

Conference Paper

The Effect of Person–Job Fit to Job Involvement With Intrinsic Motivation as Intervening Variable

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Abstract

Background: Indonesia is incorporated in the ASEAN Economy Community (AEC). AEC's impacts encourage companies to compete competitively to maintain their existence among competitors. Therefore, the company requires employees who have high levels of job involvement to be able to work effectively and efficiently. Job involvement is a positive attitude that encourages employees to contribute positively to the work. **Purpose:** To analyze the effect of person–job fit toward job involvement with intrinsic motivation as an intervening variable. **Method:** Data were collected with simple random sampling method, through observation and questionnaires that involved 131 employees from the central office at PT. Bank Pembangunan Daerah Jawa Timur Tbk's Surabaya. Technical data testing used is SEM-PLS and Sobel test to study the effects of mediation. **Result:** Person–job fit influence is positively significant toward job involvement and intrinsic motivation. Intrinsic motivation proved to be a mediator in the relation between person–job fit and job involvement.

Keywords: person–job fit, intrinsic motivation, job involvement

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1. Introduction

Companies must have comparative competitiveness; they should not be easily imitated by competitors so as to produce the best sustainable performance. In an effort to create opportunities behind the lurking threats, they need employees who are able to perform roles and job responsibilities well in order to achieve the expected performance. Increasing employment involvement will improve the productivity and effectiveness of the company (Brown, 1996). In this research, this will be termed job *involvement*.

According to Paully et al. (as cited in [16]), job involvement is the level where a worker occupies himself, feels attached, focuses on his work and cares only about his work. A high level of job involvement will encourage the workers to reach greater achievements of organizational goals. On the contrary, employees who have low job

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involvement will try to withdraw from their work and will not make better efforts in order to increase overall performance.

Job involvement is a positive thing that can be seen from two different viewpoints in the company. From the organizational perspective, job involvement is the key to create competitive advantage in the workplace (Lawler, 1992 as cited in Brown, 1996). While, from the perspective of an individual, job involvement is a way of undertaking growth and job satisfaction effort in the working environment, and to reach the goal by directing their behavior (Lawler, 1971; Brown, 1996).

Job involvement is an interesting variable to study, for it can indirectly affect the performance and attitude of employees. Employees can help improve business performance if they are able to perform efficiently and effectively, which is identified from their involvement at work. One of the characteristics that can be used to see the job involvement level is based on the turnover rate [4]. According to the results of the field observations, the data of turnover rate in PT Bank Pembangunan Daerah Jawa Timur showed an increase.

The data show that the turnover rate in PT Bank Pembangunan Daerah Jawa Timur, Tbk Surabaya from 2011 to 2015 continued to increase. According to Cohen (2003), one of the characteristics of employees' job involvement is the low level of employee turnover rates. Therefore, we can say that the level of employee job involvement in PT. Bank Pembangunan Daerah of East Java, Tbk Surabaya is low. The high level of job involvement proved to be closely related to low absences, low tendency of resignation and high employee participation in employment (Robbins, 2010, p. 40).

In addition, the presumptions are also based on the changes in the working system set by the company, where job involvement is also related to the suitability between employees and their work. Chen and Chiu (2009) imply that, when employees are competent in performing their work by fulfilling KSA and assume that their work is important and meaningful, they tend to display greater work involvement. Meanwhile, through the existence of a working system that requires employees to be able to adapt quickly and resolve new job demands only based on SOP, the situation means that the conformity that has been built between employees and work is now changing.

Based on the aforementioned background description, this research was conducted on the employees of PT. Bank Pembangunan Daerah Jawa Timur, Tbk Surabaya. The reason for conducting research on this topic is because local banks have an important role in regulating and managing the economy in East Java Province. If the local bank has a low level of job involvement, this will hinder the role and performance of the company itself.

2. Literature Review

2.1. Person–Job fit

According to Edward (as cited in [12]), person–job fit is “a match between a person’s ability and job demands or the needs of a person and what is provided by the job.” Another notion of person–job fit from Greenberg (as cited in June & Mahmood, 2011) is the extent to which a particular job matches the skills, abilities and individual interests. Meanwhile, according to Mosley (2002), the definition of person–job fit refers to the suitability of individual knowledge, skills and abilities (KSA) and job demands.

