

**THE REPUBLIC OF TURKEY  
BAHCESEHIR UNIVERSITY**

**THE MODERATING ROLE OF PSYCHOLOGICAL  
CAPITAL ON CONTRIBUTION OF PERSON-JOB  
FIT TO WORK ENGAGEMENT: A RESEARCH ON  
PRIVATE SECTOR EMPLOYEES IN ISTANBUL**

**Master's Thesis**

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**THE REPUBLIC OF TURKEY  
BAHCESEHIR UNIVERSITY**

**GRADUATE SCHOOL OF SOCIAL SCIENCES  
MASTER OF BUSINESS ADMINISTRATION**

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Miray OBAKAN

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## ABSTRACT

### THE MODERATING ROLE OF PSYCHOLOGICAL CAPITAL ON CONTRIBUTION OF PERSON-JOB FIT TO WORK ENGAGEMENT: A RESEARCH ON PRIVATE SECTOR EMPLOYEES IN ISTANBUL

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Master's of Business Administration

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In this study, it was aimed to investigate the association between person-job fit and work engagement by taking into consideration the moderating role of psychological capital. The data was collected by applying a survey to the employees who are working in private sector in Istanbul to accurately evaluate the levels of psychological capital, person-job fit and work commitment characteristics of them. Moreover, demographic characteristics such as age, gender, marital status, tenure, education level, and total work experience were considered. The sample of this research was composed of 209 employees. The results obtained from the survey were analyzed by using SPSS program (The Statistical Package for Social Sciences). According to these findings, it has been found that person-job fit increases work engagement and psychological capital could not play a moderator role in this relationship. However, psychological capital influences positively work engagement and person-job fit separately.

**Keywords:** Psychological Capital, Positive Psychology, Person-Job Fit, Work Engagement, Job Satisfaction

## ÖZET

### KİŞİ-İŞ UYUMU'NUN İŞE ADANMIŞLIK ÜZERİNDEKİ ETKİSİNDE PSİKOLOJİK SERMAYENİN DÜZENLEYİCİ ETKİSİ: İSTANBUL'DA ÖZEL SEKTÖRDE ÇALIŞANLAR ÜZERİNE BİR ARAŞTIRMA

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Bu çalışma, kişi-iş uyumunun işe adanmışlık üzerindeki rolünü, psikolojik sermayenin düzenleyici değişken olarak etkisi ile birlikte araştırmayı amaçlamaktadır. Çalışanların psikolojik sermaye, kişi-iş uyumu ve işe adanmışlık seviyelerini doğru belirlemek amacıyla İstanbulda özel sektör çalışanlarına anketler uygulanarak veri toplanmıştır. Buna ilaveten, cinsiyet, kıdem, yaş, medeni hal, eğitim seviyesi, toplam iş deneyimi gibi demografik değişkenler de göz önünde bulundurulmuştur. 209 çalışan bu araştırmanın örneklem grubunu oluşturmaktadır. Anket sonuçları SPSS programı kullanılarak analiz edilmiştir. Sonuçlara göre kişi-iş uyumunun işe adanmışlığı arttırdığı ve psikolojik sermayenin bu ilişkide düzenleyici değişken görevi oynamadığı bulunmuştur. Ancak, psikolojik sermaye işe adanmışlığı ve kişi-iş uyumu üzerinde ayrı olarak pozitif olarak etkileri bulunmaktadır.

**Anahtar Kelimeler:** Psikolojik Sermaye, Pozitif Psikoloji, Kişi-İş Uyumu, İşe Adanmışlık, İş Tatmini.

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## 1. INTRODUCTION

Considering today's growing and competitive economic conditions, human capital became a remarkable asset for organizations in order to succeed, to keep a sustainable competitive advantage. Companies are committed to investing in human resources to provide on-going development since it is difficult to mimic this resource by opponents. Therefore, modern organizations focus more on managing human capital. From this perspective, focusing on the strong sides of employees allows to consider positive organizational behavior and more frequently "psychological capital" (PsyCap) in the most recent period. PsyCap focuses on the strong capacities of employees. Therefore, it is an important term for organizations and individuals. It is possible to measure, improve and manage these kinds of capacities efficiently (Luthans, 2002a, p.59). It enables to obtain a strong workforce which is a property for organizations to achieve their desired results. Following positive capabilities are the main focus of PsyCap: self-efficacy, hope, optimism, and resilience. So, these positive capabilities influence work-related results positively.

Another variable is work engagement which refers to a higher level of energy and motivation, involvement and identification within a job. But, this term considers the well-being of individuals. It cares about how enthusiastically employees do their tasks. In terms of positive effects on companies' outcome, it is an important term in the organizational behavior field. The quality of human resource is an important variable for the success of organizations. For this reason, it is required to employ people who are dynamic, dedicated and fully concentrated in work. Therefore, work engagement has been recently considered and stated in this study.

The last variable is the person-job fit. Considering person-job fit has a positive effect on organizations' goals like performance, satisfaction, low turnover, it plays an essential role in today's market circumstances. Because, it is not easy to find the right profiles, educate them regarding the norms of the companies. Also, once this recruitment and adaptation process is finalized, it will be significant to keep this employee in order to achieve

expected goals. Since person-job fit theory has an important impact on employee's attitude regarding the workplace, it was also included in this study. Also, person-job fit has a strong relationship between work engagement and psychological capital. Therefore, these three variables are picked for this study and the scope is defined as the moderating impact of psychological capital in association with work engagement and person-job fit.

Most of the studies performed on the antecedents of PsyCap or have focused on the positive results such as job performance, satisfaction, commitment or the association with work engagement or person-job fit separately. There are a small number of researches focusing on the moderator role of PsyCap. Thus, the aim of the study is to evaluate the moderating effect of PsyCap on person-job fit and work engagement relationship by considering employees in the private sector. The advantage of this information is to support organizations for human- resource methods development which enable the development of employees' psychological resources through applicable training programs. Hence, the result of the research could be used to plan effective training to develop psychological skills and enhance work engagement and person-job fit. As a result, it allows organizations to be more successful in the competitive business environment.

## **2. PSYCHOLOGICAL CAPITAL**

To better explain the concepts of this study, the literature review gives insight into the relevant areas of research. The review begins with a summary of positive psychology Positive Organizational Behavior (POB) including each of following positive states as self-efficacy, hope, optimism and resilience and continues with the definition of Psychological Capital theory and, its importance in terms of employees and organizations, previous theories, research and then continues with the moderating role on the relationship between person-job fit and work engagement.

### **2.1 PSYCHOLOGICAL CAPITAL (PSYCAP)**

#### **2.1.1 Positive Organizational Scholarship (POS) and Positive Psychology and Positive Organizational Behavior (POB)**

Martin Seligman was the initiator of the the field of positive psychology in 1998 and this field has attracted attention after he is being elected as the president of the American Psychological Association (Seligman & Csikszentmihalyi, 2000). Positive psychology has pointed out the strong sides of human beings rather than their weak sides. (Seligman & Csikszentmihalyi, 2000). Since psychology neglected the individuals healthy in terms of growth, development, and self-actualization, the call by Seligman and a few others considered two missing points which help to build their happiness, productivity, and their potential. The name of this theory is positive psychology. Regarding this theory, greater emphasis is made on building strengths rather than deficits or disorders. Therefore, the goal of this philosophy is replacing psychology's focus as treating the worst parts in life with developing the best things in life. Due to being overly simplistic and illusory (Schneider, 2009) positive psychology has been criticized.

There are other two related movements which refers the management of positivity and strengths in the workplace. The one of them is “positive organizational scholarship” (POS) highlighting positive organizational characteristics that might improve the

organizational survival and effectiveness during a crisis condition. POS focuses on the organizational level. The second theory is known as “Positive Organizational Behavior” (POB). POB indicated that measurement, development and effectively management of positive or stronger sides of employees is possible in the modern workplace (Luthans, 2002b, p. 59). The latter focuses on the individual level. In addition, the following criteria were established for the definition of POB to make it unique from other similar approaches. POB is based on research and depends on a solid theory, has a valid and reliable measures, is matchless in organizational behavior field, it opens a development and change due to showing state-like features instead of having fixed trait, it influences positively work-related desired goals (Luthans,2002 a,b; Luthans et al., 2007). PsyCap is the meeting of psychological capacities with POB criteria. PsyCap has four components: “hope, optimism, self-efficacy, and resilience”. So, the combination of the above criteria withing those four components represent PsyCap. From those definitions, it’s clear that PsyCap approach focuses on the full potential of human resources. Therefore, PsyCap is different from financial capital, information and advanced technology. Because, investing, developing, leveraging and managing human resource effectively is important to survive and to achieve a competitive advantage in the market.

## **2.2 DEFINITION OF PSYCAP**

Although the positivity has been already recognized, psychology in organizational studies has been paid attention in the past decade. Because, currently in the business world, the management of human resources has become important for sustainable competitiveness. This chapter presents the definition of psychological capital theory, subdimensions, and its importance in terms of workers and organizations.

Psychological capital, PsyCap, has been defined for the first time by Luthans and colleagues as “a positive psychological state of development an individual”. The charecteristics of PsyCap are having a self-confidence (self-efficacy) or sufficient effort to deal with challenges an succeed at the end, having a positive mind (optimism) for the future and current success; being diligent towards goals, and using paths to achieve goals (hope) if necessary; and having a capacity to recover (resiliency) or bounce back to

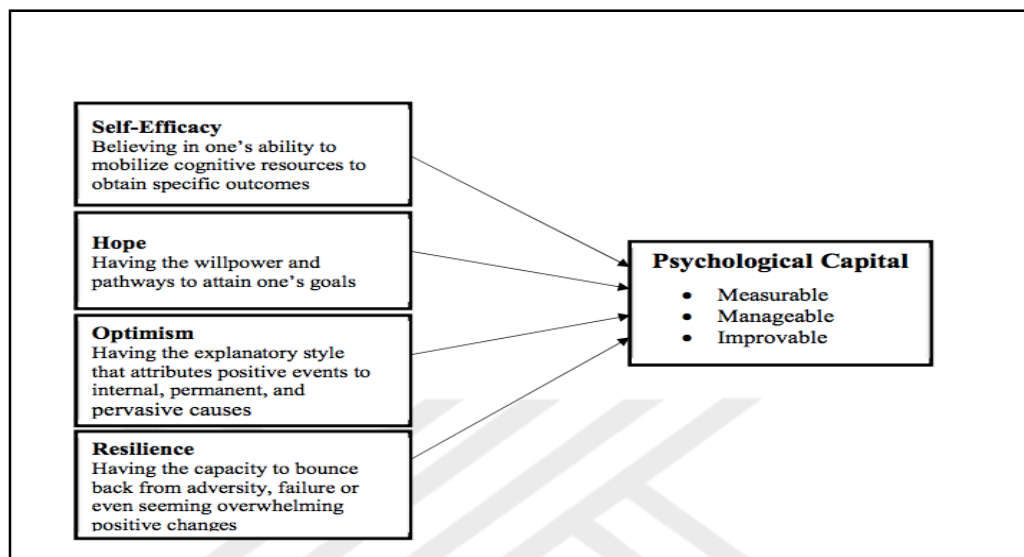
succeed (Luthans, 2002 a,b; Luthans et al., 2007). Another definition of PsyCap, as suggested by Luthans and Youssef (2004), is that (1) Generally, the main psychological factor of positivity is PsyCap (2) Particularly, POB criteria meet some psychological states 3) It's beyond human and social capital and it's more about the improvement of "who you are". (Avolio & Luthans, 2006; Luthans, Luthans, et al., 2004; Luthans & Youssef, 2004). Because 'Who you are' refers all current abilities, knowledge, experience that individuals have. But, PsyCap moves beyond it and considers "who you are becoming". So, it is the conversion from the current self to the further self (Avolio & Luthans). These four determinants of PscCap has become widespread in the field of organizational behavior (Luthans et al., 2008). PsyCap is considering mostly "who you are becoming" instead of "who you are". In order to become the perfect possible self is required for developing the current actual self.

PsyCap is important for organizational behavior studies. Because the source of this theory composes of human psychology which is essential for oneself and companies. Organizations need human capital to continue their activities. Having a strong workforce will enable them to succeed and keep their sustainability in a competitive market. However, technical abilities, skills, knowledge or experience are not sufficient. Employees' psychological health is also crucial. Therefore, an organization should be psychologically healthy for being competitive. With reference to the term, PsyCap has some advantages at the organizational level. Because, PsyCap possesses the capability to improve employees' positive capacities and assists organizations to keep their success in the long term. If the strong sides of the employee are supported, empowered, recognized, appreciated, rewarded, then the organizations will yield their desired outcomes (Petersen 2015). Luthans et al. 2007 also proposed that PsyCap highlighted a new touch inspring a unique and long-term competitive advantage for organizational management. This approach enables employees to focus on their inner powers and build positive psychological capacities and allows them to being a culture of an organization where human resource is the most valuable. PsyCap development encourages positive thinking, reveal the one's strengths from inside to outside and use it for oneself and organization. By this way, they will tend to overcome obstacles and try to achieve goals. Therefore, if PsyCap is developed and well managed, there will be many benefits for organizations.

This is important for organizations considering today's uncertain global economy. Because it should be considered that having a better level of PsyCap can assist establishments to generate a strong labor force and deal with challenges those faced by the organizations. From this point of view, it helps businesses to realize the following desirable outcomes: job satisfaction, commitment to the organization, organizational citizenship, and job performance. These consequences will be presented with more details in the further chapter.

Psycap is also important for individuals. A positive psychological state can cause the followings: “create employees’ awareness about what they can achieve” (Luthans et al. 2007b). It enables them to respond the question of “who you are” (Luthans and Youssef 2004) and the answers of these questions will allow them to form their self-awareness. Going forward to this, self-awareness will help individuals to meet with their strengths and their weakness. As PsyCap considers the best possible oneself, individuals will know their positive capacities and focus on this side to keep themselves strong. It will provide them to deal with problems or difficulties which they will face during their life.

**Figure 2.1: The dimensions of Psychological Capital**



Source: Luthans & Youssef, 2004.

### **2.3 PSYCAP THEORY**

As mentioned earlier, PsyCap is a positive and developmental state of an employee. It is characterized by some components such as follows: “self-efficacy, optimism, hope, and resiliency”. But, there are some criteria which should be met to be considered as a “positive psychological capacity”. (Luthans et al. 2007b). So, “being positive and unique to the field of organizational behavior, being theory and research-based, being measurable with the help of some questionnaire, being a state like and enable to develop with certain training programs, having a positive influence on work related outcomes”.

As stated above, PsyCap considers the criteria of being state-like since it can be developed by some interventions of human resources. Being a state-like instead of trait-like differentiates PsyCap from other positive approach oriented schools. As previously stated, the focus of PsyCap is state-like features and it considers changes. The state-like feature is adaptable and there are no obstacles for development. Beside four components efficacy, hope, resilience, and optimism, there are also other state-like based positive constructs like “wisdom, well-being, gratitude, forgiveness, and courage” (Luthans et al., 2007). Some available preliminary evidence suggests that combination of these four constructs create a “higher-order construct” and it can be considered as “a state-like and developable” (Luthans, Avey, & Patera, in press; Luthans, Avey, Avolio, Norman, & Combs, 2006). Going forward, these four states of “PsyCap” are applied to current modern business life and have a positive influence on performance such as higher “productivity, better customer service, and more employee retention”. Therefore, more detailed information about the consequences of psycap will be mentioned in the further sections.

### **2.4 SUBDIMENSION OF PSYCAP**

So far, we pointed out the definition of PsyCap, the previous approaches which are made in organizational behavior field and the evolution of the theory. Now, we’ll continue to define the four main components of PsyCap.

