

Improving the Role of Employee Engagement: Job-Fit and Organizational-Fit to Intention to Quit (An Evidence from Hospitality Industries)

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ABSTRACT

This research aims to determine if employee engagement mediates the association between turnover intention, person-job fit (PJ Fit), and person-organization fit (PO Fit). This study employed a survey design involving employees from various hospitality industries in Indonesia. We distributed 470 questionnaires to the respondents (367 are available). SmartPLS 3.0's path analysis was utilized to verify the questionnaires' validity and reliability. Findings confirmed the direct effect the employee engagement mediates between PJ fit and intention to quit and PO fit and employee engagement. In the indirect impact, employee engagement negotiated between PJ fit and intention to quit, PO fit and intention to quit. Before attempting to decrease turnover intention, employers should prioritize ensuring that there is a good fit between the person and the job (PJ fit) and between the person and the organization (PO fit). In the Indonesian hospitality sector, this study clarified the mediating role level of employee engagement between PJ fit and intention to quit, PO fit, and intention to quit.

Keywords: Employee Engagement; Hospitality Industries; Intention to Quit; Person-Job Fit; Person-Organization Fit

INTRODUCTION

Intention to quit has a powerful impact on organizational productivity (Ayache & Naima, 2014). Higher intention to quit the organization will lead to employee loss (Robbins & Judge, 2019) and will advance to higher employee turnover. Higher employee turnover forces existing employees to go through an adaptation process with a new employee. The adaptation process takes time and has an impact on employee performance. Finally, it will impact organizational productivity (Puspitawati & Atmaja, 2019). Many evidences shows that increased employee engagement reduces the intention to quit (De Simone et al., 2021; Saleem et al., 2021).

Many factors have influenced employee engagement in reducing the intention to quit. Employee engagement is a cognitive-affective drive expressed by vigor, dedication, and absorption. Employee engagement is a type of cognitive-affective drive that is expressed by vigor, dedication, and absorption (Agarwal et al., 2012). The factors that commonly impact employee engagement are favorable organizational conditions (De Simone et al., 2021), supervisor support, job characteristics, authentic leadership (Tanuwijaya et al., 2022), and work-related workload (Wang et al., 2023). Fahrizal et al. (2023) explained that employee engagement is formed by leadership, self-efficacy, and reward systems in the workplace. Similar to previous research, employee engagement is developed by service climate, reward system, and leadership (Fahrizal et al., 2023). Furthermore, many factors claim that employee engagement causes are categorized as intrinsic and extrinsic factors. Meanwhile, other intrinsic factors such as person-job fit and person-organization fit are almost abandoned.

Person-job (PJ) fit and Person-Organization (PO) fit has been claimed to influence employee engagement. The reason behind little research on PJ fit, PO fit, and employee engagement is the Conservation of Resource (COR) theory, which explains the relationship and focuses more on work role conflict and stress (Grandey & Cropanzano, 1999). Meanwhile, stress and burnout have similar characteristics, especially in how both variables impact employee engagement, and burnout is categorized as particular stress or the next level of stress (Adi et al., 2021). Thus, the relationship between burnout and employee engagement is the opposite. Employee engagement is one of the primary attitudes in the workplace, identical to job satisfaction (Robbins & Judge, 2019). The conclusions of the previous research investigation are that PJ fit and PO fit level decide how the employee engagement level occurred. Moreover, much evidence shows the relationship between PJ fit, PO fit, and employee engagement as Saleem et al. (2021), PJ fit to employee engagement (Osayande & Okolie, 2019), PO fit to employee engagement (Guo & Hou, 2022).

Even though universal theory supports the relationship between PJ fit and PO fit to employee engagement and employee engagement to intention to quit, the mediation process is only promoted by one type of industry, such as hospitality (Saleem et al., 2021). Other studies show different results like person-job fit had not influenced employee engagement (Lee et al., 2022; Bui et al., 2017), PO fit had a partial impact on employee engagement (Aydemir & Endirlik, 2023). Furthermore, Saleem et al. (2021) explain that the person-job fit and the PO fit relate to employee engagement and lead to the intention to quit. Saleem et al. (2021) did similar research in Pakistan hospitality industries; in contrast, other research found ambiguous results from the PJ fit and PO fit to employee engagement, mainly how the relationship has been explained by only COR Theory (Grandey & Cropanzano, 1999). So, it is necessary to investigate the Saleem model more closely among variables in similar objects or the hospitality industry.

The study aims to investigate several relationships: (1) the correlation between PJ fit and employee engagement, (2) the correlation between PO fit and employee engagement, (3) the correlation between employee engagement and intention to quit, (4a) the mediating effect of employee engagement between PJ fit and intention to quit, and (4b) the mediating effect of employee engagement between PO fit and intention to quit.

