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The mediating effect of employee engagement on person-organisation-fit and turnover intention

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ABSTRACT

Past studies revealed that the existence of congruence between employees and their organisation produces more favourable attitudes and behaviours. This study sought to highlight the need for an intermediary link between person organisation fit and turnover intention, and to propose the integration of employee engagement as a potential mediating factor. The sample for this research consisted of 426 employees from diverse military units. Correlation and regression analyses were conducted to test the direct and mediating relationships between key variables.

Four hypotheses were tested. Hypothesis 1 stated that there will be a significant negative relationship between P-O fit and turnover intention and it was statistically supported. Hypothesis 2 stated that there will be a significant negative relationship between employee engagement and turnover intention and it was also statistically supported. Hypothesis 3 stated that there will be a significant positive relationship between P-O fit and employee engagement, this hypothesis was also confirmed through a significant statistical result. Lastly, Hypothesis 4 stated that employee engagement will mediate the relationship between P-O fit and turnover intention. This hypothesis was supported through the finding that employee engagement partially mediated the relationship between P-O fit and turnover intention

The results showed that employee engagement partially mediates the relationship between the person-organisation fit and turnover intention. This suggests that person-organisation fit (in terms of value and goal congruence) provides greater meaningfulness and psychological attachment, which then leads individuals to a higher level of employee engagement. So, in short, the study showed that individuals with a higher level of employee engagement would be less likely to leave their organisations.