### **2.4.1 Hope**

Hope is the term which is placed in daily language. But, it has a specific meaning considering positive psychological strengths. This term is defined as a “positive motivational state” by Snyder et al (1991). It is composed of the following two components: “agency (will-power and energy to achieve goals); pathways (way-power to meet goals)”. The agency represents the capacity or motivation of an individual for achieving a goal (Snyder et al., 1996). Therefore, this component looks like goal oriented motivation to succeed for a specific task. The pathway component refers a plan or way to achieve a goal. But, both of them are required to achieve the goals successfully. The agentic capacity of hope is about “positive self-talk” that comments such as “I can do this” or “I will not be stopped” (Snyder, Lapointe, Crowson, & Early, 1998). In other words, “hope points the willingness for succeeding and the talent of identifying, clarifying, and pursuing the way to success” (Snyder, 2000). Hopeful employees are able to generate alternative ways to move their desired destinations in case of their previous paths become blocked (Snyder, Rand & Sigmon, 2002). From this point of view, this is one of the positive psychological strengths which enables someone to find paths to attain the goals and to be motivated and creative in order to use them. The pathway dimension of hope differentiates itself from the other three psychological capital capacities. Apparently, when it’s compared hope with self-efficacy, it refers a one’s faith about his or her own skills to mobilize the energy and actions to succeed for their tasks. As stated, there are some similar points between self-efficacy and the component of hope, agency but, it’s different considering the missing of pathways component. In addition, the same result with optimism. Since optimism is as defined as a general positive expectation that it will result in a good outcome (Scheier & Carver, 1985), it’s similar to the agency dimension but hope differentiates itself by pathway dimension.

### **2.4.2 Optimism**

Optimism is defined as a” favorable attitude related to succeeding now and in the future Carver and Scheier” (2002, p. 231). Note that “optimists are people who expect good things to happen to them; pessimists are people who expect bad happen to them”. But, a

positive expectation or prediction from the future is not a sufficient definition. Because optimism has a specific meaning which is explained in positive psychology major complementary theories. According to Seligman (1998) the “optimist individuals make internal, stable attributions related to positive events (e.g. task accomplishment) and those who attribute external, unstable, and specific reasons for negative events”. According to Scheier and Carver (1985), optimist individuals expect that good things will happen in the future. So, they’ve positive belief for the future even if they’re dealing with serious diseases. Optimists think that being power and control are the causes of desirable events and they see the advantages of positive events in their lives. So, this optimistic style allows them to view the events positively and internalize this positive aspect of their lives for the future. Even if they faced with negative events, undesirable situations, they keep remaining positive and confident about the future.

Self-fulfilling prophecy is lead PsyCap optimism (Peterson & Chang, 2002) and achieving long term success is motivating (Peterson, 2000). Employees with a full of PsyCap optimism are capable to take credit of their success and express their gratitude to others or factors which give their contributions for this success. Moreover, optimists can easily be adapted to the changes, motivate themselves to improve themselves for the future because they have positive expectations about the future.

Therefore, companies also need employees with PsyCap optimism. As stated above, they are flexible and realistic. They tend to consider only necessary and calculated risks.

### **2.4.3 Self-Efficacy**

Self-efficacy, the component best meeting the inclusion criteria for PsyCap, has been identified as the positive belief or confidence to put required effort to succeed for specific tasks (Luthans, Youssef, & Avolio, 2007). Self-efficacy is also described as the conviction of the individual about his or her own capabilities to activate motivation, cognitive resources, and courses required to attain success for a specific task within a certain context. Stajkovic and Luthans (1998b). Another definition made by Bandura is as follows: “the beliefs in one's capabilities to perform a specific task” (Bandura, 1997,

p. 3). “Self-efficacy is composed of three dimensions: magnitude, strength, and generality” (Bandura, 1977a, 1986). Magnitude is the difficulty level of a task which a person believes to accomplish; strength is the conviction regarding strongest or weakness of magnitude; generality refers to the degree of the expectation is generalized across situations (Bandura, 1977a, p. 194). As stated, these dimensions are used to rate the level of confidence about the elected critical tasks. Five important characteristics of self-efficacy can be stated as follows: (1) high goals are set (2) welcome on challenges (3) highly self-motivation (4) all necessary effort are put to accomplish the goals (5) persisting even faced any problems or obstacles. Consequently, skepticism, self-doubt, social criticism, negative feedback, obstacles and setbacks, and in fact repeated failure have not a great influence on efficacious individuals (Bandura & Locke, 2003). From the above explanations, we may extract that self- efficacy provides necessary motivation, confidence to welcome challenges and let the individuals use their skills to meet those challenges and thus it encourages to set high goals and accomplish them by investing the necessary effort. When faced any obstacles, it allows persevering. From this perspective, it's the strength which can be learned and developed over time.

#### **2.4.4 Resilience**

Resilience is related to positive adaptation during an important “adversity or risk conditions” (Masten & Reed, 2002, p. 75). As defined earlier, it refers a capability to “bounce back” from adverse events or extremely positive events as well. But, it doesn't just mean “this ability also to go further the equilibrium point” (Avolio & Luthans, 2006; Luthans, 2002; Youssef & Luthans, 2005b). The other definition indicated that resilience is the way of dealing with negative events, uncertainty, conflict even positive change and keep oneself strong in the face of all adverse situations (Luthans, 2002a, p. 702). Therefore, resilience is the art of cope, adapt and recover in case of any adverse situation in the workplace.

As stated earlier, this psychological capacity can also be measured and open to development (Luthans et al., in press; Wagnild & Young, 1993). It is not a magical or mystical capacity (Masten, 2001). Waite and Richardson (2004) supported the efficiency

of training intervention programs since they are able to enhance resiliency in the workplace.

## **2.5 ANTECEDENTS AND CONSEQUENCES OF PSYCAP**

In this part of the study, it's presented the antecedents and the outcome of PsyCap. As mentioned above PsyCap field focus on the positive state or strengths of employees instead of weakness. PsyCap is also taken into consideration as a higher order construct in this study. The concept of this framework offers that PsyCap is not just "made of" the underlying four sub-constructs, by taking all together, they form something new, a high order construct whose effect is more than the total sum effect of its parts (Avey vd., 2011). When these four resources are combined, they compose a higher-order core construct (Luthans et al. 2007). It is considered that higher-order core construct has a greater effect on organizational outcome compared to the separate effect of each of subdimensions.

Once the antecedents are stated, the consequences will follow up in this section. First one, Qadeer and colleagues noted that a positive organizational climate is an indicator for psychological capital. Because it injects a positive faith to employees for their organization's future. This belief enables employees to be optimistic about the outcomes of the job. By this way, psychological capital can be improved by a positive mindset.

The other antecedent is organizational justice which is about employees' justice perception and expectation from his/her organization. Justice will lead to a positive effect and it enables individuals to build and develop their intellectual, social and psychological resources. This perceived fairness will bring workers to build a trust for their organizations and they will be more hopeful, optimist, confident and resilient when they perform their tasks. The third one is the leader-member exchange which refers to a theory about leadership. This theory represents the advancement of relationships among leaders and followers. So, followers' capital like self-confidence are developed by leaders through the opportunities to experience "mastery/success, vicarious learning/modeling, social persuasion, and positive feedback, psychological and physiological arousal and well-being". By applying this program, organizations can retain qualified workforce. Because organizations' member will be motivated by the quality of the relationship within

their leader and they'll really feel as a part of their team and it allows them to improve their capacities. Forth one is authentic leadership is based on positive leadership approach and it emphasizes the development of followers' capabilities. Such a positive approach may influence positively the actors' capacities. As stated these four factors influence the psychological capacities of employees.

PsyCap is an essential for organizations with respect to their sustainability. According to Luthans and Youssef (2004), PsyCap helps companies to achieve their desired outcomes which refer to "job satisfaction, high performance, work related attitude and commitment, organizational citizenship". First desirable outcome is job satisfaction. It is a motivational state of what you're doing. Therefore, it is accompanied with willingness commitment for your work and organization. According to Youssef and Luthans,2007, hopeful and resilient individuals are more satisfied from their job. Second desirable outcome is job performance. It can be subjective and changed regarding the job nature. Malleable characteristic of psychological capital allows individuals to develop them. As a result, improved capacities permit them to perform better in professions. In line with it, the study conducted by Youssef and Luthans (2007), "optimism was associated with the performance, and satisfaction as well". Because, well-equipped profile perform their tasks satially. Third desirable outcome is work related attitude. Consistent with the studies of Luthans et al (2007) there is a positive relationship among psychological capital and work attitude. Because, employees who are willing to focus and improve their strengths, show more expected favorable work attitudes like satisfaction, high performance and organizational loyalty. Forth desirable outcome is "organizational citizenship behavior (OCB)". OCB is based on extra voluntarily effort which is realized by an employee beside their formal tasks. As it depends on voluntary basis there is not any dictation it facilitates the social and psychological air in the working environment. Therefore, these kinds of attitudes are frequently seen when workers are more confident, hopeful, positive or powerful.

As stated, PsyCap as a sum of the four elements is working to achieve the best organizational outcome. Considering, PsyCap has a malleable nature which enables

organizations to develop it by some interventions, this improvement allows the organization to keep sustainability and accomplish their goals.

This chapter addressed to the previous research and terms in relation to the positive psychology, the definition of PsyCap within four sub-elements, antecedents and the consequences, the importance of this term in terms of individuals and organizations. Next chapter will continue with, another variable which is stated in this study, work engagement.



### **3. WORK ENGAGEMENT**

This chapter provides an overview of work engagement with the sub-dimensions, the antecedents and gives an insight into the importance of this concept in terms of organizational outcome (organizational commitment, job satisfaction, performance). Also, supporting theories and various concepts such as workaholism, burnout, employee engagement, and job embeddedness are presented.

#### **3.1 WORK ENGAGEMENT**

Work engagement is an important concept and it has recently attracted a considerable amount of attention in the organizational behavior literature (e.g., Albrecht, 2010; Bakker & Leiter, 2010; Rich, LePine & Crawford, 2010). This is an important concept which considers employees' well-being and it has recently received considerable attention.

Kahn (1990) is one of the first theoreticians related to work engagement. According to him, engagement is employees' attachment to their work refer the same meaning at the end of behavior literature (e.g., Albrecht, 2010; Bakker & Leiter, 2010; Rich, LePine, & Crawford, 2010). This is an important comes, motivational is. Because, it will provide people to keep them engaged within their job (Bakker & Leiter, 2010; Rich, LePine, & Crawford, 2010). This is behavior literature. According to Kahn (1990), people who are engaged within physically, cognitively and emotionally find an energy to finalize their work and they find their work "meaningful, safe and available". Meaningfulness approach refers to a feeling which is valued for his or her work. This feeling is influenced by task interactions, work roles, and work interactions. Jobs are meaningful if they are challenging.

Beside Kahn's definition, there are several definitions of work engagement. According to the research, engaged people are more productive due to hard working and are more likely to realize the results that organizations want. Because they take responsibility, they

are proactive, dedicated for high performance and they care about their professional improvement (Bakker et al., 2008).

Schaufeli et al (2002) define the term of engagement “as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption”. They also express that it is “a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior”. Regarding the intense competitive pressure in today's work environment, organizations aim to survive progress. Therefore, energetic, dedicated and fully engaged employees are favorable considering the vital importance of the quality of human resources to succeed. So, work engagement is composed of three components named as vigor, dedication, and absorption. First, vigor means energy, eagerness for work; mental resilience during working, persistence even when the difficulties occur. Second component is dedication. It is strong involvement of work and it points experiencing significance, “enthusiasm, inspiration, pride and challenge”. Third component absorption is characterized by having a complete concentration in one's work and having difficulties to disconnect oneself from work. Due to this high concentration, the employee loses a sense of time. Seems that absorption is defined as high efficacy. By Maslach and Leiter (1997) engagement is defined with a higher level of energy, involvement the job enthusiastically and strong identification with it to attain goals.

On the other hand, Macey and Schneider defined work engagement by three dimensions which trigger one another. These dimensions include various concepts of engagement as a state, trait, or behavior. According to them, psychological states, traits, and behaviors are used to refer to work engagement: Engagement as a state is related to the followings: satisfaction, involvement, commitment, and empowerment. “State engagement” has a strong effect at high involvement which refers to enthusiasm, passion and absorption in the work, “a sense of self-presence in the work”. So, all of the constructs of state engagement consist of the effect, energy, and self-identity within work. Engagement as behavior is based on the observable and performance related behavior in the work context. So, “this behavioral engagement needs discretionary effort which means an additional time, brainpower, and energy” (Towers-Perrin, 2003).

Trait engagement states an individual's positive mind towards life and work life as well. But, this engagement is based on the personality. It suggests that experiencing work in energetic ways and behaving adaptively releases the sufficient effort to facilitate organizationally relevant outcomes. From this point, a partial result of trait engagement is a state like engagement and engagement behaviors.

Roberts and O' Davenport (2002) defined this term as the workers' excitement and involvement towards his/her job. Because those employees identify themselves with their job and thus motivated by it. So, it's ended with more success and achieving work-related goals.

In this changing business world, having engaged may be a source of competitive advantage (Erickson, 2005). Therefore, establishing state and behaviorally engaged workforce will be a considerable asset for organizations.

### **3.2 OTHER CONCEPTS**

There are some different themes which seem similar or opposite of work engagement. First is burnout. According to Maslach and Leiter (1997), "burnout is the opposite of engagement and named burnout as a lack of engagement with the job". There is a perfectly negative correlation between these two concepts (Schaufeli and Bakker, 2004). Because, burnout refers to total lack of engagement in the workplace. From this perspective, it is not in the same page within work engagement as it's fed from energy, involvement, and high concentration. However, the main characteristics of burnout are "exhaustion (lack of energy), cynicism (a negative attitude towards his/her own work)". Both are the opposite of vigor and dedication (Langelaan 2006, 2007). Maslach (2018) also thought that work engagement and burnout are in the opposite direction. "Vigor and dedication are the opposites of exhaustion and cynicism" (Langelaan 2006, 2007). Other concept workaholism. It's important to highlight that work engagement doesn't mean workaholism. Workaholics spend much of their time working in a job and they are excessively hard workers and obsessed with the work. They persistently think on work

even if they are working off. However, engaged workers see their job as fun, not an addiction, so they are happy to put their energy into the job (vigor), involved (dedication) and absorbed in their work. The reason why work engagement refers to high energy, efficacy is coming from the willingness of workers. But, workaholism means too much exaggeration which reduces the happiness, the interpersonal and social skills of employees (Bakker, Demerouti & Burke, 2009). From these perspectives, work engagement is different (Taris, Schaufeli & Shimazu, 2010).

Also, job embeddedness refers to the work-oriented positive state of mind as work engagement. But, it's a more stable state of mind compared to work engagement. Additionally, work engagement is about the nature of work, but the other one is more about the organization and the individual's work position (Halbesleben and Wheler, 2008). While job involvement and work engagement are considered as similar forms, they are different from each other in terms of well-being dimension. Because, there is a relation between work engagement and individual's well-being, but job involvement does not have any relation with well-being. Additionally, researchers typically use concepts of “employee engagement” and “work engagement” interchangeably, but they may give different definitions for each. (Both of “employee engagement” and “work engagement” concepts were defined by Erim et al. (2009) under the same concept, “work engagement”. In some studies, “employee engagement” was considered as employees' enthusiasm for their work (Harter et al., 2003) and “work engagement” based on work-related mind characterized by its three dimensions (Schaufeli et al., 2002). However, both of them were used to define the same variable in the study performed by Erim et al., 2009.

### **3.3 DIMENSIONS OF WORK ENGAGEMENT**

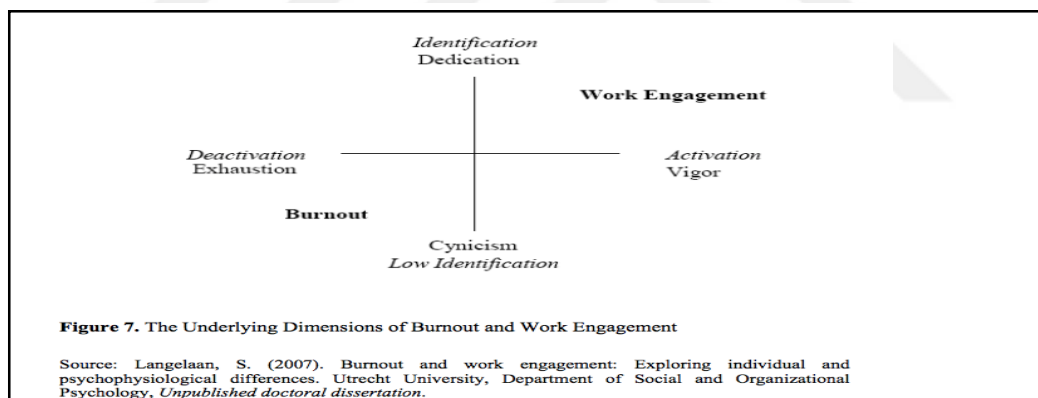
This part explains three main components of work engagement. Schaufeli and his colleagues (2002) defined the concept of “work engagement” within these three dimensions: “vigor, dedication and absorption.”

