

UNIVERSITI TEKNOLOGI MARA

**THE RELATIONSHIP BETWEEN
PERSON ENVIRONMENT (P-E) FIT
AND EMPLOYEES' JOB
PERFORMANCE: THE MODERATING
ROLE OF WORK INVOLVEMENT IN
MINISTRY OF HOME AFFAIRS**

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ABSTRACT

This study examined the relationship between person environment (P-E) fit, work involvement and employees' job performance in Ministry of Home Affairs. A total of 376 questionnaires were distributed and 371 questionnaires were collected, with a response rate of 98.67%. The SPSS version 23 was used for analysis. Person-environment fit consisted of person-job fit, person-organization fit, person-group fit and person-supervisor fit. Job Performance was measured in terms of task performance and organizational citizenship behavior (OCB). The first objective was to investigate the influence of dimensions of person-environment (P-E) fit on job performance among public servants. The study found that person-group fit and person-supervisor fit are significant in predicting task performance. For second dimension of dependent variable (i.e OCB), only person-supervisor fit is significant. The second objective was to investigate the moderating role of work involvement in influencing the link between dimensions of person-environment (P-E) fit and job performance among public servants. Work involvement has no moderating role in influencing person-environment fit dimensions and task performance. Besides, work involvement has moderation effect on the relationship between person-job fit, person-organization fit and person-supervisor fit and OCB. It can be concluded that, work involvement is a moderator for the link between person-job fit, person-organization fit and person-supervisor fit and OCB as the dependent variable. Meanwhile the other dimension of person-environment fit (i.e person-group fit) shows no moderation effect on the relationship with OCB. It can be concluded that, work involvement is not moderator for the link between person-group fit and OCB as dependent variable and the hypothesis is not supported. Finally, theoretical, practical and methodological contributions as well as directions for future research were discussed. This study has given some additional implications in terms of methodological aspects, particularly source of rating method and statistical analyses using SPSS. This study has adopted an approach of a self-performance rating to evaluate job performance among public servants. Based on the research results and discussions, the study sample could be extended to a larger population, i.e. the different ministries in all states Malaysia. This study also suggests future works to apply the supervisory-rating specifically in measuring the performance of the workers.

Key words ; Person-Environment Fit, Job Performance, Work Involvement

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CHAPTER ONE

INTRODUCTION

1.1 Background of The Study

Employees are particularly known as the people in the organization who are also deemed as the important determinants as well as the leading factors in determining the organization's success when it comes to nowadays' competitive environment. This is undeniable when it comes to the service organization that actually relies greatly on their workers in providing a service that is friendly and courteous for their clients and customers. Basically, the productivity of the employees is significantly associated to their level of job satisfaction and actually, the turnover rate can be lowered when there is a presence of organizational commitment at a very high level. Good performance is also related to achieving the quality, quantity, cooperation, dependability and creativity. Employee performance is considered as the measure of the quality of human capital which is held by the organization and is a key thrust in the Tenth Malaysia Plan.

Performance can be a form of interconnected series of behaviors as well as actions; which particularly involve the individual elements and also workplace elements. According to most of the authors, (e.g. Ashraf, Bandiera & Lee, 2014 ; Kim, 2012; June & Mahmood, 2011), job performance is also addressed as the sum of behaviors which are under the control of an employee within certain professional context (Belle', 2013), which is deemed crucial especially in the effort to reach the planned individual outcomes and objectives as well as appearing to be relevant in accordance to the goals of the organization. Kjeldsen and Jacobsen (2012) asserted that usually the employees who are satisfied and committed with their work are most likely to be highly productive and they are not likely having low performance in their work and this group of employees are those who are apparently identified with organizational values and goals. Even though in the research studies done by the previous researchers (e.g. Kim & Hur, 2012; Liang, 2012) found that the two factors