Therefore, relevant sectors with IT, such as telecom, can be worthy industries in Bangladesh for further investigation. In the Pakistani pharmaceutical setting, [Shah and Ayub \(2021\)](#) and [Tran \(2023\)](#) found that person-organization fit has a positive and significant impact on job satisfaction, and that organization fit and employee engagement can also be investigated. Therefore, it becomes obvious that there is a knowledge gap in the investigation of organizational fit and employee engagement. High voluntary turnover not only impedes the objectives and goals of the organization, but also incurs financial loss, reduces productivity, and diminishes employee morale. In analyzing burnout tendencies and turnover intention, research shows a negative correlation between employee engagement and turnover intention among blue-collar manufacturing workers ([Santhanam & Srinivas, 2019](#)). In their study on how person-organization fit matters in human resource practices and turnover intention, [Kakar, Saufi, and Mansor \(2019\)](#) discovered that person-organization fit has a direct influence in minimizing turnover intention and also moderates the relation between human resource practices and turnover intention.

Although many studies have attempted to explore the intensity of the link between antecedents (person-organization fit, person-job fit, person-group fit, and person-supervisor fit) and consequences (turnover), the outcomes of such fit are often neglected and ignored, especially in the case of person-job fit and person-organization fit. [Memon, Salleh, and Baharom \(2015\)](#) indicated that employee engagement is one of the significant outcomes of person-job fit and person-organization fit. It is crucial to know how fit concepts and engagement are linked and whether there is another factor that affects or moderates their relationship. Studies show that one person who can help employees or act as a bridge between employees and the organization is their supervisor ([Gürkan, Tükeltürk, & Küçükaltan, 2015](#)). [Eisenberger, Huntington, Hutchison, and Sowa \(1986\)](#) stated that as supervisors are the agents or representatives of the organization, employees consider their supervisors' orientation to be the orientation of the organization toward them. Therefore, support from supervisors can be an important moderating factor between employee engagement and fit ([Mohamed & Ali, 2015](#)). [Fan \(2018\)](#) investigated the moderating role of supervisor support between person-organization fit and work attitude, commitment, and satisfaction in the Chinese IT industry context and found a moderating effect of supervisor support in those relationships.

However, the international and national significance of this study will be more evident by understanding its associated problem statement and rationales. First, as mentioned earlier, different international studies have typically looked into how antecedents (e.g., person-organization fit and person-job fit) affect outcomes (e.g., turnover). However, the implications of individual and organizational consequences (e.g., employee engagement) have not received much attention. This study stresses the importance of the fact that a third step (adding the consequences between antecedents and outcomes) is still lacking in most international studies. Thus, in the relevant field, this study has the potential to open new groundbreaking avenues of research by exploring the untapped twofold or threefold angles among the antecedents, outcomes, and consequences of different fit concepts. Second, given the high turnover rate in the telecommunications industry, a war for talent always occurs among companies. However, the problems associated with engagement and turnover have never been thoroughly investigated, especially considering the catalyst behind engagement and turnover, which is person-organization fit and person-job fit. Thus, this study is significant. Third, in the context of a developing country such as Bangladesh, this dimension of exploration is completely new. Thus, this study will be used as a reference point for studying these concepts in other industry contexts in Bangladesh and other countries.

The intended audience of the study was mostly managers, HR professionals in the mobile telecommunications industry, and future researchers and academics in relevant fields. This study provides valuable insights for managers and regulatory bodies in Bangladesh's mobile telecommunications industry, focusing on employee handling during the hiring, onboarding, and selection processes because an individual's attributes play a significant role in engagement, fit, and turnover. This study will also be a valuable starting point for future researchers interested in investigating similar concepts in different contexts. Future research may examine and evaluate the effects of more general fit ideas, such as features of vocation fit, group fit dynamics, and fit with the environment that are pertinent to personal fit. By doing so, researchers from different countries can demonstrate the continuity of research in this area. Therefore, considering all the above-mentioned arguments and assumptions, this particular study aims to dive deep into the impact of two fit concepts, namely, person-job fit and person-organization fit, on employee engagement and turnover intention among employees of the mobile telecommunication sector in Bangladesh. Supervisor support has been considered a moderating factor in the association between person-job fit and employee engagement and between the association of person-organization fit and employee engagement. Finally, the study explores the link between employee engagement and one of its prime catalysts, employee turnover intention.

1.2. Research Questions

In the circumstances of lack of experiential and theoretical evidence connecting the aforementioned domains, this study addresses two main questions that will also be the basis of the proposed hypotheses to explore the relationships.

Question 1: What effect does person-job fit and person-organization have on employee engagement?
Question 2: How does employee engagement affect turnover intentions?