### 3.3.1 Vigor

This dimension is characterized by “high levels of energy, willingness for work and mental resilience while working”. (Schaufeli et al., 2002). It also includes persistence when faced any problems (Güneşer et al., 2007). It refers to positive energy or motivation to put effort into the job while working. Therefore, it is the opposite of exhaustion which refers to low energy and motivation.

Schaufeli and his colleagues defined the vigor as the opposite of exhaustion (low activation) in their study. The chart below shows us the level of energy to spend on a job. As it is stated earlier, work engagement is fed by a positive state of mind but burnout is described as the opposite side of work engagement. Because it refers to low energy and a negative state of mind.

**Figure 3.1: The underlying dimensions of burnout and work engagement**



Source: Langelaan, S. (2007).

### 3.3.2 Dedication

Dedication is characterized by the followings: “enthusiasm, inspiration, pride, a sense of significance and high identification” (Schaufeli et al., 2002 as cited in Kim et al., 2009, p. 97). However, dedication can be confused by involvement despite involvement refers to psychological identification with an individual's work. But, there are differences between the two terms both qualitatively and quantitatively. In quantitative terms,

dedication is about strong involvement which is beyond identification. In qualitative terms, dedication is not only about to specific cognitive or state it also related to effective perspective (Schaufeli et al., 2002 as cited in Güneşer et al., 2007 p. 38). Dedication should also be distinguished from job involvement by the affective dimension.

### **3.3.3 Absorption**

Absorption refers to a full concentration into a work. Even time passes quickly and one cannot distract himself/herself from work (Schaufeli et al., 2003 as cited in Kim et al., 2009, p.97). Therefore, this dimension of the term is not the opposite of exhaustion or cynicism. It is called absorption and it is a prominent dimension of work engagement (Schaufeli et al., 2003). So, we couldn't say that absorption is the opposite of burnout due to the lack of efficacy or energy. Rather than compare the concept, absorption looks like the result of vigor and dedication.

## **3.4 ANTECEDENTS AND CONSEQUENCES OF WORK ENGAGEMENT**

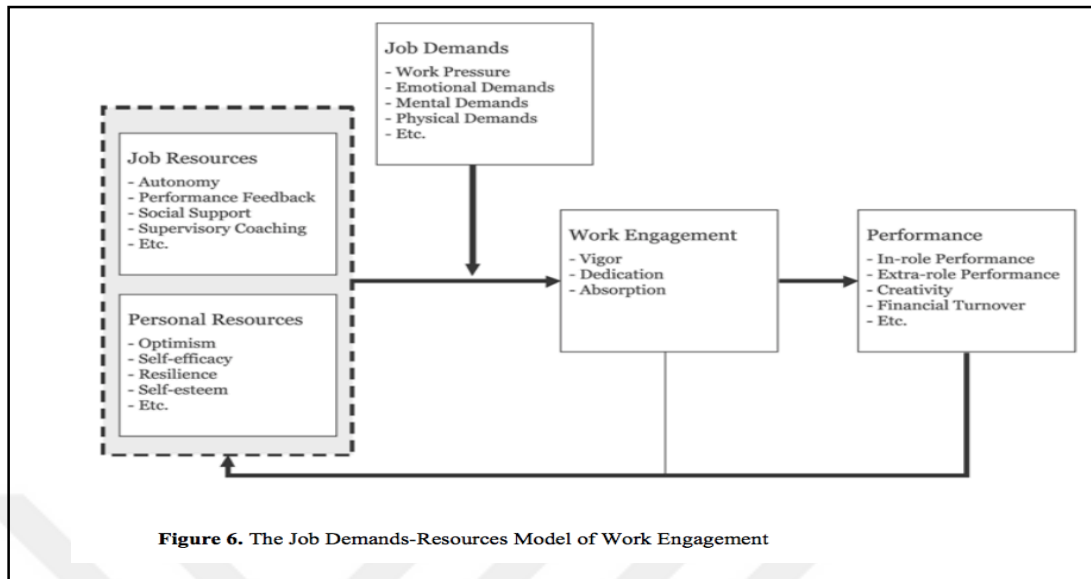
This part of the study will explain which items will influence work engagement and what is the results of work engagement. It is sure that there are some predictors which influence work engagement and it also creates some results for the organization and organizational actors.

Firstly, there are different individual and organizational factors. “Job Demands-Job Resources Model (JD-R)” is the most commonly referenced model which covers the antecedents (Bakker & Demerouti, 2007, 2008). Regarding this model, the work environment can be considered as two parts: “job demands and job resources”. Job demand is based on physical and/or psychological effort for “physical, psychological, social and organizational aspects of work”. So, it's ended with physiological and/or psychological cost. Work pressure might be given as an example of the typical result. However, job resource also refers to the same aspects. But job resources aim to reduce the demands of the job in relation to “physiological and/or psychological cost and support organizational actors' development” (Schaufeli and Bakker, 2004). Baker et al (2008)

suggest that job resources give a motivation to actors for their personal improvement and achieving work goals. So, positive feedback about a “performance, work environment support, supervisory coaching” can be given as an example of job resource (Demerouti et al., 2001 as cited in Erim et al., 2009). In line with this approach, it requires having a job resources to deal with job demands. So, job resource and work engagement are positively linked to each other (Schaufeli and Bakker, 2004). Also, job resources such as identification, rewarding work conditions (Roberts and O'Davenport, 2002) are considered as organizational support thus it raises work engagement. Employees are working with better conditions feel more engaged at work compared to people who are working in uncomfortable environments (Krueger and Killham, 2006). In addition to this, Kahn also supported the idea of work conditions. According to him, it allows employees to experience psychological meaningfulness which is based on encouraging workers, safety which is based on the creation of harmless and psychologically available which refers to necessary physical, the emotional and psychological resource for work performance. As it is seen, job resources influence work engagement. Besides JD-R model, personal resource is another antecedent. Personal resources are the predictors of work engagement and positively correlated with this concept. As optimism, self-efficacy, and resiliency are defined as a main part of personal resources, they've an ability to influence the working environment successfully (Hobfoll et al., 2003 as cited in Bakker et al., 2008b) and it supports engagement.

As a result, JD-R model suggests that job demands exhaust employees and it causes physical and mental fatigue but job resources have a motivational role so employees feel positive physically and mentally and it is feeding personal resources. So, both of them respond to the needs of job demands. Thus, employees might see their job meaningful, they feel safe and available to do their jobs. In the end, they create necessary energy, dedication, and concentration to spend time for their work and identified themselves with their work. Once it became, there will be positive results for companies such as high performance. Therefore, it'll be useful to tell about the consequences of work engagement.

**Figure 3.2: The job demands-resources model of work engagement**



Source: Bakker et al. (2008). Towards a model of work engagement. *Career Development International*, 13(3), 209-223

Work engagement has positive results on the organizational level and it has been supported from many researchers as well. Positive outcomes consist of the followings: “performance” (Kahn, 1990), “organizational commitment” (Demerouti, Bakker, de Jonge, Janssen & Schaufeli, 2001), “low turnover intention” (Halbesleben & Wheeler, 2008), “customer loyalty, satisfaction” (May, Gilson & Harter, 2004; Schaufeli & Bakker, 2004), “good health and positive work affect” (Rothbard, 2001).

First relationship: work engagement is positively correlated with the performance both individually and organizationally (Christian, Garza, & Slaughter, 2011). Bakker (2007) pointed out the main reasons for the better performance of engaged workers rather than non-engaged workers.

- i:** They frequently have positive emotions consisting of energy, joy, enthusiasm. These emotions allow them to have better psychology and physical state.
- ii:** They shape their own jobs and personal resources (e.g., support from others). This autonomy and resources enable them to achieve the work-related goals by dealing with the job demands.

**iii:** As they don't allow any distractions, they put all capacities both mentally and physically.

**iv:** Performance is the result of behavioral engagement which refers to the effort. It means that engaged employees are eager to spend extra effort.

Second relationship: profitability is also positively correlated with engagement in terms of higher efficiency, customer experience (their satisfaction and loyalty). In the study of Erim et al., 2009, engaging within work enables employees to meet the needs of their customers and thus it leads to customer loyalty, sales, and profit.

Third relationship: as Bakker and Demerouti suggested in 2008 that highly engaged employees with their work will find their jobs “interesting, significant, and energetic”. So, they will feel happy, they’ll enjoy from their job and they will find their job enthusiastic. Therefore, work engagement might be considered as a positive state and it helps individuals to motivate.

Fourth Relationship: as stated by Scaufeli and Bakker that employees who feel engaged themselves with their jobs are satisfied from their jobs, do not think to leave their organization (2004). As a conclusion, people with high work engagement do not tend to leave their organizations. So, engagement increases the level of organizational commitment. Therefore, work engagement affects positively employees’ loyalty.

As a conclusion, work engagement is a considerable issue in terms of organizations and individuals. That’s why it was included in this study. From the above positive results of work engagement, it’s clearly understood that companies aim to achieve desired outcomes for their success and long term sustainability. Therefore, they need to consider work engagement and should take the necessary actions to maintain their position. So, the indicators behind work engagement might be taken into account. As presented above figure, JD-JR model gives the insight to assess those indicators. All of them are significant for organizations but also for individuals. Because employees pass a long time with their job and job environment. This relationship with their job is important for their physical and psychological health. In order to keep their well-being, they have to like or satisfy

their activities. More clearly, job satisfaction will provide them the necessary energy to concentrate, engage and motivate with their work as well. Identification with work, positive job-related attitudes, lower risk of burning out, high motivation and self-esteem might have occurred if employees enjoy what they do currently. Therefore, the person-job fit is picked as a third variable. Because being fit with a job enables individuals to satisfy more in their work. So, the next chapter will present the person-job theory with more details and how it influences work engagement and why it is important in terms of individuals and companies.



## 4. PERSON-JOB FIT

In this chapter, the person-job fit is presented regarding the previous and current research and the antecedents and outcomes.

Research on PJ fit has become popular since the early 1960s. Because the most important asset for an organization is people. Therefore, selecting the right candidates is an essential but difficult task for the human resources department. However, if they use the principles of person-job-fit they can provide better employees.

### 4.1 DEFINITION OF PERSON-JOB

In organizational psychology field, research has focused on more person-organization fit and given less attention to the other types of fit like person-job fit. However, human capital is an important asset for organizations in terms of their goals. Because, person-job fit is the predictive factor of well-being, (Bui, Zeng & Higgs, 2017), organizational commitment and low turnover (Chhabra, 2015), job performance (Lin, Yu & Yi, 2014). Therefore, recruitment process is important because it helps to find candidates which are fitted to correspondent roles regarding the criteria. The needs and requirements should be satisfied reciprocally in order to find good matching. The focus of the person-job fit theory is the fit between employees' desires or needs (employee related) and job demands. Person-job fit is the harmony between individuals and organizations (Kristof, 1996). Kristof-Brown et al (2005) described P-J fit as "the relationship between a person's characteristics and those of the job or tasks which are performed at work" (p. 284). Brkich et al (2002) defined person-job fit "as the degree to which an individual's preferences, knowledge, activities, skills, needs, and values match the job requirements". From this description, this matching is between an employee's personality, capacities and job needs (Edwards, 1991). Also, the perception of the individual's fit with their job depends on the meeting of the requirements of the job. Because, this perception can be realised when the matching between personal and job characteristics are occurred.

According to fit theory, employees adapt to working environment in two ways. (Saraç, Meydan & Efil, 2017). So, two main conceptualizations exist in the research of PJ fit. “This concept can be split as the supplementary versus complementary view or demands-abilities (D-A fit) versus needs-supplies view (N-S fit)” (Kilchyk, 2009). A supplementary fit considers the similarity between the characteristics of a person and work environment including other employees (Sekiguchi, 2003). “Another definition is highlighted how a person’s possession including supplements, embellishes, or characteristics are similar to other employees in the job environment” (Kristof-Brown et al., 2005; Muchinsky & Monahan, 197, p. 269). As it is described, this concept is focusing on the person-work environment fit but not the job. So, the harmony between employees and organization is important. However, complementary fit is the degree of an employee in which how he/she “fits” or “matches” with a current position based on his/her knowledge, skills, and abilities (KSAs) in order to perform his/her work-related roles. So, this concept considers person-job fit. According to Edwards (1991), there are two other concepts of P-J which are based on demands-abilities fit (D-A fit) and needs–supplies fit (N-S fit). The fit between job related demands and the capabilities of an employee is known as D-A fit. If this matching occurs between needs of an employee and the offered job attributes then it is known as N-S fit. According to Edwards, the D-A fit can succeed when meeting within existing “KSAs”. Based on this fit, employees should be hired regarding their capabilities and job requirements. Both of them should be matched to reach fit between demands and abilities. However, “N–S fit is related to the fit between an employee's needs or wishes and supplies which is offered by job” (Edwards, 1991; Kristof-Brown, 2000). This supply might come from colleagues or the organization itself. For example, when employees faced any problem, support coming from colleagues or organization itself help them to cope with any obstacles. So, it allows employees to feel more confident when they complete their tasks by using their abilities (LeRouge et al., 2006). In the end, an employee's needs and supports which are received from work will be matched. D–A fit refers to the congruence between job demands and an employee's capacities and they show positive work attitudes when abilities met with the demands (Burke and Weir, 1980; Perrewe, 1986). So, if this fit is high, employees might be praised from their supervisor and they might complete their jobs successfully within little stress. On the contrary, lowest fit causes some problems at work. Employees might be criticized

by their supervisors and they experience more stress and fear. Therefore, they could not perform their jobs perfectly.

Eventually, supplies fit refers was, “There is a good fit between a job what my job offers me and what is my expectation from a job and what am I looking for in a job”; demands-abilities fit refers was, “The match between the demands of my job and my personal skills. It is very good”.

Another approach suggests the subjective (Ehrhart, 2006) and objective (Chhabra,2015) evaluation of person-job fit. Subjective p-j fit is related to “individuals’ perceptions about the level of fit between their needs or preferences and a particular job”. But, objective P-J fit indicates to “how well individuals stated preferences or characteristics correspond to a job’s features”.

So far, person-job fit theory have summarized from different perspectives. As it’s seen this theory is important since its nature comes from “human capital”. Therefore, organizations couldn’t just consider employees harmony within organization also fit with their job is a significant.

#### **4.2 ANTECEDENTS AND CONSEQUENCES OF PERSON-JOB FIT**

Considering the antecedents of fit is important for recruiting process. Previous researches about fit has focused more outcomes rather than antecedents. But, current researches have been also working on the relationship between personality and job characteristics beliefs in order to define the level of P-J fit. Therefore, it can be appropriate to combine and give information how fit term is being influenced and how this term also will influence work-related targets. First, there are two antecedents of Person-Job (P-J) fit: personality and job characteristic beliefs (JCBs).

The first antecedent is “job characteristics belief”. Sproull (1981) suggested that the previous beliefs of employees about work environments influenced their perception in relation to work environments and job activities. From there, it can be defined that the

“job characteristics belief (JCB) is the organizational participants’ expectations or perceptions regarding features of a job”. Individuals might have various JCBs according to their job experience. Workers’ JCBs are developed based on the knowledge or experience from past jobs. They just use them to assess their current fit with their existing job. According to the previous research, individuals have three types of JCBs based on the frequency of customer interaction, organizational interaction which refers to the relationship between organizational members and complexity of service jobs. Both customer and organizational interactions have a positive relationship with P-J fit. Because organizational participants tend to fit with their job which enables them to contact with others. For example, face-to-face services job which provides more interaction with people. Because individuals would express better fit with their work when they are familiar with others and job environment. In addition to this, the complexity of the job suggests that people tend to select a challenging job instead of boring or routine.