LITERATURE REVIEW

Employee Engagement (EE) to Intention to Quit (IQ)

Employee engagement negatively impacts the intention to quit (Saleem et al., 2021). In previous research, employee engagement acts as the mediator of leaders' member exchange (LMX), Intention to Quit (IQ), and innovative behavior (Agarwal et al., 2012). However, both employee engagements mediated the LMX. Innovative behavior is limited to partial mediation only (Agarwal et al., 2012). Nevertheless, additional data has indicated that employee engagement is also crucial in fully moderating the relationship between transformative leadership and the intention to quit among academic staff in Ethiopian Public Higher Education institutions (Diko & Saxena, 2023). Employee engagement only partially supported the relationship between teleworking and intention to quit (Parent-Lamarche, 2022), and the partial results were influenced by individual variables such as self-emotion appraisal, others' emotion appraisal, regulation of emotion, and self-esteem, and organizational variables such as decision authority, workload, and recognition. Strengthen previous research results; employee engagement has a negative impact on the intention to quit and other variables involved in this research, such as perceptions of supervisor, perceptions of colleagues, perceptions of management, and interpersonal strain, which the relationship between perception of supervisor and perception of social context (De Simone et al., 2021). The relationship between employee engagement and intention to quit is not always interconnected by intrinsic and extrinsic variables. However, intrinsic and extrinsic variables, such as job resource supervisor support and self-efficacy, impact the relationship between employee engagement and intention to quit togetherness (Ibrahim et al., 2019). Thus, Human resource management (HRM) practices have influenced the intention to quit through employee engagement (Alfes et al., 2013), perceived organizational support, and work-life balance intermediated by Employee engagement to influence turnover intention (Jaya et al., 2023). In contrast to many results, it had shown that abusive model supervision mediated resilience to intention to leave but did not interfere with employee engagement (Dai et al., 2019).

Mainly, research has shown evidence related to employee engagement and intention to quit through many theories that reveal the relationship directly or indirectly. First, the relationship is followed up by Robbin's major job attitudes. The text discusses employee engagement and job satisfaction as two significant job attitudes, in addition to organizational commitment, organizational citizenship behavior, and perceived organizational support (Robbins & Judge, 2019). Later, it is summarized that job satisfaction and employee engagement have merged into a group (Haryadi & Wahyuni, 2022). Mobley et al. (1979) have mentioned that job satisfaction is the facet of the intention to quit, so it is ensured that employee engagement is also the antecedent of the intention to quit. Moreover, the schematic model representation also predicts many variables such as organization factors, economic labor market, job-related perceptions, labor market perceptions, etc (Mobley et al., 1979).

H1: Employee engagement has negatively influence and significant to intention to quit.

Person-Job Fit (PJ Fit) and Employee Engagement

PJ fit is related to employee engagement. The initial assumption to describe the relationship between PJ fit and employee engagement has been explained to relate to PJ Fit, which consists of need-supplies fit and demand abilities fit. Thus, the need-supplies fit, and demand-abilities fit lead to job satisfaction, which is the antecedent of persistent commitment. Employee commitment gives workers a sense of duty to the company, which motivates them to stick around out of moral obligation (Saleem et al., 2021). Strengthen Saleem et al. (2021) results, PJ Fit acts as an antecedent of employee engagement besides innovative work behavior (Dogan & Morady, 2018). Moreover, the relationship between inclusive leadership, which moderated responsibility at the workplace, and PJ fit mediated among inclusive leadership and employee engagement has happened in full-time employees of various industries in China (Bao et al., 2022), the mediation effect of PJ Fit among job crafting and job engagement has happened in Taiwan (Chen et al., 2014). Based on Social Exchange theory, PJ fit and PO fit has influenced employee engagement through the mutual exchange of intangible socio-economical resources with repayment as the critical role in the exchange relationship. The causes-effect among PJ Fit, PO Fit, employee engagement, and turnover intention have been displayed as the three-step conceptual model (Memon et al., 2014a; Biswas & Bhatnagar, 2013). PJ Fit is available to become dependent or play a mediation variable to influence employee engagement at the same time in the tour staff (Islam et al., 2019; Osayande & Okolie, 2019; Krishnan et al., 2023; Azizah & Setyawati, 2021). Thus, PJ fit is acting as the mediation between job crafting and meaningfulness of work which leads to employee engagement (Guo & Hou, 2022; Bui et al., 2017; Kim & Gatling, 2019), mediation between perceived workload and work engagement (Ugwu & Onyishi, 2020), PJ Fit has mediation roles among effectiveness of training (Elsawy & Radwan, 2022). Besides mediation, PJ Fit also correlates with work engagement (Badran & Akeel, 2019)

H2: PJ-Fit has a positive influence and significance on employee engagement.

Person-Organization Fit (PO fit) and Employee Engagement

The primary research for this study that supports the relationship between PO Fit and employee engagement is supported by Saleem et al. (2021). The first evidence in this study comes from Turkey's Health, education, and Banking service sectors. It shows the relationship between PO fit, employee engagement, and organizational engagement, especially in PO fit dimensions such as humanity fit (Ünal & Turgut, 2015). Second, evidence from Memon et al. (2014b) argues that the relationship between PO fit, employee engagement, and turnover intention has been influenced by two dimensions, value congruence and goals congruence from PO fit dimensions. Another research has also explained that the positive significant relationship between PO fit and employee engagement has involved another predictor variable like affective commitment and the dependent variable such as overall satisfaction, and the results find that both affective commitment and PO fit have positive significance to employee engagement (Niazi, 2015). The relationship between PO fit and employee engagement is explained through many perspectives, such as the moderation relationship. PO fit has successfully moderated Grit and employee engagement to lead creativity in the workplace (Gonlepa et al., 2023). Thus, another perspective on how the PO fit impacts employee engagement is through many variables that lead to employee engagement, such as organizational commitment and job satisfaction (Kim, 2012). Even organizational commitment will lead to employee (Lin et al., 2020). Job satisfaction will lead to employee engagement (Wirawan et al., 2020). Even though, in some research, employee engagement has led to job satisfaction (Chan, 2019). Besides moderation roles, the relationship between PO fit and employee engagement has happened through mediation roles. For example, employee engagement mediates between PO fit and turnover intention (Memon et al.,

2014b; Bernardo et al., 2023).

H3: PO fit has a positive influence and is significant to employee engagement.