2. Literature Review

2.1 Person-Job Fit

Person-job fit deals with the relatedness and harmony of the attributes or traits of an individual, particularly of a job incumbent, with the characteristics or requirements of the job ([Cable & DeRue, 2002](#); [Guo & Hou, 2022](#)). [Edwards \(1991\)](#) divided the person-job fit concept into two different aspects: demand-abilities, also known as (D-A) fit, is the first one, and the other is need-supplies, which is known as N-S fit. According to the demand and abilities aspect, D-A fit concerns how much knowledge, skill, and abilities (KSA) an individual possesses to successfully meet the job or task demand. On the other hand, N-S fit generally refers to the compatibility between the aspirations, needs, and preferences perceived by an employee and the perceived level of fulfillment of these attributes by the job they perform ([Cable & DeRue, 2002](#)). Equitable compensation, proper welfare programs, training and development facilities, advancement opportunities, etc. are typical needs in terms of N-S fit. To achieve fit, the elements of the first side of the N-S fit can be met through rewards, fair promotion opportunities, positive working conditions, and other related preferences ([Kristof, 1996](#)).

2.2 Person-Organization Fit

Person-organization or P-O fit may broadly be branded as congruity with different aspects of a person, such as ethics and goals, with that of an organization that he or she works for. Individual preferences, personalities, ideas, needs, principles and interests are the key elements of individual characteristics, whereas, organizational systems or structures, policy guidelines, standards, values, customs as well as the other components of the organizational internal environment constitute the characteristics of the organization ([Kristof, 1996](#); [Subramanian, Billsberry, & Barrett, 2023](#)). Therefore, it is the fit between the person of that particular organization that connects him or her with the wholeness of the organization rather than only with peers, groups, or jobs ([Verquer, Beehr, & Wagner, 2003](#)). Supplementary fit and complementary fit are believed to be the two prime components of P-O fit. Supplementary fit refers to the uniformity of the attributes of individuals with those of the incumbent who is actually working for that particular organization ([Muchinsky & Monahan, 1987](#)). The other element, fit regarding complementarity, is possible as soon as a new member brings new insights to the organization by virtue of his or her characteristics, and the organization also contributes to the fulfillment of the needs of that individual. [Muhammad, Salleh, and Yusr \(2020\)](#) stated that when employees understand, accept, and internalize the company's values and goals, they will be more engaged and committed.

2.3 Supervisor Support

Supervisor support is heedlessly expressed as employees' perception of the extent of their supervisors' endeavors to make them feel heard, valued, and cared about. [Eisenberger, Stinglhamber, Vandenberghe, Sucharski, and Rhoades \(2002\)](#) defined supervisor support as guiding, evaluating, appreciating, mentoring, and persuading employees about engagement and loyalty. As supervisors are directly involved in performance-related issues and act as the representatives of the organization, employees count their supervisor's feedback as a signal of the organization's conception toward them ([Li, Jain, & Tzini, 2022](#); [Maertz Jr, Griffeth, Campbell, & Allen, 2007](#)). This understanding of employees justifies the relationship between their level of engagement and the support of their supervisors' counterparts ([Eisenberger et al., 2002](#)). The degree to which supervisors are supportive may determine their engagement level. Employees' perceptions of perceived supervisory support can influence their behaviors and engagement in their organizations ([Maertz Jr et al., 2007](#)).

2.4 Employee Engagement

Employee engagement, the term in the academic arena, is explained as the solid and broad kinship perceived by employees with the organization that spurs them to go above and beyond what is expected of them, as well as inspires them to connect with more cognition, more passion, and additional physical eagerness with their work ([Kahn, 1990](#); [Mulang, 2022](#)). According to [Johnson \(2011\)](#), employee engagement refers to a positive and pleasing mental status or condition that is directly associated with work and directs employees to put extra time, vigor, intelligence, and toward their work by discretionary

effort. The extent and sustainability of the connections perceived by employees are a function of different fundamental principles (Young, 2019). First, the intensity of non-obligatory endeavors by the employees to achieve predetermined objectives regarding work aspects (being engaged); second, a supportive atmosphere to be productive in a number of ways (being enabled); and third, a healthy and blessing work experience: feeling energized. Furthermore, in assessing the factors of engagement, Tabasum and Ghosh (2021) point out that psychological contracts have a clear positive relationship with organizational engagement.

2.5 Turnover Intention

Turnover intention refers to the possible estimation of an incumbent's (who is currently doing the job) inclination to relinquish present employment permanently and nullify the association with the organization at some point in the near future (Meyer & Allen, 1984). Therefore, turnover intention can be described as the planned behavioral willingness of an individual to leave the employment of the organization. Price (2001) stated that voluntary and involuntary turnover are the two foremost forms of turnover. The voluntary one occurs when employees want to leave organizational membership at their own will. By contrast, the organization directly controls the departure of employees and implements its own decisions regarding departure in the case of involuntary turnover (Cao, Chen, & Song, 2013). Turnover intention is the originator of actual turnover; therefore, it has great significance for managers because of factors such as employee engagement, associated costs, and organizational productivity. Pervin and Begum (2022) claimed that employee participation in the decision-making process may enhance employee engagement and reduce turnover. Literature in this field indicates a solid link concerning engagement and intention to leave (Pratama, Suwarni, & Handayani, 2022; Saks, 2006). Turnover intention is more relevant to voluntary turnover issues. Therefore, this study considers voluntary turnover in order to clarify turnover issues.