The second antecedent is personality. Individual characteristics influence fit. The match between the attributes of job and individual refers to person-job fit. It means that individuals consider their own personalities and also job characteristics while they develop perceptions of fit with their job. The present research targets on the fit between person and job rather than organizations considering personality interactions with JCBs to assume person-job fit (Schneider, Goldstein, and Smith’s, 1995). To measure the effect of personality, some research benefit from the term of Five-Factor Model (FFM) and picked extraversion and agreeableness as an example of individuals’ characteristic skills (Journal of Business and Psychology, Vol. 21, No. 2, Karen Holcombe Ehrhart, 2006). “Being extraversion” refers a people who are social, interactive and involve more interaction within other people. If the job characteristics are based on social relations, the result will be perfect fit between employee and job. Because the positive relationship between JCBs and P-J fit will be stronger. On other hand, people with high agreeableness are warm, altruistic and they tend to help others. So, it helps them to create a better fit with their job and work environment. To sum up, there are some advantages to know which indicators affect P-J fit in order to recruit the best candidates.

Person-job fit is paid attention by the researchers since it has a significant influence on workers (Tinsley, 2000). Beside the effect on workers, this fit has some consequences for organizations like “performance, well-being, satisfaction, organizational commitment and resignation intention turnover” (Edwards, 1991; Saks & Ashforth, 1997, 2002). The level of matching between employees' perception, personal preferences, and job assignments or requirements influence the result and the level of outcome.

First result is job performance. When the skills or needs and the job contents fit, the highest job performance will occur (Wilk & Sackett, 1996). Because employees will be more committed and thus more productive in their job considering the similarity between individuals and job requirements. Contrary, the incompatibility between person and job might be ended with poor job performance and the thoughts of resignation by the individual. From this perspective, N-S job fit, D-A job fit and positive work-related outcomes such as task performance and job commitment are positively correlated with each other. Additionally, when job characteristics, demands, and resource match with the employees' abilities and needs, they are likely to respond more creatively to their situations due to commitment and satisfaction with the job (Hon & Rensvold, 2006; Kristof-Brown et al., 2005).

Second outcome is job satisfaction. It refers “employees who plenty of pleasant feeling and positive emotions for their job and also it’s about how much individuals like their job” (Millan et al., 2013; Peng et al., 2014). So, these two terms are positively correlated with each other. Because, when demands and abilities fit employees will like their jobs and thus they do not experience job stress (Choi, 2004). Due to this insufficient fit, employees wil worry about the learning process and they’ll feel time pressure and will be more stressful (Singh & Greenhaus, 2004). On the contrary they could not perform their jobs effectively and they experience heavier job stress. Person-job fit will have a positive influence on the individual's well-being. O'Reilly (1977) defined that there is a consistency between an individual's and the job characteristics. If the requirements of the job are unachievable for the individuals, they perceive that the job does not suit them, it might have resulted in a decreased state of well-being. Therefore, the well-being of individuals should be considered for a positive work-related outcome.

## 5. RELATIONSHIP BETWEEN CONSTRUCTS

This study emphasizes the moderator effect of PsyCap in the association between person-job fit and work engagement. But first, it will be better to clarify the interaction between these factors by referring the related theories from current literature. The hypotheses in this research were made considering the relationship and the validity of these hypotheses was tested by approved statistical analysis in the following chapter.

### 5.1 RELATED THEORIES

In this part, it'll be useful to summarize related theories to understand better the interaction between three variables. One of the important theory for this study is job demands-job resource model (JD-R model). Job Demands-Job Resources Model (JD-R) is proposed by Bakker and Demerouti in 2007, 2008. Regarding this model, the work environment can be considered as two parts: "job demands and job resources". Job demand is based on physical and/or psychological effort which is ended with physiological and/or psychological cost. Work pressure might be given as an example of the typical result. However, job resources aim to reduce job demands and physiological and/or psychological cost, support organizational actors' growth, development (Schaufeli and Bakker, 2004). Baker et al (2008) suggest that job resources give a motivation to actors for their personel improvement and achieving work goals. So, positive feedback about a "performance, work environment support, supervisory coaching" can be given as an example of job resource (Demerouti et al., 2001 as cited in Erim et al., 2009). In line with this approach, it requires having a job resources to deal with job demands. Because, job resources motivate employees. They add to their total amount of resources. From this aspect, it's sharing the same aspect with conversation resources theory. (Hobfoll,2002). They also facilitate goal accomplishment, foster the fulfillment of the psychological contract (Rousseau, 1995), enhance self-efficacy (see social-learning theory; Bandura, 1997), contribute to the psychological states of meaning, knowledge and responsibility (Hackman & Oldham, 1976).From this aspect, JD-R model suggests that job demands exhaust employees and it causes physical and mental fatigue but job resources have a

motivational role so employees feel positive physically and mentally and it is feeding personal resources. So, both of them respond to the needs of job demands. Thus, employees might see their job meaningful, they feel safe and available to do their jobs.

Another support is from “build and broaden theory”. This theory is proposed by Barbara Fredrickson. This theory is based on explaining the mechanisms behind positive emotions in our minds and bodies. According to Fredrickson,1998 “Broaden-and-build theory is notable for drawing explicit attention to the positive and showing that insights result when we do something more than simply look at the absence of the negative.” She stated that positive feelings have a “broadening effect” on the momentary thought-action repertoire: They allow us to “discard automatic responses and instead look for creative, flexible, and unpredictable new ways of thinking and acting” (Fredrickson 2004). From this aspect, when positive emotions are active, individuals have greater capacity to broaden and develop cognitive ability, and engage in more open-minded and create flexible responses. This theory also describes “how the 10 positive emotions of joy, serenity, amusement, awe, pride, gratitude, interest, inspiration, hope, and love are like the tiny engines of positive psychology” that drive personal growth and flourishing. Because, experiencing frequently positive emotions allow broaden employees’ attention. By this way employees become more open, flexible and accepting. Also, positive feelings nourish us and allow us to build ‘resources’. These resources can be “psychological resources (the development of resilience and optimism and of a greater sense of identity); physical resources (improved strength, co-ordination and cardiovascular health); intellectual resources (enhanced problem-solving skills and a better ability to learn new information); social resources (strengthening of existing bonds and new connections made)”.

From this point, it’s understood that positive emotions widen individuals’ attention, awareness and the way of thinking. Those broadened approaches allow them to build their resources.

Third, “conservation of resources” theory which is is proposed by Hobfoll in 1989. The key principle of this theory is having and keeping at a specific level that what has been

defined as valuable that is resources: like “things (e.g., objects, house etc.) personality traits or psychological (e.g., optimism, self-esteem, etc.); conditions such as being married or employed and resources like energy, time, money, or knowledge”. This is the general approach of the majority activities. The gain or loss of resources has a fundamental importance to the quality of life. These resources contribute to our own identity and, consequently, differentiate us from others. Therefore, this theory suggest that “people fight to maintain, protect, and build resources, as well-being (eustress) will depend on their gain and stress (distress) will be subject to their loss”. Psychological stress occurs as a response to an environment in which there is: “1) a threat of resource loss, such as suspicions about your company being restructured, this meaning that one’s job might be at risk; 2) real loss of resources, for example, losing one’s job; 3) absence of return of resources when other resources have been invested for that purpose, for instance, studying a university degree, which implies a great energy investment in terms of time, money, effort, etc., to achieve the goal of finding a job related to one’s training, but not finding any after graduating”. According to Hobfoll (1989, 2002, 2010), “people with a good amount of resources will better face environmental stressors (e.g., unemployment) and will also have more probabilities of coping with the situation and successfully getting out of it”. Furthermore, regarding the COR theory, people make an effort for the loss of resources as small as possible when they face an adverse environment. Hence, they are able to have a better position to overcome stress. When “they are not facing any stressors, they fight to gain resources, thus allowing these reserves to compensate future adverse situations that might put their resources at risk”. Therefore, individuals who have a good amount of resources will better deal with environmental stressors and, consequently, their mental health will be less affected. According to this theory, it’s clearly seen that resources are required for adaptation and change. “People strive to protect and increase their resources. Therefore, they need to invest resources to gain more of them and prevent any resource loss. Because, loss of resources is stressful and individuals from more resourceful environment are better to cope with and prevent any loss”. (Hobfoll,2002)

Next chapter will show the interaction between the related constructs considering these above supporting theories.

## 5.2 WORK ENGAGEMENT & PSYCAP

As cited, work engagement and PsyCap are critically important in terms of the organization's benefit. Because both of them have a positive influence on organizational goals.

Personal resources such as "optimism, self-efficacy, hope, and resilience" develop "work engagement" (Bakker & Demerouti, 2008). Halbesleben (2010) found that "personal resources (e.g. optimism and self-efficacy) were correlated with work engagement". Moreover, Bakker, Gierveld and Van Rijswijk (2006) defined that "engaged employees have their resources optimally". Sweetman and Luthans (2010) also suggested that the components of work engagement have direct relations with the components of PsyCap. It means that the constructs of psychological capital (PsyCap) and work engagement (WE) are associated. Another definition from Sweetman and Luthans (2010) having more resources enable employees to be more capable and engaged in their work. From this point of view, it might be summarized as that optimism, hope self-efficacy and resilience all together make a contribution to work engagement and it might be seen that PsyCap is a kind of antecedent of work engagement. As previously stated in JD-R model, positive personal and job resources together respond the demands of a job. Because as long as individuals fulfill the job demands, they will be engaged in their work. As it's seen this theory support the positive interaction between pscap and work engagement. In line with JD-R model, Luthans, Youssef and Avolio, 2007 support the positive interaction between these two terms and having a more positive self-regard experience enables employees being more motivated to realize their tasks. As a result, it's possible to encounter engaged people in business life. As it's understood engagement might be improved through the PsyCap components including self-confidence, positive expectation, the capacity to never give up to achieve goals, the ability to get back from the adverse situation. Because PsyCap provides employees necessary resource or strengths and it makes employees more persistent and committed. So, it allows them the necessary power or motivation to engaged within their job. As Avey et al (2011) suggested, "having a high level of PsyCap enables to organizational actors to target high goals (hope), to provide self-confidence about their success (efficacy), think positively (optimism), and are more resistant to deal

with problems (resilience)”. These resources lead to high work environment (Lorente et al., 2014). Another supporting theory is Build and Broaden theory which is defined by Barbara Fredrickson. According to this theory, positive emotions broaden employees’ awareness, attention. This broadened approach allows them to build personal resources like hope, resilience, optimism. At the end of this, employees will be engaged in to their job, effectively meet work challenges and will be satisfied at work. Consequently, PsyCap may be conceived as a psychological resource that develops work engagement. Because people who have having a strong capacity are more motivated and energetic to engage with their jobs. Therefore, PsyCap is an important predictor for work engagement.

### **5.3 PERSON-JOB FIT & PSYCAP**

Person-job fit has a close connection with the components of PsyCap. Because of both PsyCap and person-job fit concepts consider who you are, what you believe you can do, what you do, and who you can become.

Selecting employee with a higher level of PJ fit will provide a competitive advantage for organizations. Because, workers who have their knowledge, skills, and abilities (KSAs) with their job will not feel any stress and perform their jobs better. Because their personal resources are sufficient to perform this job. From this point, person-job fit improves positive psychological capacities and employees with high capacities perform better and achieve work-related goals. “Person–job fit can improve self-efficacy, the individual with a high self-efficacy will pursue a higher goal, obtain better work performance (Locke and Latham 1990).” From demands-abilities fit perspective (Edwards, 1996; Kristof-Brown et al., 2005) “employees with higher person–job fit can complete their jobs more perfectly, have little job stress and are more likely to get their supervisors’ recognitions and praises, therefore, have more confidence on the ability of completing their work.” On the contrary, “low level of self-efficacy can occurred due to lower level of person-job fit.” (Hecht and Allen 2005).

Also, when job demands and capabilities of employees are met, workers will be more confident to succeed their given task (self-efficacy) and then the job satisfaction of

employee will occur. Therefore, it might be true to extract this result that person–job fit has a positive influence on self-efficacy and thus the employees with higher self-efficacy are able to satisfy their job and achieve goals.

Beside self- efficacy, there is also an interaction between other components of PsyCap and person-job fit. Being hopeful allows people to ignore negative emotions even when facing adverse situations due to their way of power. A resilient person will use adaptation mechanisms necessary to bounce back for realistic and flexible optimism. Optimist people remain in positive side and they are confident about the future even if they face any failure. It can be defined that person-job fit improves all of these positive resources. As it was mentioned in previous parts, the highest fit will create the highest psychological capabilities. People who have perfectly match with their jobs will be more self-confident; will look the future within optimistic approach; will be more hopeful and will be more resilient even if they face any problems or difficulties. In addition to this, “Conservation of Resources theory” support this positive interaction as well. Because, knowledge, skills and abilities are valuable resources of an employee. Employees need to protect and increase their resources to better cope with environmental stressors or any adverse situations. At the end of this approach, once employee tend to develop the level of their knowledge, skills, abilities, even experience, they’ll be more resilient, self-confident, optimist and hopeful. Therefore, their psychological capacities will be increased. The higher level of PsyCap contains positive feelings (Snyder, Harris, et al., 1991) such as positive appraisals, goal accomplishment and success. These positive emotions and capacities help the workers to meet with job requirements and creates good results in terms of companies’ goals like “job satisfaction, organizational commitment, success, high job performance”.

#### **5.4 WORK ENGAGEMENT & PERSON-JOB FIT**

The final relationship is between work engagement and person-job fit. The study of Lu et al (2014) contributed to the relationship between work engagement and person-job fit. But they only stressed the unidirectional relationship. However, bidirectional effect between person-job fit and work engagement should be considered. Therefore, it is

possible to explain the direction of this relationship from a different perspective. Firstly, the person-job fit is positively related to work engagement. Relevant studies show that when individuals are sure about their P-J fit, they feel more meaningfulness of their job and become more engaged or involved. So, workers will assess their job as useful and they will be engaged when the fit occurs. Also, employees who have a good fit with their job, they'll prove the specific skills and abilities relevant to such positions, they may apply their available resources to perform and engage well in their work. As a result, they will perform their tasks better. Therefore, person-job fit is a strong predictor of work engagement over time. Both "Self-determination theory" (Deci, Ryan & Williams, 1996) and "JD-R model" (Bakker & Demerouti, 2007; Bakker et al., 2014); "Conservation of Resources theory" (Hobfoll, 2002) are three theories which can be showed as the reference of this relationship. Self-determination suggests "independence, relatedness, and competence, which increases motivation" (Deci & Ryan, 1985). Autonomy refers to greater participation in decision-making or delegation of responsibility. Relatedness perspective refers to an interaction between team members and basic need satisfaction by the organization. Employee competence encourages skill development and training opportunities. This model stresses that individuals who are fitted with their job in accordance with autonomy, competence, and relatedness will have a higher level of work engagement (Hakanen et al., 2006). In addition to this, JD-R model defines a balance between job demands and job resources. If employers could fit job resources to employees' needs, they are more able to improve the employees' perception of person-job fit. Because job resources can be enhanced by such an intervention. As a result, employees will be satisfied with their job and work environment (Bakker, 2010) and they will feel more engaged, perform better (Hackman, 1980). According to "Conservation of Resources theory, it's important to gain, protect, build resources to overcome any kind of adverse cases". Therefore, they shouldn't loss too much resources once they faced any kind of stressors. From this aspect, fit is important resource for an employee since it refers a harmony between job and knowledge, skills, abilities etc. Once this fit is built, employees will gain an important resource. Because, they don't feel any negative emotions through their organization, job or even for colleagues or they don't feel any kind of fear like job loss. Contrary, they'll be strong, energetic, motivated and they'll be ready

to spend their energy, enthusiasm for their work. As a result, they'll be more engaged to their work.