Edwards (1991) mentions that the majority of empirical studies on person–job fit have been focused on the appropriateness between the employees’ interests (employee-related) and demand (work-related). In some previous studies which have been carried out using correlation analysis, it shows that person–job fit resulted in a positive influence to the employees’ performance [12]. There is a difference between person–organization fit perceptions with person–job fit perceptions (Cable & Judge, 1996; Kristof-Brown as cited in [1]). The person–organization fit refers more to an assessment of the appropriateness between personal values of employees and the organizational culture, while the person job fit judges more on the match between skill suitability and employees’ knowledge of job demands.

2.2. Motivation

The word *motivation* comes from the Latin, *movere*, which means encouragement or the ability to move. The ability of a person to move causes him to perform an action or activity to fulfill the needs of individuals. Motivation is a common term used to know the intentions of a person for a certain thing so as to achieve certain goals, such as money, prestige, safety, status and others (Sastrohadiwiryo, 2005, p. 266). In management, motivation is only aimed at human resources in general and subordinates more specifically [11].

There are two types of motivation: extrinsic motivation and intrinsic motivation. Extrinsic motivations are motivations that are active and functioning because of the influence of others, so that someone does something based on those motives (Hamzah, 2007). Intrinsic motivation refers to the psychological state of self, which makes an employee enjoy and feel attracted to the task itself, thus creating pleasure

and satisfaction from completing or working on a particular task [6]. Intrinsic motivation refers to a psychological state when the employee finds that a task is interesting, rewarding, enjoyable and satisfying upon completing or working on it [6]. Employees with high levels of motivation are deemed to have appropriate work so that they will also be actively involved in the completion of their assigned tasks and achieve the best job performance they can [12].

2.3. Job involvement

Job involvement is the degree to which an employee identifies with their job, actively participates in it and considers their work performance as very important in order to value themselves. (Robbins, 2003, p. 91). Employees with high job involvement are very picky and very concerned about the type of work they do. The high level of job involvement proved to be closely related to low absences, low tendency of resignation and high employee participation at work. (Robbins, 2010, p. 40).

According to Steers (1991, p. 108), job involvement refers to how much a person is interested in and responsible for his duties. This is done to be able to see the individual's responsibility for the work that is charged to him and to ensure that the job itself is done properly with high standards of competence. Therefore, according to Lawler (as cited in [3]), job involvement is considered as one of the key factors that affects the work of individuals and organizations. According to Chughtai (2008), people with high levels of work involvement tend to work better at completing their jobs and tend to show higher levels of performance roles.

2.4. The connection between person-job fit, intrinsic motivation, and job involvement

Person-job fit refers to the suitability of workers with job demands consisting of workload, performance requirements and instrumental activities, while KSA refers to employee skills, experience and education (Edwards, 1991). Hence, a study conducted by Hsu (2012) states that there is a positive relationship between person-job fit and job involvement. Meanwhile, Hall and Lawler (1970) state that the relationship between person-job fit and job involvement is an indirect link; they indicate that when employees feel that their work involves core characteristics (i.e., various skills, task identity), it will be more likely inspire their intrinsic motivation, and then improve their

job involvement. Therefore, the intrinsic motivation variable is needed to interrupt the connection between the two variables.

According to Kanungo (as cited in Brown, 1996), an employee will make more effort in improving his job involvement if he feels that his most important psychological needs have been met. Employees' psychological needs affect the intrinsic motivation when employees feel that the work they do is fun, interesting and meaningful to them. An effort to fulfill the intrinsic motivation cannot be separated from the form of appropriateness between the employees' ability with job demands and between the employees' desires with what is given by the company; this is called as the person-job fit.

2.5. Framework of thinking

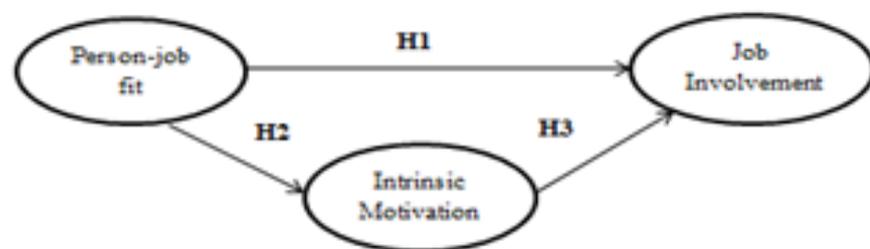


Figure 1: Framework of thinking.

Hypotheses

H1: Person-job fit significantly affects job-involvement

H2: Person-job fit significantly influences intrinsic motivation

H3: Person-job fit affects job involvement with intrinsic motivation as intervening variable.