2.6 Field Theory of Lewin

The elementary idea of field theory by Lewin advocates human behavior as the output of the function and interaction between the individual and the environment, where the environment refers to the physical and social environment (Burnes & Cooke, 2013). Lewin (1951) articulated the essence of his theory by using the formula: $B = f(P, E)$, where B is an acronym for behavior, f is a function of the other two elements, the first element P stands for person, and the second element E stands for environment. Field theory is one of the guiding theoretical works that developed a foundation to explain the connection between two human resource paradigms, namely employee engagement and person-organization fit, although the primary focus of field theory was on individuals' work environments (Memon et al., 2015). Work environment is an important determinant of an individual's behavior. Therefore, a good fit perceived by employees acts as a stimulus for beyond-ordinary performance (Martin, 2003).

2.7 The Social Exchange Theory (SET)

The central doctrine of this theory (SET) illustrates how a person acts reciprocally when perceiving good treatment and rewards from others (Schnake, 1991). This pattern of reciprocity is also present in the context of an organization. Employees reciprocate in some way to pay back good organizational treatment towards them (Bateman & Organ, 1983). Thus, employees will be more engaged in their jobs and organizations as their fit perception is positive. The organizational actions of rewarding employees fairly, treating employees gently, or showing a supportive attitude towards them, make them feel obliged to pay the organization back in a similar manner by showing more commitment, loyalty, and engagement (Brown & Leigh, 1996; Saks, 2006). Blau (1964) pointed out a hypothetical idea that clearly explains the relationship between a person and his job, the level of their engagement, and their inclination to run off employment in the organization.

2.8 Conceptual Framework and Hypotheses Development

According to Islam, Ahmad, Ahmed, and Ahmer (2019), there is ample evidence in the literature that advocated employee and customer satisfaction, performance improvement and fewer intentions to quit as the results of engagements which may be achieved through exact person-job fit. Conversely, a lower level of person-job fit is associated with reduced engagement (Warr & Inceoglu, 2012). Islam and Tariq

(2018) and [Islam et al. \(2019\)](#) focused on employees and argued that better job fit ensures better engagement, which may result in life and job satisfaction. [Hicklenton, Hine, and Loi \(2019\)](#) and [Shahid \(2023\)](#) conducted studies on person-organization fit, green-person-organization fit (GPO), engagement, and satisfaction. The study found that when organizational values were congruent with employees' values in general and pro-environmental concerns, they tended to be more engaged. Based on these theoretical arguments and evidence, this study proposes a conceptual framework to illustrate several hypotheses. Direct relationships are indicated by solid lines in figure-1 while moderating relationships are indicated by dashed lines.

H1: Person-job fit positively affects employee engagement.

H2: Person-organization fit positively affects employee engagement.

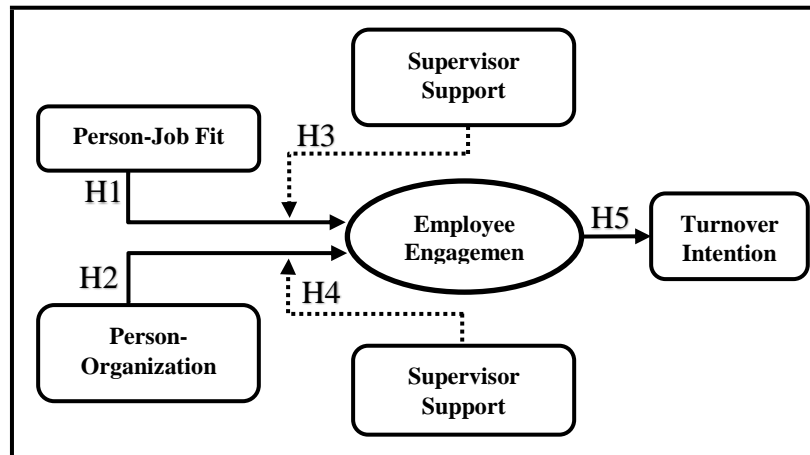


Figure 1: Conceptual Framework

[S. Lee and Jang \(2017\)](#) inspected whether person-supervisor fit moderates the relation between person-job fit and engagement and work attitudes and found positive results in the Korean context. [Chen, Sparrow, and Cooper \(2016\)](#) reviewed the impact of person-organization fit on a negative job element which was stress and on a positive element which was job satisfaction. To do so, this study used supervisor support as a moderating factor. Thus, the arena of investigation is to analyze the impact of person-organization fit on similar factors (e.g., job commitment, productivity, engagement, etc.) while using the moderating effect of supervisor support. Therefore, this study proposes the following hypothesis:

H3: Supervisor support positively moderates the relationship between person and job fit and employee engagement.