Although it seems likely that person-job fit will be a strong predictor of work engagement over time, a reciprocal direction should also be regarded. So, "Broaden-and-Build theory" (Fredrickson, 2001) might be given as a strong argument for this reciprocal relationship so work engagement might be a strong predictor of person-job fit. This theory refers to "positive affect broadening attention, cognition, and action: the building of personal resources such as physical (e.g., skills), intellectual (e.g., knowledge), and psychological resources" (e.g., resilience) (Fredrickson & Branigan, 2005). Employees with high level of personal resources will be better position to respond the demands of job and it allows them to be more satisfied, energetic and engaged with their job. Employees who are engaged (a positive affective state) are willing to increase the variety of skills to meet job requirements effectively, they are more interacted with their supervisors to perform better and thus they could alter their environment to be more in line with their preferences. Engaged employees are able to fit with their job through positive means of work by matching their self-concept with job tasks (Hackman, 1980). Therefore, it is possible to influence positively an employee's perception (work meaningfulness) fit through the state of work engagement. From this point, "a positive work-based affect (work engagement) help the employees to reach a better person-job fit "(Bakker et al., 2011).

Also, another approach supported by Hirschi (2012) that person-job fit is not necessarily a prerequisite for an employee to experience more work engagement. Because employees enter the organization with a certain level of person-job fit. As organizations and employees aim to achieve a better fit, they should focus on enhancing the level of work engagement of employees. However, organizations should consider job resources to match with employees' needs. Because, work engagement is a positive state which can be improved by providing employees with adequate job resources (Bakker & Demerouti, 2007; De Beer et al., 2012; Hakanen et al., 2006). As it's possible to enhance work engagement by job resources, employees' fit perception is possible to be enhanced over time. Therefore, organizations should annually consider the climate surveys in order to identify job demands and job resources. Although the current research support that an

employee's perception of person-job fit might be influenced positively through the state of work engagement and person-job fit is the result of work engagement, it is important to consider the bidirectional relationship between these two factors.

So far, the relationship between the three factors is summarized. As it's mentioned, all of them are related to each other positively. However, our research model proposes the positive impact of person-job fit on work engagement considering the moderator effect of PsyCap. Therefore, the next part is aimed to emphasize the moderating role of PsyCap by considering the existing studies and theories.

## **5.5 MODERATOR ROLE OF PSYCAP**

As mentioned earlier, there is a significant association among the variables of the study. However, this study aims to show the moderator effect of PsyCap on the relationship between person-job and work engagement. There are some researches which are performed to show PsyCap's moderator influence on such variables. But none of them has analyzed exactly the moderating effect of PsyCap from person-job fit and work engagement relationship perspective. So, there are some studies which might be referred for this research.

Regarding the literature, job and personal resources influence work engagement. According to Demerouti and Bakker (2011), "employees' work engagement can be facilitated by sufficient job resources as follows: feedback, social support, skill variety etc". According to Xanthopoulou et al. (2007), "employees who have sufficient job resources will remain engaged in their work". Xanthopoulou et al (2007) extended his argument and suggested that personal resources have a moderating role on the relationship between job resources and work engagement. Therefore, the positive interaction between job resources and engagement will be stronger for employees who have a higher level of psychological capital. Person-job fit is the fit of personal and job resources since it refers to the fit between skills and job requirements. Therefore, the fit influences work engagement positively and this positive effect is moderated by psychological capital according to this study.

Another study suggests that there is a moderator role of psychological capital on the relationship between tax complexity, performance, and satisfaction. According to this, there is a positive interaction between tax complexity and satisfaction and performance. Gardner (1990) and Scott (1988) found that complex job has challenged and it raises the level of satisfaction. Going forward to this, Fang (2008) stated that PsyCap acted a moderating role in the relationship between tax complexity, satisfaction, and performance. Because tax complexity will increase performance and satisfaction. This relation will increase or decrease performance and satisfaction regarding the level of the PsyCap. Employees who have a higher level of PsyCap are motivated and they make huge efforts to work to lead to increased employee satisfaction because of task diversity. This result obtained from the past study might be a good reference for this study. Because tax complexity as a being part of job characteristics is the antecedents of person-job fit. Job performance and satisfaction is the result of work engagement. From these points, the above result is supporting also the hypothesis of this research.

Finally, when testing the moderator effect, it is important to take into account the nature of the “stressors, resources, and strains”. According to Daniels and de Jonge (2010), “each of job demands, job resources, and job strains contains the cognitive, emotional, and physical element. Moderating effects are more likely seen when there is a match between components (e.g., cognitive resource and cognitive strain)”. PsyCap as a cognitive resource should end within a stronger moderating effect on cognitive- related outcomes, such as depersonalization and job satisfaction because there is a better fit of the resources and strain. It is seen that PsyCap has a stronger moderating effect on the cognitively related outcomes. Therefore, it is suggested that the person-job fit has a positive impact on work engagement. The level of impact changes regarding the level of personal resources, thus PsyCap has a moderator role in this relationship. As it’s seen there is some research which revealed the moderator role of PsyCap. From these researches, the model of this study is modified by picking the variables of person-job fit and work engagement and PsyCap as moderator variables. Next chapter will continue within the research model, hypothesis and discuss the validity of the model on behalf of some respected statistical analysis.

## **6. METHODOLOGY**

### **6.1 AIM OF THE STUDY AND THE PROPOSED RESEARCH MODEL**

In this part of the study, the research model is highlighted with its purpose and then various hypotheses are stated. A variety of statistical analysis is used to present if the hypotheses are supported and to indicate the relationships between the constructs and the moderator effect of PsyCap.

#### **6.1.1 The Aim of the Research**

Considering the conceptual framework, this study aims to investigate the positive impact of person-job fit on work engagement and to explain the moderating role of psychological capital on this contribution.

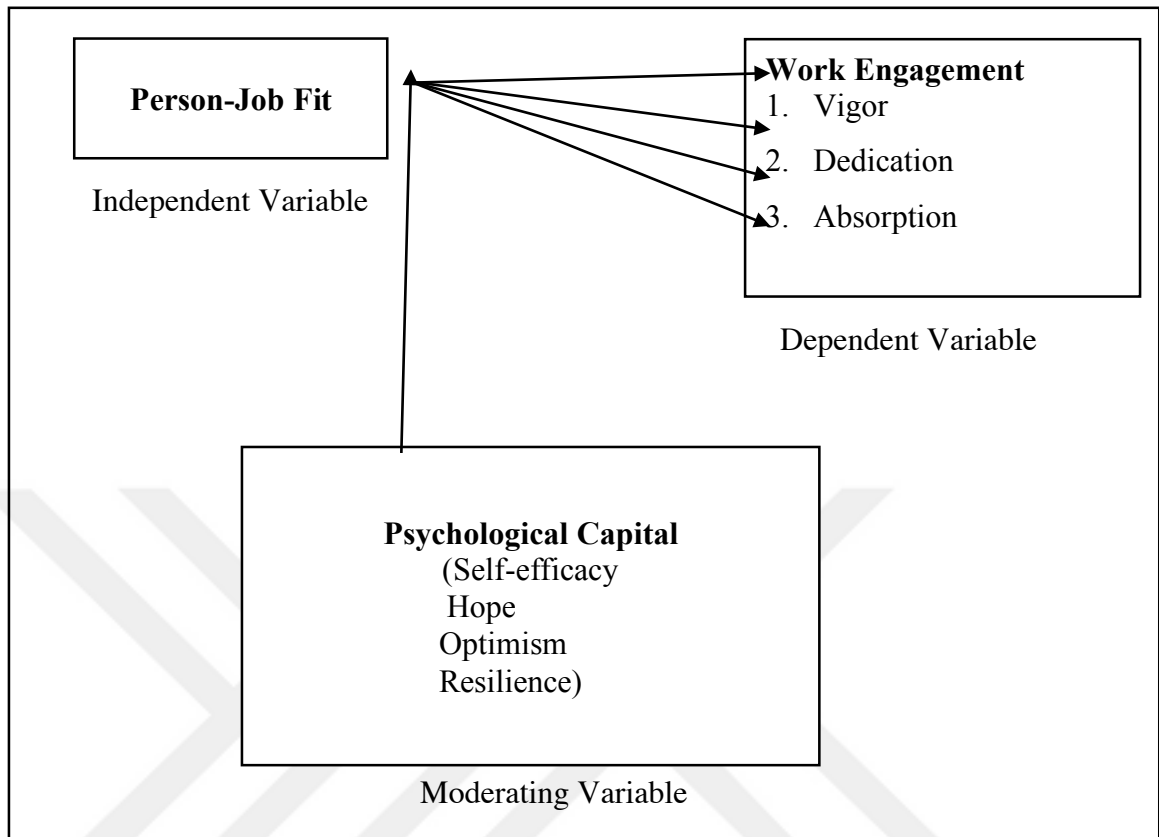
#### **6.1.2 The Importance of the Research**

Considering the missing framework in the organizational behavior field, this study will provide the significance of psychological capital in terms of person-job fit and work engagement perspective. Because the level of PsyCap is an important moderator input to assess employee's work engagement through person-job fit. The result of this study will be expected to show that the psychological capital of the employees in the private sector is a tangible asset in order to keep an efficient outcome. Based on the existing literature presented in the previous chapter, the malleability of PsyCap allows employees in private sector to develop by some training programs and thus the fit with their job will positively impact the engagement with their job.

#### **6.1.3 The Proposed Research Model and Hypothesis**

As shown in Figure 6.1 the main variables for this research are psychological capital, person-job fit and work engagement

**Figure 6.1: The proposed research model**



By conducting regression analyses, the following hypotheses will be tested:

H<sub>1</sub>: Employees in organizations with higher person-job fit will have a higher level of work engagement.

H<sub>1a</sub>: Employees in organizations with higher person-job fit will have a higher level of vigor.

H<sub>1b</sub>: Employees in organizations with higher person-job fit will have a higher level of dedication.

H<sub>1c</sub>: Employees in organizations with a higher level of person-job fit will have a higher level of absorption.

H<sub>2</sub>: The relationship between person-job fit and work engagement is moderated by PsyCap.

H<sub>2a</sub>: The relationship between person-job fit and vigor is moderated by PsyCap.

H<sub>2b</sub>: The relationship between person-job fit and dedication is moderated by PsyCap.

H<sub>2c</sub>: The relationship between person-job fit and absorption is moderated by PsyCap.

## **6.2. METHOD**

### **6.2.1 Data Collection**

The sample of the study consists of white-collar, full-time, private sector employees in Istanbul. There is not an age limitation for the sample. Study setting is no contrived, unit of analysis is individuals and time horizon of the study is cross-sectional. The survey form is distributed by e-mail to some respondents and completed within a month. In total, 250 people filled in the questionnaire. But only 209 people answered the questionnaire. The questionnaire consisted of an introduction to collect demographic information of people who replied to the survey. It also ensures strict confidentiality and requesting an open and honest response, without omitting any questions. All answers are used for academic research.

The majority of the employees (62.2%) were in the age range of 25-35 and 8.6% were in the age range of 18-25. 65.6% of the employees are women and 34.4% are men. While 34.9% of employees have been working for more than 10 years, 12.4% of them have been working for about 2 years. While the company employs about 29.2% of them for 2 years, the company employs 9.6% of them for more than 10 years. Fifty-three point one percent of the employees were graduated from University, 3.8% of them were graduated from high school and the others were at the level of postgraduate education. While 55.5% of the employees were singles, 41.6% of them were married.

**Table 6.1: Frequency of employee demographic characteristics**

		<b>n</b>	<b>%</b>
<b>Age</b>	18-25	18	8.6
	25-35	130	62.2
	35-45	61	29.2
<b>Gender</b>	Female	137	65.6
	Male	72	34.4
<b>Total experience</b>	6 months - 2 years	26	12.4
	2-5 years	52	24.9
	5-10 years	58	27.8
	>10 years	73	34.9
<b>Experience in current company</b>	0-6 months	24	11.5
	6 months - 2 years	61	29.2
	2-5 years	59	28.2
	5-10 years	45	21.5
	>10 years	20	9.6
<b>Educational status</b>	High school	8	3.8
	University	111	53.1
	Master	90	43.1
<b>Marital status</b>	Single	116	55.5
	Divorced	6	2.9
	Married	87	41.6
<b>Toplam</b>		<b>209</b>	<b>100</b>

## 6.2.2 Instrument

Our survey form consisting of 50 questions aims to measure three factors. Each of them has its own questions. Psychological Capital has 24; work engagement has 17 and person-job fit has 9 questions. Convenience sampling method is applied once survey is conducted.

### 6.2.2.1 Psychological Capital Scale

Psychological Capital Scale is aiming to measure the following four subdimensions to justify the model: optimism, resilience, hope, and self-efficacy. The model consists of 24

items scale developed by Luthans, Avolio, et al (2007). In the scale, six-level Likert-type is used and participants responded to the psychological capital expressions through a six-scale ranging from "I definitely agree" to "I definitely do not agree".

#### **6.2.2.2 Work Engagement Scale**

Utrecht Work Engagement Scale (UWES) was developed by Schaufeli, Salanova, González- Romá and Bakker (2002). This scale was used to measure work engagement which had the following three dimensions: vigor, dedication, and absorption. There are 17 items for this scale (4 items for vigor, 9 items for dedication and 4 items for absorption).

#### **6.2.2.3 Person-Job Fit Scale**

Person-job fit is developed by Brkich, Jeffs, and Carless (2002). The Global Self-Report Measure of Person-Job Fit consists of 9 questions. Participants responded along with a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). Commitment? the scale ranges from 0.855 to 0.917. Accordingly, this scale is highly reliable.

### **6.3 VALIDITY AND RELIABILITY ANALYSES**

In the validity analysis, a previously determined model or hypothesis for the relationship between variables is tested. It is often used in scale development and validity analysis aims to verify a predefined structure.

**Table 6.2: Distribution of Psychological Capital, Work Engagement and Person Job Fit scale scores**

		<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>sd</b>
<b>Psychological Capital</b>	Self-Efficacy	209	1.50	6.00	5.06	0.68
	Hope		1.67	6.00	4.51	0.84
	Resilience		1.50	6.00	4.59	0.82
	Optimism		1.67	6.00	4.34	0.87
<b>Work Engagement</b>	Vigor	209	1.50	5.00	3.32	0.75
	Dedication		1.20	5.00	3.67	0.91
	Absorption		1.00	5.00	3.43	0.85
<b>Person Job Fit</b>		209	1.56	4.33	3.01	0.33

Psychological Capital scale comprises of four subscales. Self-Efficacy subscale scores range from 1.5 to 6 and the mean score is  $5.06 \pm 0.68$ ; Hope subscale scores range from 1.67 to 6 and the mean score is  $4.51 \pm 0.84$ ; Resilience subscale scores range from 1.5 to 6 and the mean score is  $4.59 \pm 0.82$  and Optimism subscale scores range from 1.67 to 6 and the mean score is  $4.34 \pm 0.87$ .

Work Engagement scale comprises of three subscales. Vigor subscale scores range from 1.5 to 5 and the mean score is  $3.32 \pm 0.75$ ; Dedication subscale scores range from 1.2 to 5 and the mean score is  $3.67 \pm 0.91$  and Absorption subscale scores range from 1 to and 5 and the mean score is  $3.43 \pm 0.85$ .

Total score of Person Job Fit scale ranges from 1.56 to 4.33 and the mean score is  $3.01 \pm 0.33$ .