3. Methods

The primary data in this research were collected from questionnaires distributed to 131 employees at the head office of PT Bank Pembangunan Daerah Jawa Timur Tbk, Surabaya. The assessment uses a five-point Likert measurement scale ranging from strongly disagree to strongly agree. According to Ghazali (2001), test of validity is used to determine whether a questionnaire is valid or not valid, while a reliability test

is a way to assess to what extent the measurement gives relatively stable results when it is re-measured. The Partial Least Square analysis technique is used to see the relationship between variables ([8], p. 22).

4. Results

4.1. Measurement evaluation of (outer) model

The results revealed that the *loading factor* test on the entire variables of *person-job fit*, *intrinsic motivation* and *job involvement* showed that the value of *loading factor* was greater than 0.5, so that all indicators are part of the person-job fit construct.

4.1.1. Discriminant validity

The results showed that the indicators used in this study have had good *discriminant validity* in compiling their respective variables. The next thing was comparing the value of the AVE square root of each variable with the correlation between variables. The results of the study noted that the AVE value of all variables was > 0.5 . It was also known that all correlation values were smaller than the AVE square root value.

4.1.2. Composite reliability and Cronbach Alpha

The survey results revealed that the value of *composite reliability* of all the variables was > 0.7 , so it could be concluded that all variables had a high level of *internal consistency reliability*. In addition, strengthening the aforementioned reliability test results, the value of *Cronbach's alpha* was also measured. The result showed that the *Cronbach alpha value* of each research variable was > 0.6 , this means that each variable fulfilled the assumption of reliability; thus, it could be concluded that all variables had a high level of internal consistency reliability.

4.2. Inner model evaluation

4.2.1. Path coefficient test

The *path coefficient* evaluation was used to show how strong was the effect or the influence of independent variable to the dependent variable, whereas *coefficient determination* was used to measure how many endogenous variables were influenced

by other variables. The greatest path coefficient value was shown by the influence of person-job fit to intrinsic motivation, which was 13.985. The influence of intrinsic motivation to job involvement was 5.541, while the influence of person-job fit to job involvement was 2.160.

4.2.2. Goodness-of-fit test

The results of the research noted that the R-Square value for intrinsic motivation was 0.502. The acquisition of the value explained that the percentage of intrinsic motivation could be explained by person-job fit by 50.2%, while the R-Square value for job involvement was 0.552. This result explained that job involvement could be explained by person-job fit by 55.2%. Based on the aforementioned calculation, the Q-Square value was 0.777. This showed that the diversity of research data that could be explained by the research model was only 77.7%, while the remaining 22.3% was explained by other factors outside this research model. Based on these results, the model in this study could be stated to have excellent *goodness-of-fit*.

4.3. Hypothesis testing

TABLE 1: Path coefficient.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P-values	Remark
<i>Intrinsic Motivation → Job Involvement</i>	0.550	0.553	0.099	5.541	0.000	Accepted
<i>Person Job Fit → Intrinsic Motivation</i>	0.709	0.711	0.051	13.985	0.000	Accepted
<i>Person Job Fit → Job Involvement</i>	0.244	0.253	0.113	2.160	0.031	Accepted

4.4. Mediation effect testing

Figure 2 presents the direct influence of each variable in the test; the indirect influence was then tested by multiplying the coefficient of the direct influence that exists.

Based on the aforementioned calculation, the researcher then compared the degree of the direct influence with the indirect influence given by person-job fit on the job involvement. The results of the calculations are presented in the table showing the coefficient of direct and indirect influence generated in this study.

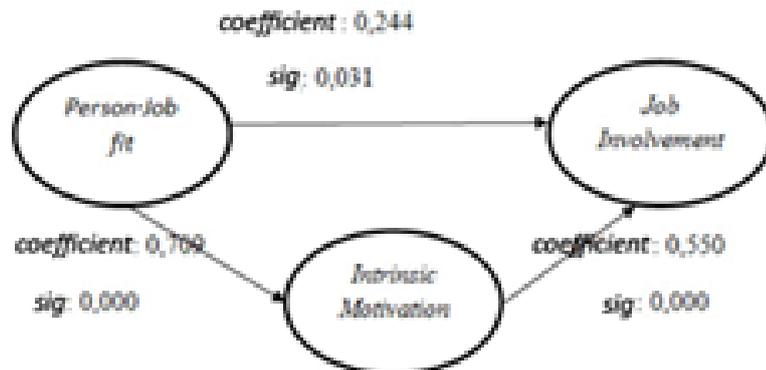


Figure 2: The picture of mediation effect testing.