H4: Supervisor support positively moderates the relationship between person-organization fit and employee engagement.

[Bonilla \(2018\)](#) claimed that the inclination toward voluntary turnover is lower for employees who are highly engaged. In their groundbreaking investigation, [Abela and Debono \(2019\)](#) advocated that the absence of employee engagement is highly responsible for triggering turnover intention. [Xiong and Wen \(2020\)](#) also modeled the role of engagement in explaining related behavioral outcomes like turnover intention. These arguments lead to the following hypothesis:

H5: Employee engagement is negatively related to turnover intention.

2.8.1 Linking Person-Job-Fit with Employee Engagement and Turnover Intention

May, Gilson, and Harter (2004) explain high employee engagement level [May, Gilson, and Harter \(2004\)](#) as the interaction of several psychological dynamics. One such condition is a good fit between individuals and their respective job roles. Furthermore, [Ajzen \(1991\)](#) explained the reciprocal connection of person-job fit with engagement in the 'Planned Behavior' theory, that gaining high efficiency stimulates employees to be more engaged in their jobs. [Chhabra \(2015\)](#) identified a weak match with the job as the direct or indirect cause of turnover intention. Turnover intention is affected in a negative direction with notable person-job fit ([Sengupta, Yavas, & Babakus, 2015](#)). [Ullabor and](#)

[Bosede \(2019\)](#) argued that dedicated or engaged workers do not consider leaving because they have psychological attachment to the company. Therefore, better-fitted employees tend to remain in their organizations, but prefer to quit if they find incompatibility between their characteristics and job requirements.

2.8.2 Linking Person-Organization-Fit with Employee Engagement and Turnover Intention

[Verquer et al. \(2003\)](#) claimed that intense fit in respect of the person and the organization induces employees to feel the perceived belongingness that increases their efficiency in their performance. Psychological attachment and a sense of perceived safety are considered to be strong elements of employee engagement. In a perfect fit context, employees feel that they are a vital part of the organization so that they can feel psychological attachment and a sense of safety ([Biswas & Bhatnagar, 2013](#)). Hence, employees' perceived person-organization fit affects employee engagement in a positive direction. [T. W. Lee, Mitchell, Wise, and Fireman \(1996\)](#) asserted that the higher the inconsistency and dissatisfaction between the goals of two parties in an organizational context the higher the rate of turnover intention. According to [Verquer et al. \(2003\)](#), decent synchronization with regard to personal standpoints and those of the organization is inversely associated with turnover intention.

2.8.3 The Moderating Role of Supervisor Support

All queries about jobs and other things that employees want to pursue are expressed to their supervisors ([Eisenberger et al., 2002](#)). This means that supervisors are directly responsible for a major portion of the person-job fit-related issues. In summary, supervisor support impacts person-job fit, which ultimately induces engagement. Therefore, supervisor support moderates the relationship between person and job fit and employee engagement. Similarly, supervisors are responsible for disseminating organizational values, goals, and cultural norms to employees, which are related to person-organization fit ([Gürkan et al., 2015](#)). Good supervisors consider employees' goals and values based on those of the organization ([Mohamed & Ali, 2015](#)). Employees view all of these as organizational attitudes towards them and perceive more person-organization ([Maertz Jr et al., 2007](#)). Consequently, employees tend to engage in such organizations. Therefore, supervisor support is established as a moderating factor.

2.8.4 Relationship Between Employee Engagement and Turnover Intention

Several previous endeavors in the exploration of these two concepts have marked a connection between them and tried to use employee engagement to explain employees' turnover intention ([Buckingham & Coffman, 1999](#)). [Gubman \(2004\)](#) explained this connection from a different point of view and stated that less engaged employees with the organization are more prone to search for another option for leaving the job and organization. Turnover intention behaviors are secondary to employees who are mentally and emotionally engaged in the organizational culture ([Bakker, Demerouti, & Schaufeli, 2003](#); [Wilmar B Schaufeli & Bakker, 2003](#)). According to [Buckingham and Coffman \(1999\)](#), engagement attributes such as the opportunity for development, appreciation, encouragement, friendliness, etc., reduce the chance of employee turnover inclination.

3. Methodology

The design of the study was descriptive, and a structured questionnaire was used to fulfill the research objectives.