### 6.3.1 Confirmatory Factor Analysis of Psychological Capital Scale

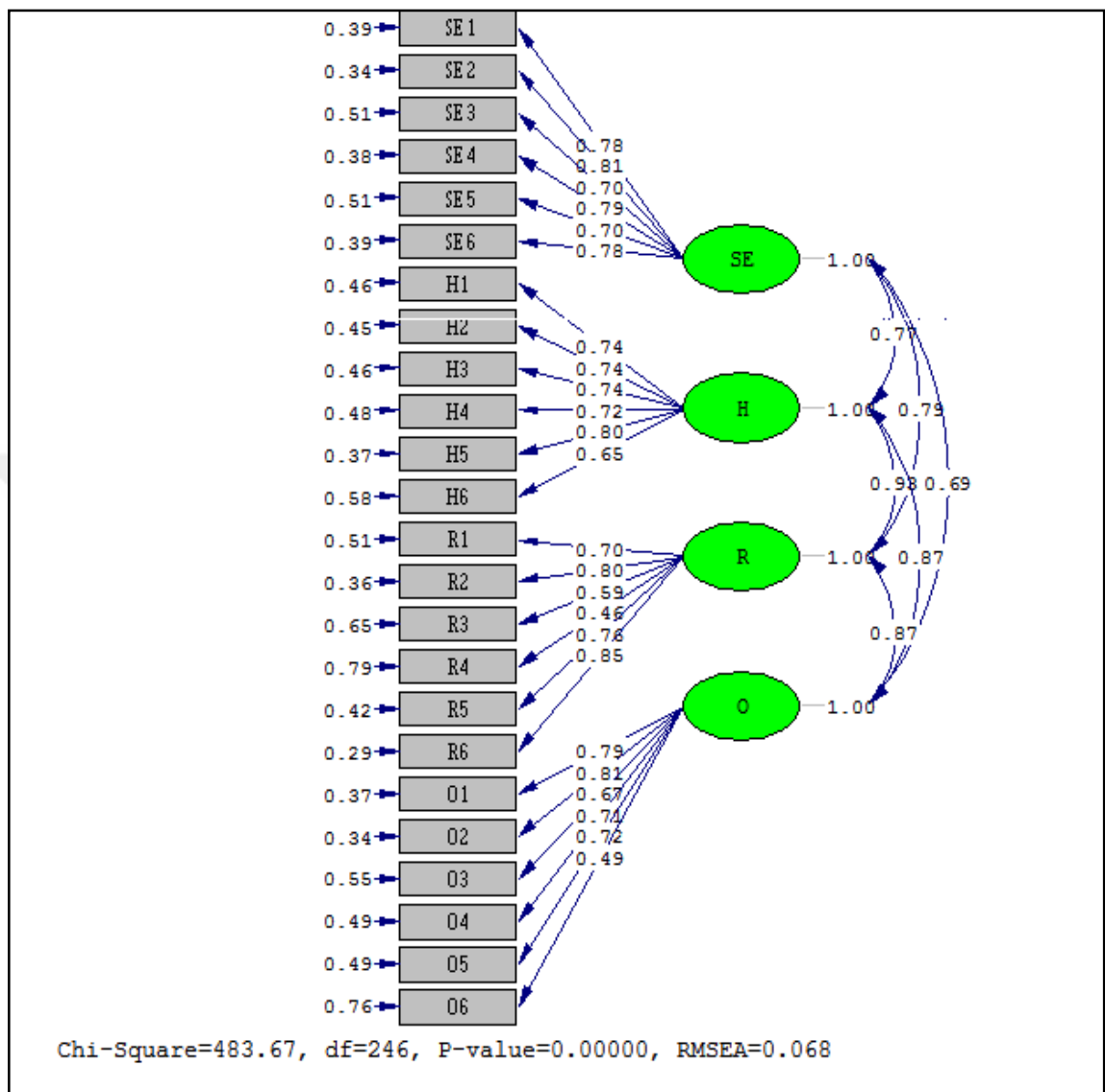
**Table 6.3: Fit indices of Confirmative Factor Analysis of Psychological Capital scale**

Fit Indices	Good Fit	Acceptable Fit	Results of Model	Fit
<b>RMSEA</b>	$0 < \text{RMSEA} < 0.05$	$0.05 \leq \text{RMSEA} \leq 0.10$	0.068	Acceptable
<b>NFI</b>	$0.95 \leq \text{NFI} \leq 1$	$0.95 \leq \text{NFI} \leq 0.95$	0.96	Good fit
<b>NNFI</b>	$0.97 \leq \text{NNFI} \leq 1$	$0.95 \leq \text{NNFI} \leq 0.97$	0.98	Good fit
<b>CFI</b>	$0.97 \leq \text{CFI} \leq 1$	$0.95 \leq \text{CFI} \leq 0.97$	0.98	Good fit
<b>IFI</b>	$0.97 \leq \text{IFI} \leq 1$	$0.95 \leq \text{IFI} \leq 0.97$	0.98	Good fit
<b>RFI</b>	$0.90 \leq \text{RFI} \leq 1$	$0.85 \leq \text{RFI} \leq 0.90$	0.95	Good fit
<b>SRMR</b>	$0 \leq \text{SRMR} \leq 0.05$	$0.05 \leq \text{SRMR} \leq 0.10$	0.052	Acceptable
$\chi^2 / \text{df}$	$0 \leq \chi^2 / \text{df} \leq 2$	$2 \leq \chi^2 / \text{df} \leq 3$	1.97	Good fit

*When the results of the model were evaluated;*

RMSEA measure of fit is 0.068 and it shows an acceptable fit. While the other measures of fit NFI, NNFI, CFI, IFI, RFI measurements indicate a good fit; SRMR measure of fit indicates an acceptable fit. Accordingly, an indication of good fit and acceptable fit by the fit indices and also an indication of good fit by chi-square value with correction show that our data have a good fit and our model is statistically significant and valid ( $p=0.001$ ;  $p<0.01$ ).

**Figure 6.2: Demonstration of Confirmative Factor Analysis of Psychological Capital scale**



### 6.3.2 Confirmatory Factor Analysis of Work Engagement Scale

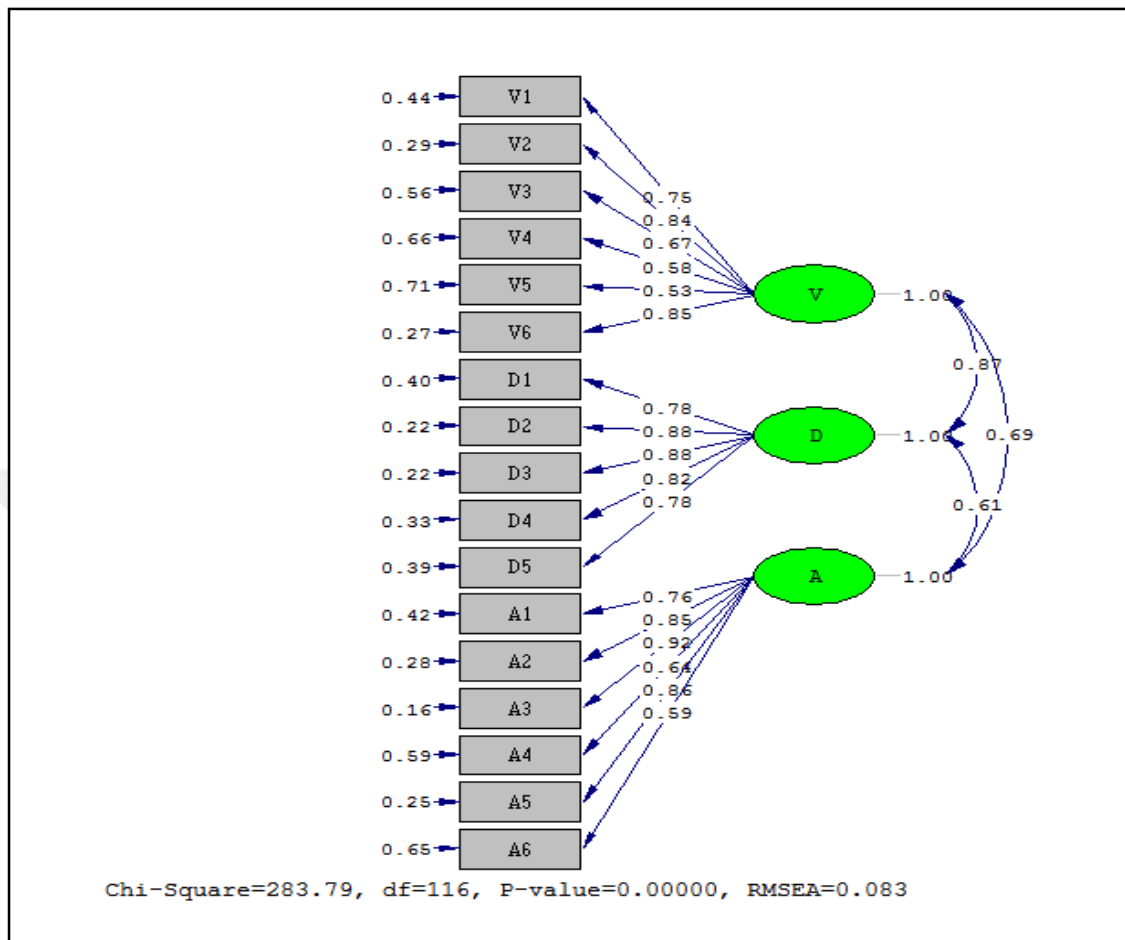
**Table 6.4: Fit indices of Confirmatory Factor Analysis of Work Engagement scale**

Fit Indices	Good Fit	Acceptable Fit	Results of Model	Fit
<b>RMSEA</b>	$0 < \text{RMSEA} < 0.05$	$0.05 \leq \text{RMSEA} \leq 0.10$	0.083	Acceptable
<b>NFI</b>	$0.95 \leq \text{NFI} \leq 1$	$0.95 \leq \text{NFI} \leq 0.95$	0.96	Good fit
<b>NNFI</b>	$0.97 \leq \text{NNFI} \leq 1$	$0.95 \leq \text{NNFI} \leq 0.97$	0.97	Good fit
<b>CFI</b>	$0.97 \leq \text{CFI} \leq 1$	$0.95 \leq \text{CFI} \leq 0.97$	0.97	Good fit
<b>IFI</b>	$0.97 \leq \text{IFI} \leq 1$	$0.95 \leq \text{IFI} \leq 0.97$	0.97	Good fit
<b>RFI</b>	$0.90 \leq \text{RFI} \leq 1$	$0.85 \leq \text{RFI} \leq 0.90$	0.95	Good fit
<b>SRMR</b>	$0 \leq \text{SRMR} \leq 0.05$	$0.05 \leq \text{SRMR} \leq 0.10$	0.067	Acceptable
<b><math>\chi^2 / \text{df}</math></b>	$0 \leq \chi^2 / \text{df} \leq 2$	$2 \leq \chi^2 / \text{df} \leq 3$	2.44	Acceptable

*When the results of the model were evaluated;*

RMSEA measure of fit is 0.083 and it indicates an acceptable fit. While NFI, NNFI, CFI, IFI, RFI measurements among the other measures of fit indicate a good fit; SRMR measure of fit indicates an acceptable fit. Accordingly, an indication of good fit and acceptable fit by the fit indices and also an indication of acceptable fit by chi-square value with correction show that our data have a good fit and our model is statistically significant and valid ( $p=0.001$ ;  $p<0.01$ ).

**Figure 6.3: Demonstration of Confirmative Factor Analysis of Work Engagement scale**



**Table 6.5: Distribution of the internal consistencies of psychological capital, work engagement and person job fit indices**

		Number of questions	Cronbach's Alpha
<b>Psychological Capital</b>	Self-Efficacy	6	0,892
	Hope	6	0,871
	Resilience	6	0,850
	Optimism	6	0,857
<b>Work Engagement</b>	Vigor	6	0,855
	Dedication	5	0,917
	Absorption	6	0,895
<b>Person Job Fit</b>		9	0,914

The values of Cronbach's alpha coefficient were used for evaluation of the internal consistency of the scales.

It is seen that the values of Cronbach's alpha coefficient of Psychological Capital scale range from 0.850 to 0.892. Accordingly, this scale is highly reliable.

It is seen that the values of Cronbach's alpha coefficient of Work Engagement scale range from 0.855 to 0.917. Accordingly, this scale is highly reliable.

It is seen that the values of Cronbach's alpha coefficient of Person Job Fit scale are 0.914. Accordingly, this scale is also highly reliable.

*Evaluation of coefficient alpha is performed according to the following criteria (Karagoz, 2014, p. 698):*

$0.0 \leq \alpha$  If the value is  $< 0.40$  then the scale is not reliable.

$0.40 \leq \alpha$  If the value is  $< 0.60$  then the scale has a low reliability.

$0.60 \leq \alpha$  If the value is  $< 0.80$  then the scale is a highly reliable scale.

$0.80 \leq \alpha$  If the value is  $< 1.00$  then the scale is a highly reliable scale.

**Table 6.6: Analyses of Normality of the Scales**

	<b>N</b>	<b>Mean</b>	<b>sd</b>	<b>Kolmogorov-Smirnov statistic</b>	<b>p</b>
<b>Psychological Capital</b>	209	4.63	0.70	0.107	$<0.001^{**}$
<b>Vigor</b>	209	3.32	0.75	0.106	0.017*
<b>Dedication</b>	209	3.67	0.91	0.154	$<0.001^{**}$
<b>Absorption</b>	209	3.43	0.85	0.080	0.133
<b>Person Job Fit</b>	209	3.01	0.33	0.120	0.004**

According to the Kolmogorov-Smirnov normality test, while PsyCap, Vigor, Dedication and Person Job Fit scores were not distributed normally ( $p < 0.05$ ), Absorption score was distributed normally. ( $p > 0.05$ )

#### **6.4 STATISTICAL ANALYSES**

Statistical analysis is applied to calculate the validity and reliability of the research model. The relationship between psychological capital and work engagement subgroups is demonstrated by confirmatory factor analysis (Amos 22 program). The reliability of the study was demonstrated by the Cronbach Alpha test. The normal distribution of data was analyzed by using Kolmogorov and Smirnov test and the data were not distributed normally ( $p < 0.05$ ). Non-parametric tests (Kruskal Wallis test -3 and more groups) were used in the analysis of data since the data did not conform to a normal distribution. The Spearman correlation (non-parametric) test was used to evaluate the correlation between the groups. Then multiple regression analysis (enter) was performed to reveal the effect of psychological capital, person-job fit, and subgroups on work engagement (IBM SPSS 21.0 program). The mean and standard deviation values were used for analysis. Spearman's Correlation Analysis was used for the evaluation of the correlations between the qualitative variables. A p value of  $< 0.05$  was considered to be statistically significant.

## 7. FINDINGS

### 7.1 CORRELATION ANALYSIS

Means, standard deviations, and correlations related to all factors of independent, dependent and moderating, variables of the study, including sample size, are shown in Table 7.1.

**Table 7.1: Spearman Correlation Analysis**

		Person Job Fit	Psychological Capital	Vigor	Dedication
<b>Person Job Fit</b>	r	1.000			
	p	-			
<b>Psychological Capital</b>	r	0.257	1.000		
	p	<0.001**	-		
<b>Vigor</b>	r	0.216	0.618	1.000	
	p	0.002**	<0.001**	-	
<b>Dedication</b>	r	0.184	0.587	0.697	1.000
	p	0.008**	<0.001**	<0.001**	-
<b>Absorption</b>	r	0.170	0.406	0.587	0.498
	p	0.014*	<0.001**	<0.001**	<0.001**

r: Spearman correlation coefficient

\* $p < 0.05$

\*\* $p < 0.01$

A statistically significant positive correlation at a level of 0.257 (Psychological Capital subscale scores increased as Person-Job Fit scores increased) was determined between *Person-Job Fit* scores and *Psychological Capital* subscale scores of the participants (r: 0.257,  $p < 0.001$ ).

A statistically significant positive correlation at a level of 0.216 was determined between *Person-Job Fit* scores and *Work engagement – Vigor* subscale scores of the participants (r: 0.216,  $p: 0.002$ ).

A statistically significant positive correlation at a level of 0.184 was determined between *Person-Job Fit* scores and *Work engagement – Dedication* subscale scores of the participants (r: 0.184, p: 0.008).

A statistically significant positive correlation at a level of 0.170 was determined between *Person-Job Fit* scores and *Work engagement – Absorption* subscale scores of the participants (r: 0.170, p: 0.014).

A statistically significant positive correlation at a level of 0.618 was determined between *Psychological Capital* subscale scores and *Work engagement – Vigor* subscale scores of the participants (r: 0.618, p<0.001).

A statistically significant positive correlation at a level of 0.587 was determined between *Psychological Capital* subscale scores and *Work engagement – Dedication* subscale scores of the participants (r: 0.587, p<0.001).

A statistically significant positive correlation at a level of 0.406 was determined between *Psychological Capital* subscale scores and *Work engagement – Absorption* subscale scores of the participants (r: 0.406, p<0.001).

A statistically significant positive correlation at a level of 0.697 was determined between *Work engagement – Vigor* subscale scores and *Work engagement – Dedication* subscale scores of the participants (r: 0.697, p<0.001).