The Mediation Effect of Employee Engagement between Person-Job Fit (PJ Fit) and Person-Organization Fit (PO Fit) and Intention to Quit

The roles of employee engagement to mediate between PJ fit and PO fit and intention to quit have been motivated by COR Theory (Saleem et al., 2021). Saleem et al. (2021) argue that employee engagement's definition as "a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption" is related to the COR theory.

Multiple stress theories are provided by COR theory. According to the COR model, workers should try to obtain and keep resources. If the individual unmanages the resources, they are facing stress immediately. The resources are condition (married status and tenure), personal characteristics (self-esteem), and energies (time, money, and knowledge) (Grandey & Cropanzano, 1999). Stress might further reduce a worker's intention to quit. Employees who are more in line with their jobs would be more engaged, while those not in line with their jobs would burn out. From the perspective of self-regulation, people have limited personal resources at their disposal. Thus, it is easy for individuals to protect their resources to gain a higher job fit. The personal resources could be saved and used to focus on the job tasks, improving work engagement.

Meanwhile, the high expenditure on personal resources impacts the organization and jobs poorly. Thus, it causes the depletion of resources and reduces engagement (Saleem et al., 2021). Supporting the relationship between PO fit and employee engagement is shown by Memon et al. (2014b), who interpret PO fit as having a significant impact on employee engagement and turnover intention, especially in major dimensions such as value congruence and goals congruence

The harmony between individuals' and organizations' views, norms, and goals would improve response to the job and organization. Based on the field theory, the employee's perspective decides the employee's behavior or view of their job, and the interaction among employees and the work environment will lead to some employee behavior; it could be positive or negative depending on the workplace situation (Lewin, 1951). The statement means the employees will perform better than usual by engaging in their job roles and organization when they find a favorable environment (Saleem et al., 2021).

PJ-fit refers to the correlation between an individual's personal attributes and the requirements of the job or tasks carried out at the workplace. PJ-fit may be understood as requiring specific skills and requirements. Equivalency between supplies and value. Thus, the previous definition is how employee knowledge, skills, and abilities (KSAs) fulfill the job roles (Memon et al., 2014a). Moreover, the suitability among employees KSA's and job roles improve employee competence, and they work more energized, involved, and focused. Thus, the employees are highly committed to the workplace due to financial compensation, organization, and job fit reasons and anticipation. Employee retention is anticipating the high cost of recruitment. Furthermore, employee commitment builds a sense of employee responsibility towards the organization and moral obligations as another reason (Saleem et al., 2021).

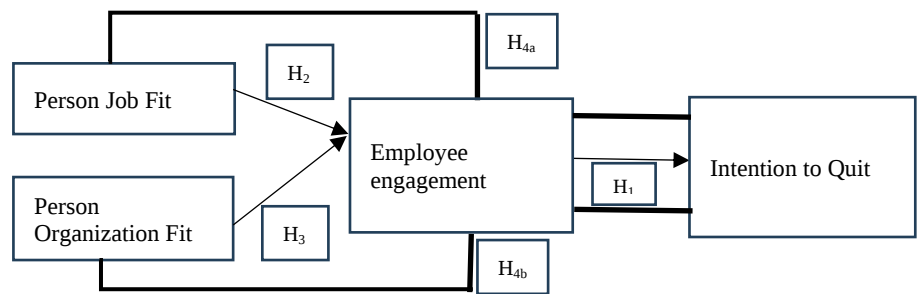
Various studies show the relationship between employee engagement and intention to quit. The relationship between employee engagement and intention to quit has a negative significance. In addition, this study's purpose is to investigate that organization and job fit, when seized together in one framework work, control the employee

commitment so the employee has less to leave. Employee engagement roles in this study facilitated the role of employees fit into the job and organization to reduce intention to quit in the hospitality industry.

H4a: The relationship between PJ fit and Intention to Quit is mediated by employee engagement

H4b: The relationship between PO fit and Intention to Quit is mediated by employee engagement

Figure 1. Research Conceptual Development



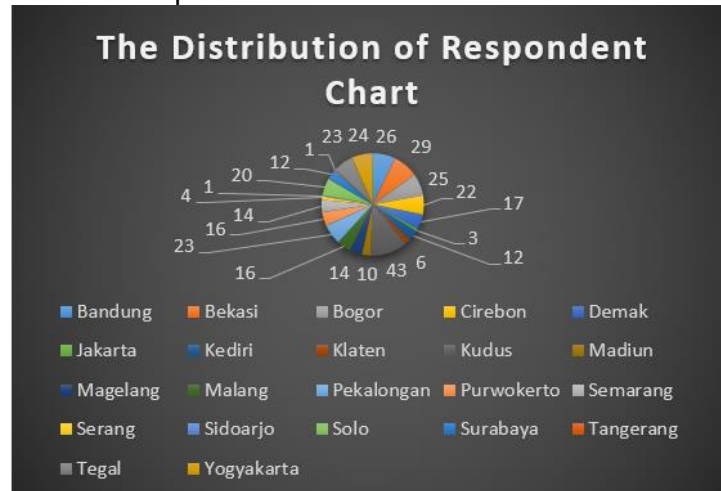
RESEARCH METHOD

Participant

Our study using quantitative method with SmartPLS 3.0 as an analysis tool. This study employed a survey design. We randomly distributed questionnaires through email to the managerial and non-managerial hospitality employees in various cities in Indonesia. Ensuring the respondents are working in the hospitality industry, the first question is asking the respondent, "Are they working in the hospitality industry?".