3.1 Population and Sampling

The study population of the research project comprises all employees of mobile telecommunication companies operating in Bangladesh, which consists of around 10,000 employees of different mobile telecommunication companies ([BTRC, 2023](#)). The samples in this study were collected based on the judgmental sampling method. As the list of all employees of different mobile telecommunication companies is not available to the researcher, a judgmental sampling technique has been used, which is a common type of non-probability sampling technique. The study chose to use a non-probability sampling technique, although the total number of employees in each telecom company is known because judgmental sampling allows the author to choose the best possible unit, which ultimately helps obtain expected outcomes that address the objectives ([Saunders, Lewis, & Thornhill, 2009](#)). The

participants were 100 employees from different mobile telecommunication companies in Bangladesh with different levels of age, gender, experience, and designation. The demographic factors of respondents show that out of a total of 100 respondents, the respective percentages of male and female respondents are 72.0 % and 28.0%. In the age group, the majority of respondents (51.0%) were between 25 and 33 years. Among the respondents, 87% were from private organizations and 13% were from public organizations. In income level, 35% of the respondents fall on 'above 40,000 tk.'; 21% on 'less than 20,000 tk.'; between 20,001 to 30000 tk. 27%. The majority of respondents (44.0%) had no more than 4 years of experience. The selection method was based on judgment sampling. The key informant of each group was selected based on the opinion of the company's official.

As surveying a large group of samples was one of the limitations due to limited time, the study approached key employees who mostly represented a group of employees. For example, to cover customer service representatives and agents, a few representatives were selected who led the agents on the floor. HR analysts were selected to include, who normally possess in-depth information. Therefore, for an actual representation of a diverse group of employees around 10,000, picking the key informant as this study has used is the easiest way, as they represent different groups and classes and are capable of having vital information. [Singh and Masuku \(2014\)](#) stated that 99 samples are needed when the population size is 10,000 at the $\pm 10\%$ level of significance. As this study consists of a population of approximately 10,000 ([BTRC, 2023](#)), the selected sample size was 100. Among the 100 employees, 34 were from Grameenphone, 28 were from Banglalink, 25 were from Robi, and the remaining 13 were from Teletalk.

3.2 Instrument Development, Data Collection and Processing

Primary data were gathered from a field-level survey using a structured questionnaire. The questionnaire was constructed based on earlier studies in the field. The process is divided into two sections. 1st section with 13 items, was intended to gather the demographic data. The second segment is divided into five parts, containing 25 statements developed under the five main categories of the study: P-J and P-O fit, engagement, supervisor support, and turnover intention. The scale items of the published measuring scales were modified with the Bangladeshi setting. A printed questionnaire was provided to the respondents during June–July 2023. After modification of the questionnaire, the validity and reliability of the items were tested using 10 samples. The obtained values of all scale items were greater than the critical value in the table of Pearson's correlation coefficient, which signifies validity. Reliability scores were satisfactory for the initial test. To measure the variables, questions were used that were followed by 5 points "Likert Rating Scale". To measure person-job fit, [Lauver and Kristof-Brown \(2001\)](#) and [Cable and DeRue \(2002\)](#) adopted a five-item scale. The five-item scale of person-organization fit was adopted from the related literature ([Kristof, 1996](#)), and supervisor support was measured based on a six-item scale from [Brown and Leigh \(1996\)](#) and [Eisenberger et al. \(1986\)](#). Furthermore, a five-item scale was used to measure employee engagement based on related literature ([Gallups', n.d.](#); [Wilmar B. Schaufeli, Marisa Salanova, González-Romá, & Bakker, 2002](#)). Finally, the four-item scale of [Colarelli \(1984\)](#) and [Angle and Perry \(1981\)](#) was used to measure turnover intentions. Primarily, 38 (13+25) items were generated, in which data were quantitatively encoded. Each of the variables was subjected to a detailed analysis based on the responses from the sample respondents who provided their own scores for each of the questions. The general agreeableness of the five broader constructs is measured by the mean value, and the variability of respondents' opinions is measured by standard deviation. Correlation and regression analyses were performed to test the relationships between the variables to test the study hypotheses. All data collected from the respondents were initially calculated and processed using descriptive statistics analysis (Frequency, Bar Charts, Histograms, Mean and St.) of the trial version of SPSS 20.0. According to [Hair, Hult, Ringle, and Sarstedt \(2016\)](#), the Structural Equation Model (SEM) is the most appropriate statistical tool for testing the moderating effect. However, other pieces of evidence strongly argue the use of an interaction term by using regression to test the moderating effect. [Baron and Kenny \(1986\)](#) were the first to introduce this approach. Recently, [Hayes and Rockwood \(2017\)](#) suggested the use of regression-based statistical mediation and moderation. Therefore, this study analyzed the moderating effect using regression-based moderation.

4. Results and discussions

4.1 Demographics of the Respondents

This segment shows the demographic dynamics, including gender, age, nature of employment organization, income level, and years of experience of the respondents based on the survey data. The results are presented in Table 1.