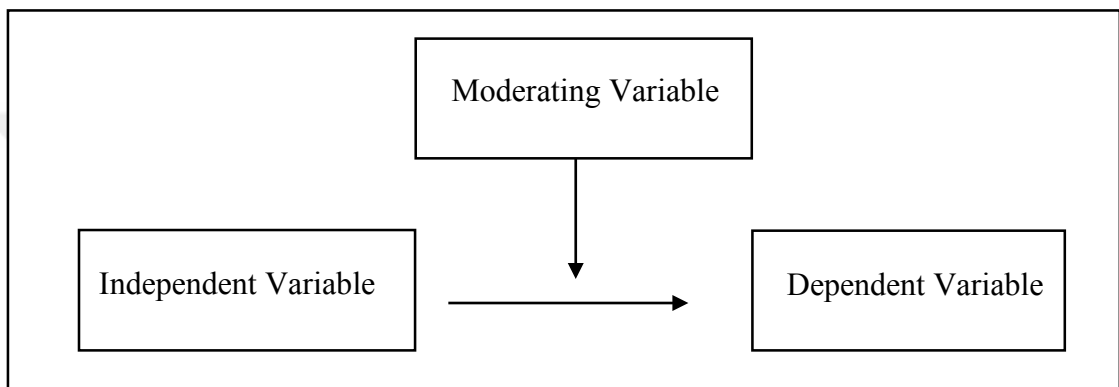
A statistically significant positive correlation at a level of 0.587 was determined between *Work engagement – Vigor* subscale scores and *Work engagement – Absorption* subscale scores of the participants (r: 0.587, p<0.001).

A statistically significant positive correlation at a level of 0.498 was determined between *Work engagement – Dedication* subscale scores and *Work engagement – Absorption* subscale scores of the participants (r: 0.498, p<0.001).

## 7.2 Hierarchical Moderator Regression Analysis

In order to confirm that the relationship between two variables is moderated by a third variable, we should show that the level of the relationship between other two variables changes as the value of the moderating variable changes. Analysis of moderating effect is performed in two steps by using hierarchical regression analysis.

**Figure 7.1: Demonstration of the moderating effect**

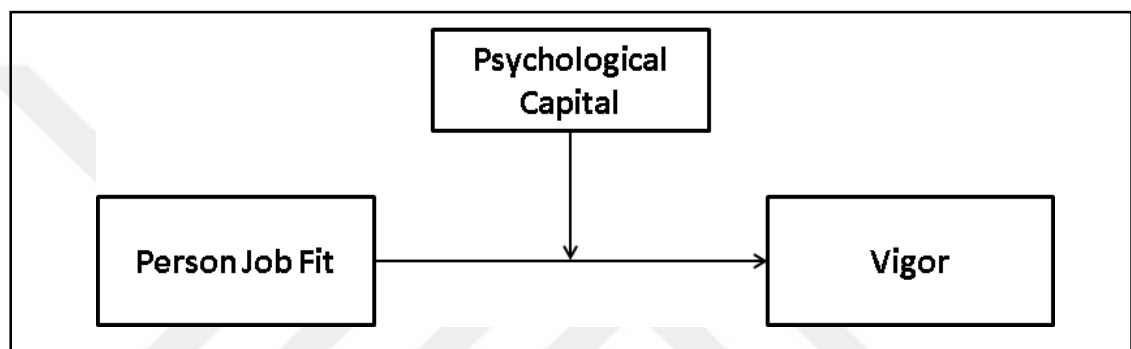


In the first step of the hierarchical regression analysis model, while the independent variable and moderating variable are included as the predictor variables, the dependent variable is included as the resulting variable to the first block of the model. In the second step of the hierarchical regression analysis model, the interaction between the independent variable and the moderating variable is also included as the predictor variable to the model. In the second step, the statistical significance of both interactions included in the model and change in the explanation level of the model (R<sup>2</sup> change between two blocks) is checked. If both of them are significant, then it can be mentioned the existence of a moderating effect. If the main effects of both predictor variable and moderating variable become non-significant in the second block, then it can be mentioned that there is a complete moderating effect.

### 7.2.1 Analysis of Moderating Effect on Vigor Score

Within this context, a hierarchical regression analysis was performed to investigate the moderating effect of Psychological Capital score on the impact of the Person-Job Fit score on the Vigor score. While Person-Job Fit score was included as the predictor variable in the model, the Vigor score was included as the predicted variable and Psychological Capital score was included as the moderating variable.

**Figure 7.2: Demonstration of the moderating effect**



The effects of Psychological Capital score on Vigor score were investigated in the first block of the model. It was determined that the first block of the model was statistically significant and Person-Job Fit and Psychological Capital scores constituting the block accounted for 41.8% of the variance of Vigor score (F: 74.004,  $p < 0.001$ ,  $R^2$ : 0.418). It was also determined that the second block of the model obtained with the addition of interaction was statistically significant and Person-Job Fit and Psychological Capital scores constituting the block and their interaction accounted for 42.3% of the variance of Vigor score (F: 50.083,  $p < 0.001$ ,  $R^2$ : 0.423). The change observed at the level of  $R^2$  between the two blocks was not found to be statistically significant (The change in  $R^2$ : 0.005,  $p$ : 0.191)

**Table 7.2: ANOVA table**

Model		Sum of squares	df	Mean square	F	p
1	Regression	86.963	2	43.482	74.004	<0.001**
	Residual	121.037	206	0.588		
	Total	208.000	208			
2	Regresyon	87.971	3	29.324	50.083	<0.001**
	Artık	120.029	205	0.586		
	Toplam	208.000	208			

\*\*p<0.01

**Table 7.3: Information regarding the blocks**

Block	Independent variable	Dependent variable	R <sup>2</sup>	R <sup>2</sup> <sub>adj</sub>
1	PJF PC	Vigor	0.418	0.412
2	PJF PC PJF * PC	Vigor	0.423	0.414
<b>Difference</b>			0.005	0.002

**Table 7.4: Information regarding hierarchical regression analysis model constituted to investigate the moderating effect**

Block		Beta	Std. Beta	p	95% CI for Beta	
					Lower bound	Upper bound
1	Constant	0.000		0.999	-0.105	0.105
	PJF	0.067	0.067	0.223	-0.041	0.176
	PC	0.626	0.626	<0.001**	0.517	0.734
2	Constant	-0.015		0.780	-0.122	0.092
	PJF	0.061	0.061	0.273	-0.048	0.169
	PC	0.642	0.642	<0.001**	0.531	0.752
	PJF * PC	0.059	0.071	0.191	-0.029	0.147

Dependent variable: Vigor score

Std. Beta: Standardized beta

\*\*p<0.01,

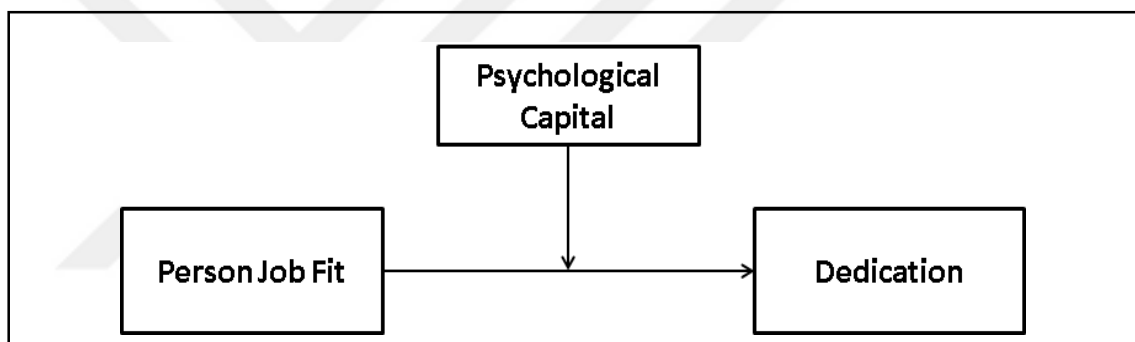
PC score in the first block of the model was significant (p<0.001). It was determined that again only PC score was significant also in the second block (p<0.001). It was determined

that the effect of interaction added to the second block was not statistically significant ( $p > 0.05$ ). Therefore, it is not possible to mention a moderator (moderating) effect.

### 7.2.2 Analysis of Moderating Effect Regarding Dedication Score

A hierarchical regression analysis was performed to investigate the moderating effects of Psychological Capital score on the impact of Person-Job Fit score on Dedication score. While Person-Job Fit score was included as the predictor variable in the model, Dedication score was included as the predicted variable and Psychological Capital score was included as the moderating variable.

**Figure 7.3: Demonstration of the moderating effect**



The effects of Psychological Capital score on Dedication score were investigated in the first block of the model. It was determined that the first block of the model was statistically significant and Person-Job Fit and Psychological Capital scores constituting the block accounted for 41.9% of the variance of Dedication score ( $F: 74.196, p < 0.001, R^2: 0.419$ ). It was also determined that the second block of the model obtained with the addition of interactions was statistically significant and Person-Job Fit and Psychological Capital scores constituting the block and their interactions accounted for 42.1% of the variance of Dedication score ( $F: 49.776, p < 0.001, R^2: 0.421$ ). The change observed at the level of  $R^2$  between the two blocks was not found to be statistically significant (The change in  $R^2: 0.002, p: 0.328$ ).

**Table 7.5: ANOVA table**

Model		Sum of squares	df	Mean square	F	p
1	Regression	87.094	2	43.547	74.196	<0.001**
	Residual	120.906	206	0.587		
	Total	208.000	208			
2	Regression	87.660	3	29.220	49.776	<0.001**
	Residual	120.340	205	0.587		
	Total	208.000	208			

\*\* $p < 0.01$ ,

**Table 7.6: Information regarding the blocks**

Block	Independent variable	Dependent variable	R <sup>2</sup>	R <sup>2</sup> <sub>adj</sub>
1	PJF PC	Dedication	0.419	0.413
2	PJF PC PJF * PC	Dedication	0.421	0.413
<b>Difference</b>			0.002	0.000

**Table 7.7: Information regarding hierarchical regression analysis model constituted to investigate the moderating effect**

Block		Beta	Std. Beta	p	95% CI for Beta	
					Lower bound	Upper bound
1	Constant	0.000		0.999	-0.104	0.104
	PJF	0.026	0.026	0.637	-0.082	0.134
	PC	0.640	0.640	<0.001**	0.531	0.748
2	Constant	-0.011		0.835	-0.118	0.096
	PJF	0.021	0.021	0.705	-0.088	0.130
	PC	0.652	0.652	<0.001**	0.541	0.763
	PJF * PC	0.044	0.053	0.328	-0.044	0.132

Dependent variable: Dedication score

Std. Beta: Standardized beta

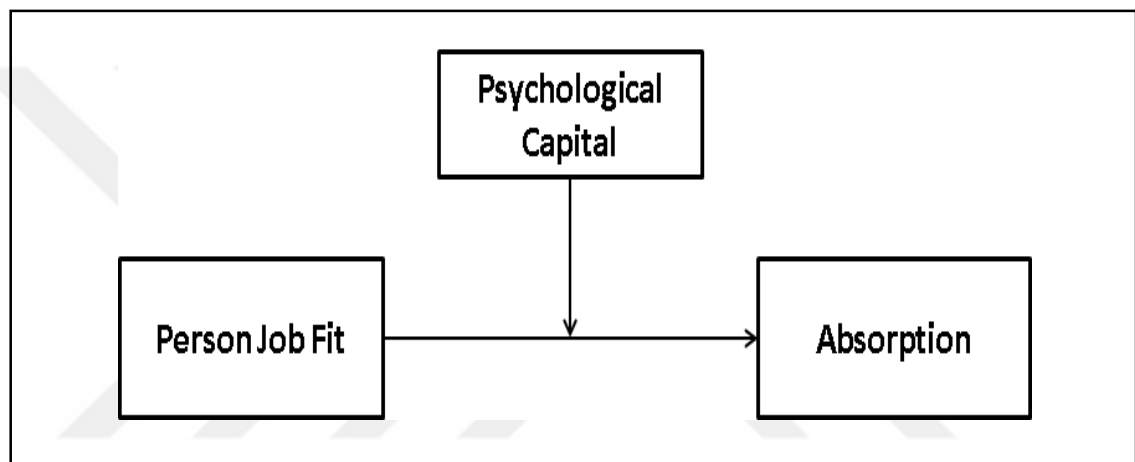
\*\* $p < 0.01$ ,

PC score in the first block of the model was significant ( $p < 0.001$ ). It was determined that again only PC score was significant also in the second block ( $p < 0.001$ ). It was determined that the effect of interaction added to the second block was not statistically significant ( $p > 0.05$ ). Therefore, it is not possible to mention a moderator (moderating) effect.

### 7.2.3 Analysis of Moderating Effect Regarding Absorption Score

A hierarchical regression analysis was performed to investigate the moderating effects of Psychological Capital score on the impact of Person-Job Fit score on Absorption score. While Person-Job Fit score was included as the predictor variable in the model, Absorption score was included as the predicted variable and Psychological Capital score was included as the moderating variable.

**Figure 7.4: Demonstration of the moderating effect**



The effects of Person-Job Fit and Psychological Capital scores on Absorption score were investigated in the first block of the model. It was determined that the first block of the model was statistically significant and Person-Job Fit and Psychological Capital scores constituting the block accounted for 25.3% of the variance of Absorption score (F: 34.798,  $p < 0.001$ ,  $R^2: 0.253$ ). It was also determined that the second block of the model obtained with the addition of interactions was statistically significant and Person-Job Fit and Psychological Capital scores constituting the block and their interactions accounted for 25.3% of the variance of Absorption score (F: 23.102,  $p < 0.001$ ,  $R^2: 0.253$ ). The change observed at the level of  $R^2$  between the two blocks was not found to be statistically significant (The change in  $R^2: 0.000$ ,  $p: 0.849$ )

**Table 7.8: ANOVA table**

Model		Sum of squares	df	Mean square	F	p
1	Regression	52.526	2	26.263	34.798	<0.001**
	Residual	155.474	206	0.755		
	Total	208.000	208			
2	Regression	52.554	3	17.518	23.102	<0.001**
	Residual	155.446	205	0.758		
	Total	208.000	208			

\*\*p<0.01,

**Table 7.9: Information regarding the blocks**

Block	Independent variable	Dependent variable	R <sup>2</sup>	R <sup>2</sup> <sub>adj</sub>
1	PJF PC	Absorption	0.253	0.245
2	PJF PC PJF * PC	Absorption	0.253	0.242
<b>Difference</b>			0.000	-0.003

**Table 7.10: Hierarchical regression analysis constituted to investigate the moderating effect**

Block		Beta	Std. Beta	p	95% CI for Beta	
					Lower bound	Upper bound
1	<b>Constant</b>	0.000		0.999	-0.118	0.118
	<b>PJF</b>	0.077	0.077	0.220	-0.046	0.200
	<b>PC</b>	0.477	0.477	<0.001**	0.354	0.600
2	<b>Constant</b>	0.002		0.968	-0.119	0.124
	<b>PJF</b>	0.078	0.078	0.217	-0.046	0.202
	<b>PC</b>	0.475	0.475	<0.001**	0.348	0.601
	<b>PJF * PC</b>	-0.010	-0.012	0.849	-0.110	0.091

*Dependent variable: Absorption score*

*Std. Beta: Standardized beta*

\*\*p<0.01

PC score in the first block of the model was significant (p<0.001). It was determined that again only PC score was significant also in the second block (p<0.001). It was determined that the effect of interaction added to the second block was not statistically significant (p>0.05). Therefore, it is not possible to mention a moderator (moderating) effect.

## **8. DISCUSSION AND CONCLUSION**

In this section of the research, the effect of person-job fit on work engagement was studied considering the moderating role of psychological capital. Adding to this, interpretation of the research findings are stated with an approach of comparing and contrasting the results of the current and previous studies and theories. The further sections consist of some recommendations for other researchers and the limitations of the current research and theories.

### **8.1 DISCUSSION**

The sample of the study was chosen from white-collar, full-time, private sector employees in Istanbul. Although 250 questionnaires are distributed, the answers are collected from 209 participants and the results are analyzed in this research. The findings are stated below by highlighting the similarity or the contrariety from the existing literature.

