

Research on the Relationship between person-organization fit, psychological capital and work engagement

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Abstract: After reading a lot of relevant literature at home and abroad, based on the theory of interaction, social cognition and social exchange, this paper proposes a research model of the relationship between person-organization fit, psychological capital and work engagement. Through the empirical analysis of 208 samples from nearly 20 industries, this paper confirms that person-organization fit will have a positive impact on work engagement, and the level of psychological capital plays a mediating role between person-organization fit and work engagement.

1. Introduction

A survey report about global employees' work engagement level in 2013 from Gallup company shows that only 6% of Chinese employees are regarded as "work input". A study also showed that in recent years, the work engagement of teachers in China has been significantly lower. Work engagement is the perfect link to connect individual traits, work factors and work performance, and is an important way for organizations to create competitive advantage. So it's important for enterprises to explore essential and core factors to increase employees' work engagement, thus creating greater value for company.

As a variable in the individual psychological level of employees, work engagement is affected by many factors. In the 1950s, Lewin proposed that individual behavior would be influenced by the interaction of self and environmental factors. This view made the academic community pay attention to the research of person-organization fit. A small number of studies have confirmed that P-O fit has a certain role in promoting work engagement, but related research is still insufficient. The author believes that P-O fit is an important antecedent variable for work engagement, so it is necessary to further study the relationship between P-O fit and employee work engagement.

Luthans et al. proposed that psychological capital is an active psychological resource that can be developed and explored. Many studies have confirmed that psychological capital can not only improve individual work stress, improve work enthusiasm, but also have positive impact on individual job satisfaction, job performance and organizational effectiveness.

So this paper selects the matching perspective to explore the relationship between P-O fit, work engagement and psychological capital, and make enterprise managers pay attention to the important role of P-O fit and the important value of psychological capital.

2 Theoretical analysis and research hypothesis

2.1 P-O fit and work engagement

Schaufeli proposes that work engagement is a state of individual active, sustained and stable at work. Employees with a high level of work engagement will be more pleasant, efficient and energetic. Kristof found that if the individual value orientation and organizational values are similar, the interaction between the two will have a deeper impact on the individual's work attitude and behavior. Based on the theory of social identity, we can also conclude that when employees perceive that they have strong consistency with the organization, they will have a positive attitude and a strong sense of belonging to the organization.

Related research shows that good P-O fit can have a positive impact. Zhou Ying found that the value matching has a strong predictive power for work engagement in nurse group. Tan Xiaohong verified the correlation between personal-organizational value matching and work engagement. Based on above analysis, we propose the following assumption:

H1: P-O fit has a positive impact on work engagement

2.2 P-O fit and psychological capital

Psychological capital is a kind of psychological positive force,. If employees have high psychological capital, they can respond positively to work and difficulties encountered. Avolio proposed the state-like characteristics of psychological capital which believed that psychological capital not only has stable invariance, but also changes with different environment. When an employee perceives that his or her values are consistent with the values of the organization, it will create a “comfortable” experience which maintains an optimistic attitude and stimulates more potential positive energy.

Previous studies found that psychological capital was positively affected by organizational support. If employees feel organizational support, they will increase their sense of identity to the organization and have more positive psychological resources. Above all, we tested the following hypothesis:

H2: P-O fit has a positive impact on employee psychological capital

2.3 The mediating role of psychological capital

Job requirements-resource model states that the organization constantly request employees to complete work goals,so employees need to consume their own resources. According to the theory of resource conservation, if an individual is unable to replenish the consumed energy in time, it is easy to cause burnout. As an positive factor, psychological capital is equivalent to an individual's energy supplement at work, which can increase work engagement. And some studies showed psychological capital had a positive impact on work attitude, job satisfaction and organizational commitment.Mao Jinping found psychological capital can significantly affect work engagement in teacher. Zhao Jian showed that the higher the psychological capital was, the lower the employee burnout was.

Positive psychology believes that psychological capital has a positive impact on employees' attitudes and behaviors. P-O fit will make employees integrate into the organization better,this will enable employees to have more positive psychological strength, and these strength will make employees' work engagement increase. Some scholars found that relevant work characteristic factors have an impact on work engagement through the mediating role of psychological capital.Sha Ruxue found that the psychological capital played a mediating role between organizational support and work engagement of logistics employees.Based on this, this paper propose the following assumptions:

H3: Employees' psychological capital level has a positive impact on employee engagement

H4: Employees' psychological capital plays a mediating role between P-O fit and work engagement

3. Research method

3.1 Procedures and samples

The sample selection is based on the convenient sampling method, and the objects are employees of all levels in different enterprises.A total of 300 questionnaires were distributed in this study, and the effective rate was 88.7%. The descriptive statistics of the samples are shown in Table 1.