The respondent database is from Kanon Company Customers who are working in various cities in Indonesia, such as Bandung, Bekasi, Bogor, Cirebon, Demak, Jakarta, Kediri, Klaten, Kudus, Madiun, Magelang, Malang, Pekalongan, Purwokerto, Semarang, Serang, Sidoarjo, Solo, Surabaya, Tangerang, Tegal, and Yogyakarta. To ensure that the research was consistent, we distributed the questionnaire simultaneously. Four hundred seventy questionnaire survey forms were distributed randomly to various Kanon Company Customers, and only 361 Kanon customers work in the hospitality industry. The distribution response rate is shown below.

Figure 2. Distribution of Respondents



Instrument

All the variables were measured on a 5-point Likert Scale ranging from “1=Strongly Disagree to 5= strongly agree

Intention to Quit

A three-item measure by Michaels and Spector (1982) was used to measure employee TI. A sample item is “I intend to quit my current job.” Cronbach’s alpha value for TI was 0.745. The Questionnaire was about (1) “I often to think about considered quitting the job”; (2) “I want to quit the job”; and (3) “I have planned to quit from the job”.

Employee Engagement

We used 11 elements from Saks's engagement scale (2006) to measure employee engagement. Saks (2006) created six measures for organization engagement and another six for job engagement. A sample item of job engagement is “Sometimes I am so into the job that I lose track of time,” and for organization, engagement is “One of the most exciting things for me is getting involved with things happening in this organization”. It had an alpha value of .766. The Questionnaire was about (1) “Sometimes, I am so into my job that I lose track of time”; (2) “This job is all-consuming; I am totally into it”; (3) “My mind often wanders, and I think of other things when doing my job”; and (4) “I am highly engaged in this job”.

PJ fit

We used a five-item scale Saks and Ashforth (1997) developed to measure P-J fit in the hospitality industry. A sample item is, “The match between the demands of my job and my personal skills is very good.” It had an alpha value of .796. The Questionnaire was about (1) “To what extent do your knowledge, skills, and abilities match the job requirements?”; (2) “To what extent does the job fulfil your needs?”; (3) To what extent is the job a good match for you?”; and (4) “To what extent does the job enable you to do the work you want?”.

PO fit

We used a three-item measure developed by Cable and Judge (1996) to assess our respondents' P-O fit in the hospitality industry. A sample item is “My personal values match my firm’s values and culture.” ($\alpha = .831$). The Questionnaire was about (1) “To what degree do you feel your values match or fit this organization and the current employees in this organization?”; (2) “My personal values match those of current employees in organizations”; (3) “Do you think the values and personality of this

organization reflect your values and personality?”.

RESULTS

Most of our respondents were Female (96%). Most respondents held a Senior High School certificate 75 percent, and a university undergraduate degree 19 percent. Moreover, the majority had work experience between 1 and 3 years, as many as 72 percent, and the second was 4 to 6 years, as many as 23 percent. The information is presented in Table 1.

Table 1. Respondent Demographics

	Quantity	Percentage
Educational Background		
Senior High School	271	75%
Diploma 3 years	16	4%
Undergraduate	70	19%
Master	4	1%
Gender		
Male	13	4%
Female	348	96%
Working Experiences		
1 to 3 years	261	72%
4 to 6 years	82	23%
7 to 10 years	12	3%
11 to 13 years	6	2%

Reflective Measurement Model Evaluation

Outer Loading, Composite Reliability, and AVE Score Results

Table 2. Outer Loading, Composite reliability, and AVE results

Variable	Item Measurement	Outer Loading	Exp	Cronbach's Alpha	Composite Reliability	AVE
Employee Engagement	M11	0.837	Valid	0.882	0.919	0.739
	M12	0.863	Valid			
	M13	0.857	Valid			
	M14	0.880	Valid			
PJ fit	X11	0.882	Valid	0.912	0.938	0.792
	X12	0.886	Valid			
	X13	0.924	Valid			
	X14	0.867	Valid			
PO fit	X21	0.904	Valid	0.893	0.933	0.823
	X22	0.928	Valid			
	X23	0.889	Valid			
Intention to Quit	Y11	0.959	Valid	0.958	0.973	0.922
	Y12	0.965	Valid			
	Y13	0.958	Valid			

Source: Data Processed, 2023

Based on Table 2, Employee engagement outer loading ranges between 0.837 to 0.880 or above 0.70. It is summarized that all employee engagement items are valid or reflect employee engagement (Hair, Jr et al., 2015). Thus, the employee engagement Cronbach alpha score is 0.882, and composite reliability is 0.919 or above 0.70. So, employee engagement is reliable. Moreover, the employee engagement AVE score is 0.739 or above 0.50. It means that employee engagement has fulfilled the convergent validity

requirement, and all employee engagement items represent an employee engagement variable of as many as 73.9 percent (Hair, Jr et al., 2015; Henseler et al., 2009).

The PJ fit item outer loading score ranges between 0.867 and 0.924 or is above 0.70. The results summarize that all PJ fit items are valid or represent the PJ fit variable. Moreover, the PJ fit Cronbach alpha score is 0.912, and the composite reliability score is 0.938 or above 0.70, meaning all PJ fit items are consistent or reliable. The PJ fit AVE score is 0.792 or above 0.50 as the minimum requirement of the research. It is being summarized that PJ fit items represent the PJ fit variable of as many as 79.2 percent in this research (Hair, Jr et al., 2015; Henseler et al., 2009).