Table 1. Demographics of the Respondents

Variables	Categories	Frequency (N)	Percentage (%)
Gender	Male	72	72.0
	Female	28	28.0
Age	Below 25 years	10	10.0
	25 to 33 years	51	51.0
	More than 33 to 40 years	29	29.0
	Above 40 years	10	10.0
Nature of the Organization	Public	12	12.0
	Private	88	88.0
Income Level	Less than 20,000 tk	21	21.0
	20,001-30000 tk	27	27.0
	30001-40,000 tk	17	17.0
	Above 40,000 tk	35	35.0
Working Experience	Less than 4 years	44	44.0
	4 years to 8 years	28	28.0
	More than 8 to 12 years	20	20.0
	Above 12 years	8	8.0

4.2 Bivariate Analysis

The conceptual framework of this study portrays the relationships among various constructs. Correlation analyses were performed to measure the direction of such relationships and their strength levels.

Table 2. Mean, Standard Deviation and Correlation Analysis

Variables	Mean	SD	1	2	3	4
1. Person Job Fit	4.18	.53	1.0			
2. Person-Organization Fit	4.09	.38	.465**	1.0		
3. Employee Engagement	3.90	.48	.598**	.612**	1.0	
4. Turnover Intention	2.32	.71	-.411**	-.225*	-.261**	1.0
Cronbach's Alpha						.74

** Significant at the 0.01 level

[Pallant \(2013\)](#) supported the dependability of the Cronbach's alpha coefficient as the most frequently used tool in statistics for measuring internal consistency. The Cronbach's alpha score was .74, which signifies the reliability of the variables for the study with an acceptable level of internal consistency.

Person job fit Along with the person-organization fit construct, there is an agreeableness in opinion (indicating good fit) with a mean value of 4.18 and 4.09 respectively. Employees' somewhat agreeableness regarding perceived supervisor support was justified, with a mean of 3.93. With a mean value of 3.90, it is clear that the employees are not totally engaged. A Mean value of 2.32 indicates the negative intention of employees about quitting jobs, leaving their present employer, or job search planning. Therefore, person-job fit and organization fit, along with supervisor support and engagement, show low to moderate variability (Std.) of respondents' opinions.

4.2.1 Relationship Between Person-Job Fit and Employee Engagement

Table 2 represents the results of the Pearson correlation which is about the association of two constructs, the first one is person-job fit and the other one is employee engagement. The output of the correlation statistics confirmed that these two constructs had a significantly positive association. This relationship was statistically significant ($r = .598$; $p < 0.001$). Thus, the engagement of employees and their fit with their jobs strongly and positively correlate with each other.

4.2.2 Relationship Between Person-Organization Fit and Employee Engagement

Table-2 expresses how the concept of employee engagement has a statistically significant positive association with person-organization fit. This relationship was statistically significant ($r = .612$; $p < 0.001$). Therefore, the two variables are strongly correlated and the nature of the relationship is positive.

4.2.3 Relationship Between Employee Engagement and Turnover Intention

In Table 2, the outputs of the correlation analysis show that the association between turnover intention and employee engagement is significantly negatively correlated. The relationship was statistically significant ($r = -.261$; $p < 0.001$). Thus, employee engagement and turnover intention are negatively related to the relationship between them.

4.3 Multivariate Analysis

Previous analyses of correlation identified significant positive and negative relationships among the different constructs. To explain the relationships more broadly and explore the impact among constructs, a regression analysis needs to be carried out.

4.3.1 Impact of Person-Job-Fit and Person-Organization Fit on Employee Engagement

Table 2 shows that person-job fit along with the other element, person-organization fit, is positively correlated with the consequential elements of employee engagement. Thus, this study used regression analysis to examine the impact of person-job fit and person-organization fit on employee engagement separately.

Table 3 reveals how engagement intensity can be affected or impacted by person-job-fit. where R^2 or the coefficient of determination is .364, indicating that the employee engagement level can be explained approximately 36.40% through the changes in person-job fit. The standardized beta weight (standardized regression coefficients) between employee engagement and job fit was significant ($\beta = .312$, $p < .001$), accompanied by a substantial t value (8.241, $p < .001$) and F value (28.58, $p < .001$). As this study uses a significance level of 0.5% (0.05), H_1 is supported.

Table 3. Impact of Person-Job-Fit and Person-Organization Fit on Employee Engagement

Independent Variables	Estimate (β)	t Value	P Value	Adjusted R^2	F Value
Person-Job Fit	.312	8.241	.001	.364	28.58
Person-Organization Fit	.282	8.578	.000	.477	31.34

Dependent Variable: Employee Engagement

In the case of person-organization fit, the coefficient of determination, denoted by R^2 , is .477, which implies that the changes in employee engagement can be described up to 47.70% by person-organization fit variation. The beta coefficients or beta weights between person-organization fit and employee engagement are substantial ($\beta=.282$, $p<.000$) with t values (8.578, $p<.000$) and F (31.34). Thus, H2 is supported. Therefore, it is clear that employee engagement among employees of the mobile telecommunication sector is impacted by person-job fit and person-organization fit.