Table 1 Statistical Table of Study Sample Characteristics (N=266)

Gender		Age		Education		Work years		Nature of organization	
Male	46.2%	<=25	6.8%	<= High school	8.3%	<1	4.5%	Institution	11.6%
		26-30	25.5%	Specialist	32.3%	1-3	45.5%	SOE	39.1%
		31-35	45.5%	Bachelor	50.4 %	3-5	22.9%	Private	42.9%
Female	53.8%	36-40	9%	>= Master	9%	5-10	11.3%	Foreign-owned	6.4%
		41-50	8.7%			>10	15.8%		
		>= 50	4.5%						

3.2 Measurement tools

This study used the domestic scholar Huang Li's improved P-O fit measurement scale. Psychological capital is measured by Luthans' PCQ-24 questionnaire. And the work engagement is measured by the UWES self-reporting scale.

4. Data Analysis

4.1 Reliability and Validity Test

The fitting coefficients of P-O fit, psychological capital and work engagement were 0.787, 0.884, and 0.904, respectively, indicating that the questionnaire of this study has high reliability. This study used AMOS 24.0 to perform confirmatory factor analysis on three scales. The results in Table 2 indicate the three scales have a good fit.

Table 2 Validity analysis results for each variable in this study

Fitting index	X ² /df	RMSEA	GFI	CFI	IFI	NFI
P-O fit	2.303	.070	.927	.937	.964	.932
Psychological capital	2.795	.082	.912	.937	.910	.909
Work engagement	2.179	.067	.922	.945	.910	.909

4.2 Descriptive statistical test results

As can be seen from Table 3, P-O fit and psychological capital ($r = 0.376^{**}$, $p < .001$) and work engagement ($r = 0.419^{**}$, $p < 0.01$) showed a significant positive correlation with each other. Psychological capital and work engagement ($r = -0.428^{**}$, $p < 0.01$) also showed a significant positive correlation and reached a significant level at 0.01. So H1, H2 and H3 are initially verified.

Table 3 Overall description of each variable and correlation analysis between variables

	M	SD	1	2	3
1,P-O fit	3.498	.795	1		
2,Psychological capital	3.630	.751	.376 ^{**}	1	
3,Work engagement	3.548	.794	.419 ^{**}	.428 ^{**}	1

^{**}. Significantly correlated at .01 level (both sides)

4.3 Analysis of variance

Because the background factors such as gender, age, educational background, and working years of the study may interfere with the research results, this study used the T test to test whether the control variables had an effect on the study variables. The results show that gender, age, and length of work have an impact on the study variables, so we need to control them in subsequent analyses.

4.4 Hypothesis test

Model 2 shows the interpretation variation of P-O fit for work engagement is 18.2%, and the path coefficient value is 0.402 ($t=7.177$, $p=0.000<0.001$), so P-O fit has significant effect in work engagement. The interpretative variation of psychological capital on work engagement reached

17.9%, and the path coefficient value was 0.411 ($t=7.085$, $p=0.000<0.001$), indicating that the psychological capital has significant impact on work engagement. Model 3 shows the interpretation variation of P-O fit to psychological capital reaches 18.3%, and the path coefficient value is 0.345 ($t=6.145$, $p=0.000<0.001$), so P-O fit has significant impact on psychological capital.

From model 5, the β value decreases from 0.402 to 0.298, $F=18.992$, $\Delta R^2=.253$, $P<.01$, indicating that the independent P-O fit still has significant positive effect in work engagement under the influence of psychological capital. Therefore, psychological capital plays a partial intermediary role between P-O fit and work engagement.

Table 4 The mediating effect of psychological capital on P-O fit and work engagement

Variable	Dependent variable				
	model 1	model 2	model 3	model 4	model 5
	work engagement	work engagement	psychological capital	work engagement	work engagement
gender	-0.039	-0.039	0.027	-0.050	-0.048
age	0.017	0.018	-0.012	0.022	0.022
work years	0.174*	0.012	0.239***	0.057	0.048
P-O fit		0.402***	0.345***		0.298***
Psychological capital				0.411***	0.301***
R ²	0.036**	0.195***	0.195***	0.191***	0.268***
ΔR^2	0.025**	0.182***	0.183***	0.179***	0.253***
F	3.220**	15.759***	15.832***	15.416***	18.992***

Note: * $p<0.05$, ** $p<0.01$, *** $p<0.001$

5. Results and Discussion

Through the above empirical analysis, this paper verified P-O fit is significantly positively correlated with employee work engagement and psychological capital plays a partial intermediary role between P-O fit and work engagement. It perfects the research theory of P-O fit, and enriches the research of localization.

Management should use P-O fit as the basis for management and improve the match between employees and organizations. Managers also need to pay more attention to the psychological level below the iceberg, encourage them from the psychological level of employees, and improve their psychological capital, thus improving the employee's work engagement.

And the research model is relatively simple, subsequent research should consider introducing regulatory variables, such as organizational support, leadership style, organizational atmosphere, etc. Then this research studies P-O fit as a whole variable, subsequent research can explore the impact of various dimensions of P-O fit on work engagement.

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