PO fit item outer loading score has a length between 0.889 and 0.928 or above. It means that all PO fit items are valid or define the PO fit variable. Furthermore, the PO fit Cronbach Alpha score is 0.893, and the Composite reliability is 0.933 or above 0.7. It implies that all PO fit items are reliable. PO fit AVE score is 0.823 or above 0.5, which is the minimum requirement for an AVE score in this research. It is summarized and concluded that all PO fit items in this study represent PO fit as many as 82.3 percent (Hair, Jr et al., 2015; Henseler et al., 2009).

The intention to quit outer loading score ranges between 0.958 and 0.965. It implies that all Intention to Quit items are valid or suitable for measuring intention to quit. Thus, the Cronbach Alpha and the composite reliability scores are 0.958 and 0.973 or above 0.70, meaning that both Intentions to Quit items are reliable. The Intention to Quit AVE score is 0.922 or above 0.5, the minimum score for AVE, and it has meant all Intention to Quit items reflect the Intention to Quit variable as much as 92.2 percent (Hair, Jr et al., 2015; Henseler et al., 2009).

Discriminant Validity

Table 3. Discriminant Validity (Fornell-Larcker Criterion)

Variable	Employee Engagement	Intention to Quit	PJ Fit	PO Fit
Employee Engagement	0.859			
Intention to Quit	-0.732	0.96		
Person Job Fit	0.797	-0.605	0.89	
Person Organization Fit	0.767	-0.634	0.746	0.907

Source: Data Processed, 2023

Table 3 depicts the employee engagement variable has a score as much as 0.859 or higher than the intention to quit, PJ fit, and PO fit as follows as -0.732, 0.797, 0.767, which means the employee engagement items are only suitable to measure employee engagement comparing others variable. In other results, the Intention to Quit score is 0.960 or higher than -0.732 (compared to employee engagement), -0.605 (compared to PJ fit), and -0.634 (compared to PO fit). The PJ fit score is 0.890 or higher than 0.746 (compared to PO fit), 0.797 (compared to employee engagement), and -0.605 (compared to Intention to Quit). Another result shows that the PO fit score was 0.907 or higher than 0.746 (compared to PJ fit), -0.634 (compared to Intention to Quit), and 0.767 (compared to Employee engagement). All results depict that all Intention to Quit items are more suitable to measure the Intention to Quit variable than another variable, all PJ fit items are specifically to measure the PJ fit variable than others variables, all PO fit variable items are only to measure the PO fit variable than others variable, and all employee engagement items are specifically to measure Employee Engagement than others variable in this study (Hair, Jr et al., 2015).

Table 4. Discriminant Validity (Heterotrait Monotrait Ratio (HTMT))

Variable	Employee Engagement	Intention to Quit	PJ Fit	PO Fit
Employee Engagement				
Intention to Quit	0.797			
Person Job Fit	0.885	0.644		
Person Organization Fit	0.858	0.684	0.822	

Source: Data Processed, 2023

Table 4 illustrates the Employee Engagement HTMT score, which is 0.797 if it compares to Intention to Quit, 0.885 if it compares to PJ fit, and 0.858 if it compares to PO fit. On the other hand, all variables' HTMT scores were below 0.90. The summary is that all variables, such as Employee Engagement, PO fit, PJ fit, and Intention to Quit, have good convergent consistencies, and all variables are distinct from other variables construct (Hair, Jr et al., 2015).

Table 5. Discriminant Validity (Cross Loadings)

Variable	Employee Engagement	Intention to Quit	PJ fit	PO fit
M11	0.837	-0.685	0.614	0.568
M12	0.863	-0.686	0.600	0.638
M13	0.857	-0.573	0.747	0.712
M14	0.880	-0.579	0.773	0.712
X11	0.668	-0.463	0.882	0.639
X12	0.702	-0.589	0.886	0.654
X13	0.722	-0.530	0.924	0.673
X14	0.738	-0.562	0.867	0.686
X21	0.625	-0.558	0.610	0.904
X22	0.688	-0.594	0.655	0.928
X23	0.764	-0.571	0.757	0.889
Y11	-0.696	0.959	-0.584	-0.627
Y12	-0.740	0.965	-0.604	-0.607
Y13	-0.673	0.958	-0.554	-0.591

Source: Data Processed, 2023

Table 5 describes all employee engagement items scores have ranged between 0.837 to 0.880, all PJ fit items scores have lengths from 0.867 to 0.924, all PO fit items scores have ranged from 0.889 to 0.928, and all intention to quit scores have ranged between 0.958 to 0.965 or higher than other variables items if all variables are compared by horizontally. The summary includes all item variables suitable for measuring every variable in this study (Henseler et al., 2009; Hair, Jr et al., 2015).

Structural Model

Table 6. Collinearity Statistics (VIF) Test

Collinearity Statistics (VIF)				
Variable	Employee Engagement	Intention to Quit	PJ fit	PO fit
Employee Engagement		3.352		
Intention to Quit				
Person Job Fit	2.257	3.120		
Person Organization Fit	2.257	2.761		

Source: Data Processed, 2023

Collinearity Test

Table 6 in Collinearity sessions shows that all variables have scores of 3.352, 2.257, 3.120, 2.761, or below the VIF maximum score of 5. The results mean that all variables have not high multicollinearity in this study variable model (Hair, Jr et al., 2015).