TABLE 2: The calculation of indirect influence. *Person-job fit => Intrinsic motivation => Job involvement*

<i>Person-job fit</i> → <i>Job Involvement</i>	0.244
<i>Person-job fit</i> → <i>Intrinsic motivation</i>	0.709
Direct influence <i>Intrinsic motivation</i> → <i>Job involvement</i>	0.550
Indirect influence = 0.550 x 0.709 = 0.38995	
(References: Data analysis of PLS)	

TABLE 3: Coefficient test results of direct and indirect effects line.

Variable	Standardized Coefficients	Significance Value
Direct Influence		
<i>Person job fit</i> → <i>Job involvement</i>	0.244	0.031
Indirect Influence		
<i>Person job fit</i> → <i>Intrinsic motivation</i> → <i>Job Involvement</i>	0.38995	
(References: Data analysis of PLS)		

The results of this study concluded that intrinsic motivation in this research proved to act as an intervening variable between the influence of person-job fit to job involvement. To support the aforementioned calculation about the influence of mediation effect between independent variable on the dependent variable, the following is the result of hypothesis mediation testing by implementing the procedures developed by Sobel (1982), which is also known as Sobel test. The result of Sobel test in this research by using the Sobel Test Calculator was that *t*-statistics of 5, 17488 > 1.96 and *p*-value of < 0.05. Hence, it could be concluded that the mediation effect is valid or significant in this research model.

5. Discussion

The test results showed that the hypothesis stating that person-job fit had a positive effect on job involvement on employees had proven to be significant. This finding is in line with research conducted by Hsu (2012) who also stated that person-job fit has a positive influence on job involvement. Hsu (2012) also stated that the job characteristic model (JCM) also helps to affirm the relationship between person-job fit and job involvement.

This is also supported by Chen and Chiu (2009) who found that two forms of job characteristics (important tasks and autonomy) positively affect employees' job involvement. According to Hsu (2012), when employees feel that their work involves core characteristics (e.g., various skills, task identities, etc.), it may inspire their intrinsic motivation, and then increase their job involvement. Furthermore, previous research conducted by Chen and Chiu (2009) also implies that, when employees are competent in performing their work upon the fulfilment of KSA and assume that their work is important and meaningful, they tend to display a greater job involvement.

Person-job fit variables result to a significant positive effect on intrinsic motivation in this study. This is because, if the job suitability level is high, it will encourage the fulfillment of the employees' psychological needs, which is one of the intrinsic motivation-forming elements. So, it can be concluded that, when the level of person-job fit is high, it will increase the employees' intrinsic motivation. The high level of intrinsic motivation can be triggered by the supporting factors in the workplace environment, such as training carried out continuously by the HR department which aims at improving the employees' ability to keep up with the job demands, and in providing a challenging and appealing feeling to the employees in completing the task voluntarily.

The results of this study indicate that intrinsic motivation mediates the relationship between person-job fit and job involvement of the employees. The result showed that person-job fit (X) positively and significantly influences job involvement (Y). Person-job fit (X) has a positive and significant effect on intrinsic motivation (Z). Furthermore, when the employees' person-job fit is high, it will improve the level of job involvement. Person-job fit relationship can also be seen through intrinsic motivation, meaning that, when employees feel that their person-job fit is high, employees will feel that there is a suitability between KSA and their needs in accordance with the demands and fulfillment of work they are doing, so that they will feel that their work is meaningful (intrinsic motivation) and results in increased job involvement. However, without the

intrinsic motivation, person-job fit has actually already given influence to the improvement of job involvement.

This research is in line with the research conducted by Hsu (2012). By improving person-job fit, it will give a greater opportunity for the employees to feel that their work is important and meaningful, thus generating positive feelings that will shape the intrinsic motivation of each employee which will then result to the high level of employees' job involvement.

6. Conclusion

1. Person-job fit brings a significant positive effect on employees' job involvement.
2. Person-job fit brings a significant positive effect on employees' intrinsic motivation.
3. Intrinsic motivation positively mediates the relationship of person-job fit to job involvement in employees.

Based on the results of aforementioned hypotheses testing, it is proven that the high level of employee job involvement of PT Bank Pembangunan Daerah Jawa Timur Surabaya is influenced by the person-job fit, and intrinsic motivation mediates the relation between person-job fit and job involvement. Employees who perceive accordance with their current work, will trigger their intrinsic motivation to get involved in the job so as to achieve the company's goal. To sum up, employees' job involvement of PT Bank Pembangunan Daerah Jawa Timur Surabaya has been good and this is marked by intrinsic motivation that is perceived by employees. Thus, it will help the company in achieving the overall goals of the organization.

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