4.3.2 Supervisor Support as Moderating Factor

To test the moderating effect of supervisor support on the relationship between person-job fit and employee engagement, a regression with interaction terms of predictor or independent and moderator variables was applied. According to [Baron and Kenny \(1986\)](#) and [Hayes and Rockwood \(2017\)](#), using an interaction term is a useful technique to test the moderating effect. As shown in Table-4, the interaction term for the analysis (Person-Job Fit * Supervisor Support) had a narrow influence on employee engagement level ($\beta=.102$; $p=.095$). Here, the p-value is greater than the significance level of 0.05, implying that H3 is not supported. Therefore, the results of the analysis reveal that there is no indication to claim the moderating effect of supervisor support between employee engagement and person-job fit.

Table 4. Moderating Effect of Supervisor Support on the Relationship Between Person-Job Fit and Employee Engagement

Independent Variable and The Moderator	Estimate (β)	t Value	P Value	Adjusted R^2	F Value
Person-Job Fit (P-J Fit)	.312	8.241	.001	.364	28.58
Supervisor Support	.214	1.296	.001	.422	24.24
P-J Fit * Supervisor Support	.102	1.321	.095		

Dependent Variable: Employee Engagement

Table-5 portrays the outcomes of exploration conducted with the specific aim of examining the moderating effect of supervisor support on the association between person-organization fit and employee engagement. The results showed that the interaction term (P-O Fit * Supervisor Support) had a substantial positive effect on employee engagement ($\beta=.253$; $P<0.001$). Thus, H4 is supported. Therefore, the results indicate that supervisor support tends to have a moderating effect on the relationship between person-organization fit and employee engagement.

Table 5. Moderating Effect of Supervisor Support on the Relationship Between Person-Organization Fit and Employee Engagement

Independent Variable & Moderator	Estimate (β)	t Value	P Value	Adjusted R^2	F Value
Person-Organization (P-O) Fit	.282	8.578	.000	.477	31.34
Supervisor Support	.238	4.657	.001	.388	29.23
P-O Fit * Supervisor Support	.253	5.029	.001		

Dependent Variable: Employee Engagement

4.3.3 Interlinking Employee Engagement with Turnover Intention

To investigate whether engaged employees tend to exhibit less turnover intention and explore the connection between these two variables in other dynamics, a regression analysis was performed. The

value of adjusted R² shown in Table-6 is .452, which indicates that the approximate variation in the element, which is turnover intention, can be explained up to 43.10% by the change in the predicting variable (Employee Engagement).

Table 6. Model Summary

R	R Square	Adjusted R ²	Std. Error
.672	.452	.452	.721

a. Predictors: (Constant), Employee Engagement

The significance value in Table-7 shows the goodness of fit of the model. A significance value of .001, indicates that the model used in this study fits the data because the lower the significance value, the better the model fit.

Table 7. ANOVA

	Sum of Squares	df	Mean Square	F Value	P Value
Regression	5.716	1	5.716	17.184	.001
Residual	77.972	98	.796		
Total	83.688	99			

a. Predictors: (Constant), Employee Engagement

b. Dependent Variable: Turnover Intention

Table-8 shows that the standardized beta coefficient ($\beta = -.261$, $p < .001$) is significant between the predictor (employee engagement) and dependent variable (turnover intention), with an F value of 17.184, $p < .001$). Therefore, H5 is supported.

Table 8. Coefficients

	Standardized Coefficients	P Value
	β	
Employee Engagement	-.261	.001

Dependent Variable: Turnover Intention

4.4 Discussion

In the analysis, the main findings of the study reveal a positive and significant correlation between person-job fit and person-organization fit with employee engagement, with correlation value of .598 and .612 (Table-2). Regression analysis showed the degree of impact of person-job fit on employee engagement, with an adjusted R² of .364. Further, hypothesis-1 is supported in the regression analysis, which implies that person-job fit positively influences the employees of the telecommunication industry to be energetic, vigorous, and dedicated, which are indicators of engagement. Hypothesis-2 was to test the impact of person-job fit on engagement, and the results of regression analysis with an adjusted R² of .477 show that this proposition is also supported in the case of telco employees ([Ojokuku, Sajuyigbe, & Dare, 2022](#)). They show a positive attitude and loyalty when they believe that the organization is doing something that has value for them. This signifies that the greater the fit in terms of KSAs, which are knowledge, level of skills, possession of abilities, and values of the incumbents with the tasks, duties, responsibilities, and organizational cultural values and goals, the greater the level of engagement ([Aidina & Prihatsanti, 2022](#)). The result is congruent with the findings of [Biswas and Bhatnagar \(2013\)](#);