Goodness of Fit

R-Square and Q-Square (Blindfolding)

Table 7. Goodness of Fit (R-Square and Q-Square)

	R Square	R Square Level	Q Square	Q Square Level
Employee Engagement	0.702	High/Strong	0.514	High/Strong
Intention to Quit	0.549	Moderate	0.501	High/Strong

Source: Data Processed, 2023

Table 7 depicts the R Square and Q Square from Employee Engagement and Intention to Quit. The R square Employee Engagement has a score of 0.702, and The R square Intention to Quit has a score of 0.549 (the range between 0.33 to 0.66). They have meant that PO fit and PJ fit describe Employee Engagement as a high level (above 0.66) and Employee Engagement describes Intention to Quit as a moderate level (between 0.33 to 0.66). Thus, the Q square score of the Employee Engagement square with the Blindfolding method expresses a value of 0.514 or at a high level because the score range is above 0.5. It means that PO fit and PJ fit predict Employee Engagement at a high level.

Moreover, the Q square Intention to Quit with Blindfolding method describes the value as 0.501 or at a high level because the score range is above 0.5. It means that Employee Engagement evaluates the Intention to Quit strongly (Hair et al., 2019). The conclusion shows both R square and Q square at the moderate to high or tends to high or strong level.

SRMR

Table 8. Goodness of Fit (SRMR)

	Saturated Model	Explanation Saturated Model
SRMR	0.068	Good or Fit (<1.0)
d_ ULS	0.484	Good or Fit (>0.05)
d_ G	0.357	Good or Fit (>0.05)
Chi-Square	813.85	Good or Fit (>0.9)
NFI	0.842	Good or Fit (<1.0)

Source: Data Processed, 2023

Table 8 explores the SRMR score model of PO fit, PJ fit, Employee Engagement, and Intention to Quit model. The SRMR score is 0.068, or the score is not over 0.1. This means that the model is fit and suitable for measuring the relationship among variables in this research. d_ ULS score is 0.484 or more than 0.05. It means that the model is good or fit. D_ G score is 0.357 or more than 0.05. It has meant that the model is good or fit. The Chi-Square is 813.85 or not more than 0.9. It has meant the model is good or fit. NFI score is 0.842 or less than 0.1. It has meant that the model is Good or Fit (Henseler et al., 2009).

Goodness of Fit Index

Table 9. Goodness of Fit (GoF)

Item	Score	GoF level
GoF	0.5122845	High

Source: Data Processed, 2023

Table 9 shows the Goodness of Fit Index (GoF Index) from the PJ fit, PO fit, Employee Engagement, and Intention to Quit variables. The score is 0.5122845 or higher than 0.26. It means that all variables involved in this study, such as PJ fit, PO fit, Employee Engagement, and Intention to Quit, are categorized at a high level, or the empirical data may account for the model measurement with the suitable level at a high level (Hair et al., 2019).

PLS Predict

Table 10. Goodness of Fit (PLS Predict)

	PLS Model			Linear Regression Model			Conclusion
	RMSE	MAE	Q ² _predict	RMSE	MAE	Q ² _predict	
M11	0.864	0.608	0.393	0.856	0.612	0.405	High
M12	0.583	0.419	0.629	0.556	0.395	0.661	
M13	0.879	0.623	0.425	0.829	0.596	0.488	
M14	0.652	0.447	0.605	0.653	0.426	0.603	
Y11	1.098	0.915	0.413	1.06	0.869	0.453	
Y12	1.049	0.876	0.37	1.044	0.854	0.376	
Y13	0.919	0.774	0.415	0.922	0.765	0.411	

Source: Data Processed, 2023

Table 10 describes the comparison between the PLS Model test and the Linear regression model through RMSE, MAE, and Q2 Predict scores. The MAE score results are that all PLS model elements have higher scores than the Linear Regression model elements, and the majority of RMSE elements are higher than the RMSE Linear regression model. It has meant that The PLS Model level is high (Hair et al., 2019).

Hypothesis and Result

Hypothesis Test: Direct Effect Results

Table 11. Direct Effect Results

Direct Effect Results						
Hypothesis	Path Coefficient	p-value	95% Interval Path Coefficient f		F square	Level
			Bottom	Upper		
Employee Engagement → Intention to Quit	-0.602	0.000	-0.745	-0.469	0.240	Moderate
Person Job Fit → Employee Engagement	0.508	0.000	0.417	0.603	0.383	Strong
Person Organization Fit → Employee Engagement	0.388	0.000	0.279	0.487	0.223	Moderate

Table 11 describes the direct effect among variables, the significant level, and the strength of the relationship among variables. First, the relationship between Employee

Engagement and Intention to Quit has a score of -0.602 (sig. 0.00), and the f square score is -0.745, or the relationship among variables at a strong level. Moreover, Employee Engagement has influenced or reduced the Intention to Quit. In that case, Employee Engagement impacts influence and reduces the Intention to Quit variable by as much as -0.469. H1: Employee Engagement is negative and significant to the Intention to Quit is Accepted.

Second, the relationship between PJ fit and Employee Engagement has a score of 0.508 (sig.0.000), and the f square score is 0.383, or the relationship between those variables is at a strong level (the score is more than 0.35). Moreover, if PJ fit were used to improve employee engagement, the effect would be as high as 0.603. H2: PJ fit positively influences and is significant in Employee Engagement is accepted.

Third, the relationship between PO fit and Employee Engagement has a score of 0.388 (sig.0.000), and the f-square score is 0.223, or the relationship among variables at a moderate to high level (f-square is in the range from 0.15 to 0.35). Thus, if the PO fit has been used to boost employee engagement, the PO fit contributes as much as 0.487. H3: PO fit positively influences and is significant to Employee Engagement is accepted.

Hypothesis Test: Indirect Effect Results

Table 12. Indirect Effect Results

Indirect Effect Results						
Hypothesis	Path Coefficient	p-value	95% Interval Path Coefficient		Upsilon (v)	Level
			Bottom	Upper		
Person Job Fit → Employee Engagement → Intention to Quit	-0.306	0.000	-0.407	-0.223	0.127	Medium
Person Organization Fit → Employee Engagement → Intention to Quit	-0.234	0.000	-0.329	-0.15	0.075	Medium

Table 12 illustrates the mediation effect of employee engagement among PO fit and PO fit to Intention to Quit, the mediation level of engagement between PJ fit and Intention to Quit, and the mediation level of employee engagement among PO fit and Intention to Quit. First, the mediation of employee engagement roles among PJ fit and Intention to Quit as many as -0.306 (sig.0.000). If the employee engagement is used to mediate PJ fit and Intention to quit, the employee engagement will have an impact as the score is -0.223. Then, the mediation level is as many as 0.127 or at a moderate level (in a range between 0.075 to 0.175). Hypothesis H4a: the relationship between PJ fit and Intention to Quit, is mediated by Employee Engagement accepted.

Second, the mediation of employee engagement roles among PO fit and Intention to Quit as many as -0.234 (sig.0.000). If the employee engagement is used to mediate PO fit and Intention to quit, the employee engagement will have an impact as the score is -0.015. Then, the mediation level is as many as 0.075 or at a moderate level (in a range between 0.075 to 0.175). Hypothesis H4b: The relationship between PJ fit and Intention to Quit is mediated by Employee Engagement accepted.

Figure 3. PLS Algorithm results

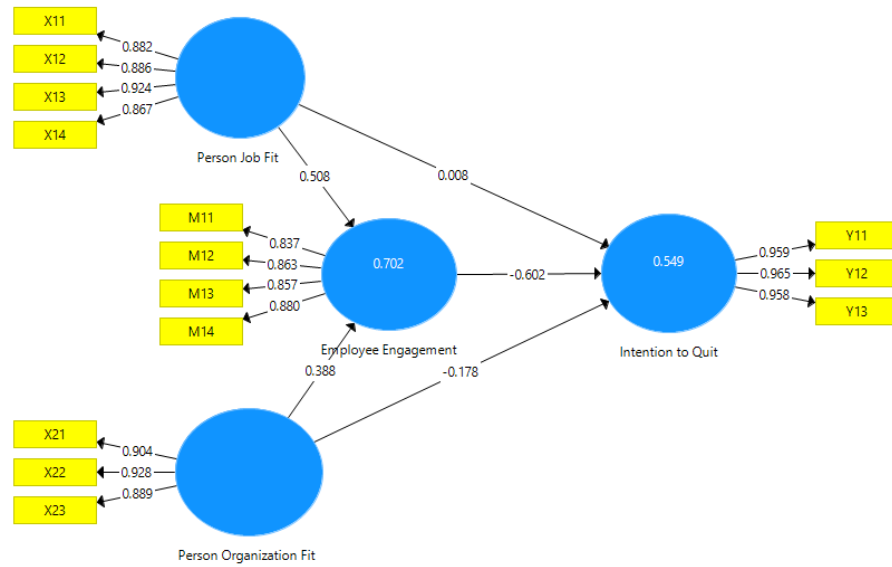


Figure 4. Bootstrapping Results

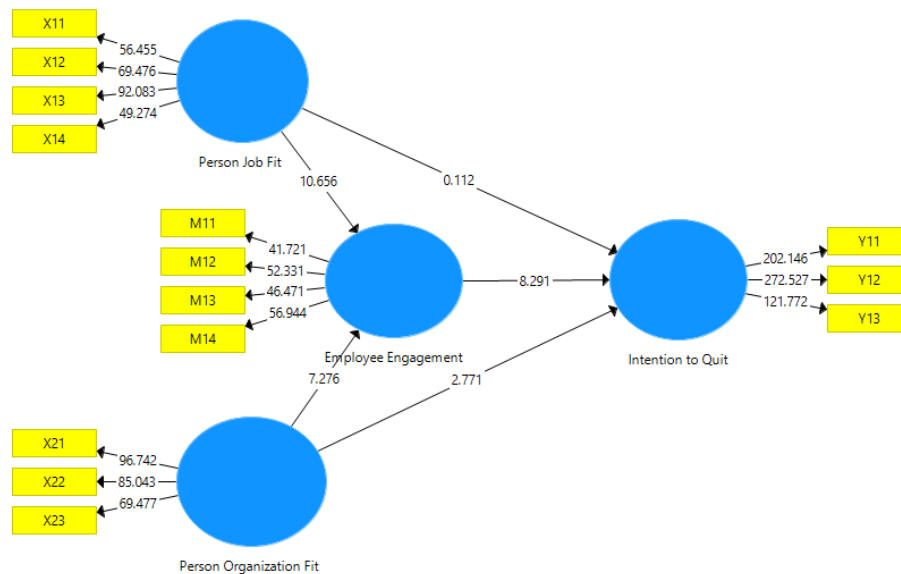
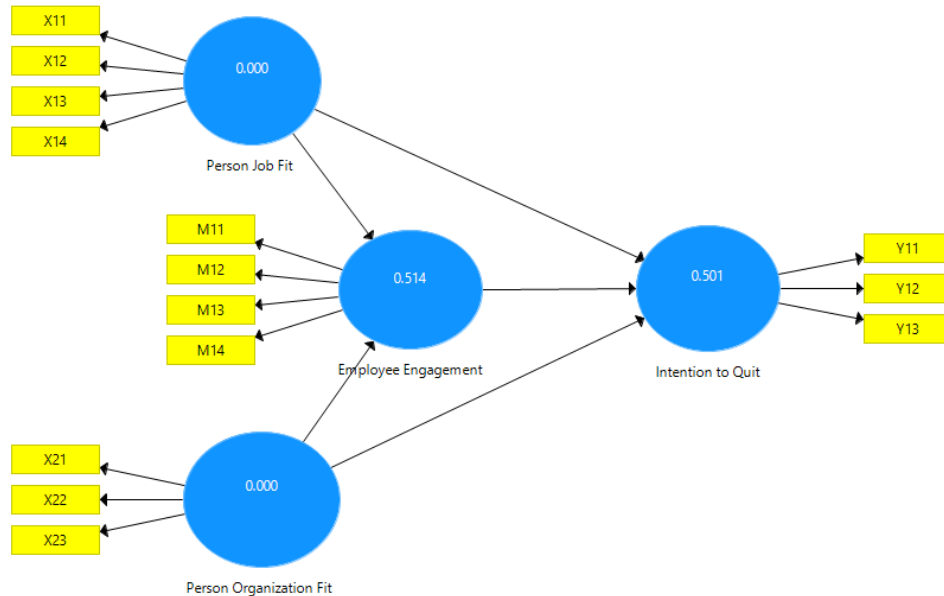