[Hamid and Yahya \(2011\)](#); [Memon et al. \(2015\)](#); [Rahmadani and Sebayang \(2017\)](#). The authors argued the same as the findings of this study. After establishing the two key relationships, hypothesis-3 (not supported) and hypothesis-4 (supported) tested the moderating effect. With a p-value of .001, it was discovered that supervisor support modifies the relationship between person-organization fit and employee engagement; however, no such effect is observed in the case of the relationship between person-job fit and employee engagement, as the p-value is .095, which is greater than the significance value (Table-4 & Table-5). An important insight in these findings is that the key bridge between employees and the organization, the supervisor, plays a critical role in matching the values and morals of telecommunication employees with their respective organizations. However, as job fit is much more personal, supervisors play a role in this relationship. The findings of the works of [Biswakarma \(2015\)](#); [Gubman \(2004\)](#); [Gupta and Gomathi \(2022\)](#); [Saks \(2006\)](#) show conformity to the findings of this study which is employee engagement and turnover intention ordinarily have a reverse association in their relation to each other. This has been proved as hypothesis-5 is supported by the correlation value of -.261 and the p-value of .001 in the regression analysis.

Based on these key findings, the study results successfully answered the research questions. The results of Hypotheses 1 and Hypotheses 2 answer question-1 (What effect do person-job fit and person-organization fit have on employee engagement?) by showing that person-job and person-organization fit have a positive and significant impact on employee engagement. The insights of Hypotheses-5 have answered question-2 (How does employee engagement affect turnover intention?) and showed that employee engagement is a significant predictor of turnover intention, while employee engagement reversely affects turnover intention. Thus, engaged people are less likely to leave an organization. Therefore, the results met the study's expectations in all respects. Although the employees of this industry show initial engagement, they do not serve the company for a long period of time. The results also show that only 8% of employees stay in the company for more than 12 years, which indicates the level of turnover. This is a key concern for companies.

5. Conclusion

5.1. Conclusion

The study's experimental findings demonstrate a strong positive and substantial association between employee engagement and person-job fit as well as person-organization fit. According to the regression analysis, individuals in the telecommunications business are positively influenced by both person-job fit and person-organization fit to be vivacious, committed, and enthusiastic, all of which are indications of engagement. The association between person-organization fit and employee engagement was found to be positively impacted by supervisor support; however, person-job fit and employee engagement did not exhibit this same effect. This aligns with the prime research objective statement, which was to inspect the impact of two fit concepts, namely, person-job fit (P-J) and person-organization fit (P-O), on employee engagement while taking supervisor support as the moderating variable. Therefore, the concepts of SET theory and field theory have been proven. As the environment acts as an important determinant of an individual's behavior, telecommunications industry leaders and HR professionals should be aware of the treatment of employees in selection, recruitment, onboarding, and other activities. Furthermore, this study has revealed how person-job fit and person-organization fit affect turnover intention through employee engagement, arguing that there is a reverse link between intention to leave and employee engagement. Therefore, it is clear that employees perceive a good fit when they have the appropriate knowledge, skills, abilities, personality, values, and goal orientation required by their jobs and the organization. The study used a common non-probability sampling technique and a small sample size, which is a limitation. Future studies may investigate and test the impact of broader fit concepts that are relevant to personal fit, such as group fit dynamics, vocation fit aspects, and fit with the environment.

5.2. Recommendations

Based on these findings, the study suggests that organizations should appropriately and broadly define the terms, standards, rules, jargon, etc. There must be a clear understanding of what the organization means by P-J and P-O fit for itself. Rigorous processes in selection, recruitment, and hiring using diverse tools and tests to ensure a match between the tasks, duties, responsibilities, cultures, and morals of the

organization and those of employees must also be ensured. Furthermore, it is necessary to ensure that supervisors are more engaged with employees and hold them responsible for being mentors of their subordinates.

5.3. Theoretical and Managerial Implication

This study augments the existing literature on fit concepts, engagement, and turnover in numerous ways. First, the study simultaneously connected field theory and SET theory with P-J and P-O fit with employee engagement. Second, the study used supervisor support to explain the role of the supervisor in ensuring fit and engagement, whereas previous studies only suspected that supervisor support may play a role among these factors. Third, the study goes beyond the typical analysis of antecedents and outcomes; rather, it explores how the effect of outcome (engagement) is ultimately related to a consequence (turnover) in the context of developing countries like Bangladesh. In practice, this study is crucial for managers and authorities in Bangladesh's mobile telecommunications sector to reduce turnover intensity by analyzing person-job fit, organization, employee engagement, and turnover intention.

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