Figure 5. Blindfolding results



DISCUSSION

The primary purpose of this study was to investigate the mediation effect of employee engagement among PJ fit and PO fit to intention to quit to confirm the mediation roles of employee engagement in hospitality industries. The confirmation is needed to get more evidence related to the assumption that employee engagement mediation effect. The assumption to be more focused on employee engagement roles as the mediation variables was that the relationship of the PJ fit and PO fit to intention to quit had been finalized. According to COR theory, positive behavior at work is caused by employees who are qualified for their positions or can perform well. Furthermore, the employee who plays his or her role well in the workplace is likelier to behave positively or exhibit the opposite of conflicting demands on time and lack of energy (Grandey & Cropanzano, 1999). This symptom is the opposite of employee engagement, with indicators such as vigor, dedication, and absorption. Thus, the relationship between how employee engagement had a negative influence on intention to quit was explained by various research.

The findings in this study have two types of results. The first result is related to how the findings explain the relationship between PJ fit and employee engagement, PO fit and employee engagement, and employee engagement and intention to quit. The results of this study support the results of various researchers. The positive results consist of the direct effect and indirect effect. The direct effect results are (a) Employee engagement has negative and significance to intention to quit which is supported by De Simone et al. (2021), Mobley et al. (1979), Alfes et al. (2013), Ibrahim et al. (2019), Zahari et al. (2020), Parent-Lamarche (2022), Diko & Saxena (2023), Margaretha et al. (2023), and Agarwal et al., (2012); (b) PJ fit has positive and significance to employee engagement which is backed by Guo & Hou (2022), Memon et al. (2014a), Bao et al. (2022); and (c) PO fit has positive and significance to employee engagement is promoted by Memon et al. (2014b), Purnamasari & Salendu (2018), Niazi (2015), and Gonlepa et al. (2023). Moreover, the positive indirect effects result is the mediation effect from Employee engagement from PJ fit to intention to quit and the mediation effect from employee engagement from PO fit to intention to quit, supported by Saleem et al. (2021).

The second result also showed the level of model prediction, which was inspired by Saleem et al. (2021). This study investigates the level of prediction from the Saleem et al. (2021) model. Thus, the prediction level results in this study are moderate to high or tend to be high-level predictions. Even though the level is high, this study has ignored the psychological contract included in the Saleem et al. (2021) study.

This study's contribution to theory development is that employee engagement has mediated among PO fit and Intention to Quit and PJ fit and intention to quit. Another contribution of this study is the strength of the measurement model. Saleem et al.'s (2021) model research did not depict the prediction level of the model; the employee engagement mediation model among PJ fit, PO fit, and Intention to Quit has high levels of prediction. Even though the model level is strong, another investigation is needed to find out other variables besides employee engagement with similar characteristics, such as job satisfaction, organizational commitment, and organizational citizenship behavior, as mentioned in COR theory and Robbins & Judge (2019).

CONCLUSION

Through this research results, the employer is being convinced how the PJ fit and PO fit will lead to employee engagement and the employee engagement will decrease the turnover intention among workers by the model strength, which is shown by statistical modelling result. The employer should pay attention to how the person is suitable for the job (PJ fit) and how the person is suitable for the organization (PO fit) to boost employee engagement. PJ fit and PO fit can be built in many ways: selection, recruitment, training, and development. Also, it could be done by facilitating employees with a good organizational climate, ethical leadership, and a well-established organizational culture. Moreover, the indicators of the organization's success in providing PJ fit and PO fit lead to employee engagement, and the employee will show their trait as vigor, dedication, and absorption at the workplace. The highest scores of vigor, dedication, and absorption will significantly decrease the intention to quit. The employer could not wish that how the employees are suitable for their job and organization will directly impact turnover intention, so the employer should ensure PJ fit and PO fit's success before they intend to reduce turnover intention.

Future studies may also focus on various industries besides hospitality and involve many variables related to employee engagement. The investigation results should be implemented in many industries to prove that the model is relevant for implementation in many industry sectors because this research only focused on hospitality industries in Indonesia. Moreover, future studies must ensure that the hospitality industry is divided into four categories: transportation industry, tourism industry, health industry, and food beverage industry, which is done by this research. Future studies must ensure that the population or respondents have conflicting roles in the workplace, which requires employee engagement based on COR theory. This research was conducted only on Java Island, which is only one island with a huge population in Indonesia. Various variables are also necessary for future studies to capture a broad perspective and model development.

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The authors declared no potential conflicts of interest.

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