According to the first hypothesis of the study, employees with higher person-job fit will have high work engagement. The level fit has a positive contribution to work engagement. From the result of the regression analysis, it's clear that there is a statistically significant positive link between person-job fit and the components of work engagement. So, there is a consistency between this finding and current literature and studies. As Lu et al. stated (2014), the person-job fit is positively correlated with work engagement. "Self-determination theory" (Deci, Ryan & Williams, 1996) and "the job demands-resources (JD-R) model" (Bakker & Demerouti, 2007; Bakker et al., 2014) support this positive correlation between these two variables. As mentioned above, both models highlight employees are more engaged if they provide a good matching within their job. As it's seen there are some supportive approaches from the literature for this first hypothesis.

The second hypothesis of the research focused to detect the moderating role of PsyCap on the contribution of person-job fit to work engagement. "Hierarchical multiple regression analysis" was conducted to reach the results. As mentioned above sections,

PsyCap is considered as a high order construct assuming the effect is stronger than the sum of its parts (Avey et al., 2011). The moderator analysis is made based on this theory. Even overall PsyCap was taken into account in analysis instead of the effect of each sub-dimensions, a moderating role of PsyCap was not found. According to the results of the second hypothesis, it was unexpectedly found that PsyCap has not a moderator role in the relationship between person-job fit and work engagement. As a higher order construct PsyCap could not moderate the liaison between person-job fit and work engagement in this study. This is an unexpected result. However, there are not any studies in the literature which support the moderator role of PsyCap on the relationship between person-job fit and work engagement. But, there are some researches which have proven the moderator role of PsyCap from different dependent and independent variables. According to Fang (2008), “PsyCap plays a moderating role between task complexity, employee performance, and satisfaction”. Task complexity influences employees’ performances and satisfaction and the level of PsyCap moderates this relation. In addition to this, PsyCap moderates the relationship between “job stress and incivility” (Roberts et al, 2011); “narcissism and psychological well-being” (Erkutlu, 2014); “job resources and work engagement” (Xanthopoulou et al., 2007); “HR practices and work engagement” (Aybas, 2017).

Beside these two hypotheses, it is worth to mention non-hypothesized results which may be extracted from this study. According to this, PsyCap “as a higher-order core construct” has a direct and positive influences on work engagement and person-job fit. Therefore, instead of moderating impact, PsyCap should be considered as a main variable which directly impact these two variables “person-job fit and work engagement”. However, these two results are in line with the literature. First, PsyCap support “work engagement theory” (Sweetman, Luthans, 2010). The father of engagement theory pointed out the positive relations between the components of work engagement and PsyCap. As a “higher-order core construct”, PsyCap has a positive impact on work-related outcomes like work engagement (Luthans & Avolio 2014: 125- 129; Simons & Buitendach 2013: 1). Another support by Sweetman and Luthans (2010) is as follows: employees with more psychological capacities are more capable and engaged in their works.

This positive correlation PsyCap and work engagement are stated in the many studies (Bakker et al., 2006; Xanthopoulou et al., 2007a; Bakker et al., 2008; Hodges, 2010; Simons & Buitendach, 2013). Xanthopoulou et al (2007a) also studied the role of PsyCap as a personal resource on work engagement level. Othman and Nasurdin (2011) identified two important resources, hope and resilience, which are considerable effect on the development of work engagement. Larson et al (2013) is also in line with those previous studies and think that a “positive relationship exists between the leader's PsyCap and follower's engagement level in the working environment”. Ouweneel et al.'s (2013) stated as well, “self–efficacy is one of the dimensions of PsyCap which is positively linked to work engagement”.

Build and Broaden theory (Barbara Fredrickson, 1998) is supportive for this relationship. This theory focuses on positive emotions and these positive emotions support the building of personal resources. At the end, employees will find a necessary energy, dedication and concentration to meet their job requirements. So, their level of work engagement will be high. Another non-hypothesized result is a positive interaction between PsyCap and person-job fit. This is an unexpected finding and it is consistent with some of the current theories. According to it, person-job fit improves PsyCap especially self-efficacy. Employees will reach high level of self-efficacy due to the harmony between themselves and job. Researches show that “self-efficacy is affected by employees’ past performance, goal setting level, perceived task controllability, power distance and emotional characteristics” (Appelbaum and Hare 1996; O’Brien et al. 1997). According to the various fit approach, when demands-abilities of employees are fit, they’ll feel more confident to perform their tasks. (Hecht and Allen 2005). Due to the lack of stress, they’ll succeed and finally get their “supervisors’ recognition and praises”. The same result is seen when needs-supplies of employees are fit. When the working environment is supportive, employees will trust their capacities(self-confidence) to complete their tasks. Support from colleagues will help to deal with problems when it is faced and it will provide employees to experience more confidence while working. Beside self-efficacy, there is also an influence between other components of PsyCap and person-job fit. So, person-job fit improves all of these positive resources.

“Conservation of Resources” theory might be considered as a supporting theory in this interaction. As it’s mentioned above chapters, being fitted within a job allows employee to have a valuable resource. Because, employees will feel more powerful, satisfied and happy in their job. They have to protect and keep this resource to cope with any kind of loss. Therefore, they have to invest their growth to protect their resources. They’ve to develop their abilities, knowledge, capacities. By this way, they’ll catch the harmony within their job and they’ll work enthusiastically, energetically with a complete concentration. However, this study assumes that the moderating role of PsyCap exists in the relationship between person-job fit and work engagement. But, the results from the regression analysis have not supported the moderating approach. Instead, it’s seen that PsyCap has a positive relationship with person-job fit and work engagement. However, all of these results are supported from the related theories and they are in line with the current literature. Rather than a new contribution which is the aim of this research at the beginning, informative result is obtained from the conclusion of this study.

To sum up, this part of the study is about the validity of the above hypotheses. But unexpected findings are obtained from this study and it was worth to tell them by considering some supportive theories from the existing literature.

## **8.2 CONCLUSION**

Regarding the results of this study, person-job fit has a positive contribution to work engagement which is important for the sustainability of an organization. Therefore, person-organization fit is not only sufficient also being compatible with a job is important in terms of positive organizational outcome. However, the moderator role of PsyCap hasn’t exist in this positive relation between person-job fit and work engagement. This is an unexpected result for our study. However, the other important finding is obtained from this research. According to this, PsyCap effects work engagement significantly. When employees have a high level of resources, they will have a high level of vigor, dedication, absorption and as a result, they will be more engaged in their job. From this point, people who have a high level of positive psychological resources tend to achieve a high level of

work engagement. As a result, a high level of work engagement provides a desirable outcome for organizations.

Apart from theory and literature, it'll be useful to highlight managerial implications and theoretical contribution of this study. From theoretical perspective, this study hasn't provided a new contribution to the literature. Instead, it was informative study. Because, the results of this study shows that the effect of PsyCap is stronger indicator on work engagement and person-job fit. Therefore, PsyCap should be considered as a direct, independent variable instead of its moderating role. As it's seen, this result is in line with the literature and it's give an informative insight instead of new contribution. However, it's different in managerial level. Because, this study shows the importance of human capital factor and its effects on work related goals. Considering today's competitive, challenging and rapidly changing business world, it is important to invest human capital to achieve the long term organizational goals. From this aspect, this study encourages organizations to support their employees' growth, development considering their needs. As mentioned in the previous chapter of the study, work engagement provides organizations to yield their expected goals. Also, findings of the study clearly showed that person-job fit and psychological capital are the important two factors reach and keep employees' engagement level. Therefore, companies should consider these theories and take the necessary actions to increase this fit and positive psychological capacities by some interventions like training.

### **8.2.1 Limitation and Recommendations**

Overall, there are some limitations to the study. One of the first limitations is geographic boundaries. Because data is collected in Istanbul for this study and the result of this data may not fully reflect the entire result of the country. So, different cultures are ignored and just focused on the employees who are located in Istanbul. Moreover, the survey area could be expanded including employees who are working outside of Istanbul.

Second limitation; this survey is applied to the employees who are just working in private sector in order to receive the findings. But, this is a limitation. Because we do not know

the approach of the other sector employees (i.e.: public sector). In line with it, Mauno (2007) defined the level of work engagement vary from different sectors. According to the study of Güvenç (2012), employees from the public sector feel more engaged in work rather than employees from the private sector. Because, both sectors have their own factors which impact the level of engagement like stress level, competitive work environment. For this reason, further studies might be applicable to all kind of sectors.

Third limitation; person-job fit is considered as a single variable according to the result of the survey. Future research may consider this result and try to find sub-dimensions of person-job fit and include them in their research.

Forth limitation; as suggested by Luthans et al (2007), there are some other potential human strengths which may be considered in the research on “positive organizational behavior field”, such as creativity, flow, humor, gratitude, forgiveness, and spirituality. Future studies can work on these human strengths and how they influence other organizational behaviors.

Finally, this research is focused on the relationship between person-job fit and work engagement by considering the moderator role of PsyCap. Due to the research scope, this study ignores the opposite of work engagement which refers to burnout. Therefore, we may recommend to the further researcher to consider the opposite concepts to expand the finding of the study. As it is seen that the second hypothesis is rejected. For this reason, further researches should consider the mediator role of PsyCap instead of moderator and adding some other terms from organizational behavior studies like burnout which is seen often in today’s modern economy.

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## APPENDICES



## APPENDIX A

Değerli Katılımcı,

Bu çalışma, Bahçeşehir Üniversitesi İngilizce İşletme Anabilim Dalı Yüksek Lisans programında gerçekleştirilmekte olan bir bilimsel araştırma için hazırlanmıştır. Bu amaçla hazırlanan ankette, her bölümün başında, ilgili bölümdeki ölçeğin nasıl cevaplanacağı konusunda bilgi verilmiştir. Verecek olduğunuz tüm bilgiler tamamen gizli kalacaktır.

Herhangi bir sorunuz olduğu takdirde, [obakanmiray@gmail.com](mailto:obakanmiray@gmail.com) adresinden araştırmacı ile irtibata geçebilirsiniz. Değerli katkılarınız ve çalışmaya zaman ayırdığınız için teşekkür ederiz.

Miray Obakan

### **BİRİNCİ BÖLÜM: TANIMLAYICI BİLGİLER:**

**1. Yaşınız:** 18-25  25-35  35-45

**2. Cinsiyetiniz:** Kadın  Erkek

### **3. Çalıştığınız sektör ve mesleğiniz:**

**4. Toplam iş tecrübeniz:** 0-6 ay  6 ay-2 yıl  2-5 yıl  5-10 yıl  10 yıl ve üstü

**5. Kaç yıldır çalıştığınız kurumda çalışıyorsunuz:** 0-6 ay  6 ay-2 yıl  2-5 yıl  5-10 yıl  10 yıl ve üstü

**6. Öğrenim Durumunuz:** İlköğretim  Lise  Üniversite  Y.Lisans ve üstü

**7. Medeni Durumunuz:** Bekar  Evli  Boşanmış

<b>I. BÖLÜM</b> Lütfen aşağıda belirtilen ifadelerin size ne ölçüde uygun olduğunu belirtiniz.	Kesinlikle Katılmıyorum	Katılmıyorum	Kısmen Katılmıyorum	Kısmen katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
1. İşimde uzun dönemli bir soruna çözüm bulabilmek amacıyla yaptığım analizlerde kendime güvenirim	1	2	3	4	5	6
2. Üst yönetimle veya amirlerimle birlikte katıldığım toplantılarda işimle (uzmanlık alanımla) ilgili konularda kendime güvenim tamdır.	1	2	3	4	5	6
3. Çalıştığım kurumun stratejisi ve amaçları hakkındaki fikir tartışmalarına katkı sağlarken kendime güvenirim.	1	2	3	4	5	6
4. Çalışma alanımla ilgili hedef ve amaçların belirlenmesine yardım ederken kendime güvenirim.	1	2	3	4	5	6
5. Kurum dışında temas kurduğum insanlarla (hastalar, vb) çeşitli sorunları tartışırken kendime güvenirim.	1	2	3	4	5	6
6. Çalışma arkadaşlarıma bilgi aktarırken kendime güvenirim.	1	2	3	4	5	6
7. Kendimi işler arasında sıkışmış bir halde bulursam, bu karışıklıktan kurtulmanın pek çok yolu olduğunu bilirim.	1	2	3	4	5	6
8. İşimle ilgili amaçlarımı şu anda enerjik olarak takip edebiliyorum.	1	2	3	4	5	6
9. Bir problemin pek çok çözüm yolu olduğunu düşünürüm.	1	2	3	4	5	6
10. Şu anda kendimi işimle ilgili oldukça başarılı görüyorum.	1	2	3	4	5	6
11. Şu anda yaptığım işle ilgili amaçlarıma ulaşabilmenin pek çok yolunu bulabilirim.	1	2	3	4	5	6
12. İşimle ilgili hedeflediğim amaçları şu ana kadar gerçekleştirdiğimi düşünüyorum.	1	2	3	4	5	6
13. İşimle ilgili bir engelle karşılaştığımda bunları aşmak konusunda hiçbir sorun yaşamam	1	2	3	4	5	6
14. İşimle ilgili ortaya çıkan güçlüklerle genellikle öyle ya da böyle başa çıkabilirim	1	2	3	4	5	6
15. Mecbur kalırsam işimde "tek başıma" da çalışabilirim.	1	2	3	4	5	6
16. İş yerinde bana sıkıntı veren şeylerden uzak durmaya çalışırım.	1	2	3	4	5	6
17. Daha önceden edindiğim tecrübeler sayesinde iş yerimdeki zorlukların üstesinden gelebilirim.	1	2	3	4	5	6
18. İşimde pek çok şeyin üstesinden sırasıyla gelebileceğimi hissediyorum.	1	2	3	4	5	6
19. İşimle ilgili konular bana belirsiz ve karmaşık geldiğinde, genellikle en iyisini yapacağımı ümit ederim.	1	2	3	4	5	6
20. İşimle ilgili bazı şeylerin ters gitme ihtimali olsa bile bunların üstesinden geleceğimi bilirim	1	2	3	4	5	6
21. İşimle ilgili bardağın hep dolu tarafını görmeye çalışırım.	1	2	3	4	5	6
22. İşim söz konusu olduğunda gelecekte yaşayacaklarım konusunda iyimserim.	1	2	3	4	5	6
23. İşimle ilgili her şeyin istediğim gibi gideceğini düşünürüm.	1	2	3	4	5	6
24. İşimde her zaman "her zorluğun sonunda bir hayır vardır" diye yaklaşıyorum.	1	2	3	4	5	6

<b>II. BÖLÜM</b> Lütfen aşağıda belirtilen ifadelerin size ne ölçüde uygun olduğunu belirtiniz.	<b>Kesinlikle Katılmıyorum</b>	<b>Katılmıyorum</b>	<b>Kısmen katılıyorum</b>	<b>Katılıyorum</b>	<b>Kesinlikle Katılıyorum</b>
1. Her sabah uyandığım zaman işe gitmek için can atarım.	1	2	3	4	5
2. İşimi yaparken enerji dolu olurum.	1	2	3	4	5
3. Her şey yolunda gitmese bile işimde daima sebat ederim.	1	2	3	4	5
4. Çok uzun saatler çalışabilirim.	1	2	3	4	5
5. İşimde hoş olmayan bir durumla karşılaşsam bile zihnini çabucak toplayıp işime devam ederim.	1	2	3	4	5
6. İşimde kendimi güçlü ve dinç hissedirim.	1	2	3	4	5
7. İşim yeteneklerime sınamama olanak verir.	1	2	3	4	5
8. İşim bana ilham verir.	1	2	3	4	5
9. İşimi yapmak için çok hevesliyim.	1	2	3	4	5
10. Yaptığım işle gurur duyarım.	1	2	3	4	5
11. Yaptığım işin anlamlı olduğu ve bir amaca hizmet ettiğini düşünüyorum.	1	2	3	4	5
12. Çalıştığım zaman çevremdeki herşeyi unutup ederim.	1	2	3	4	5
13. Çalışırken zamanın nasıl geçtiğini anlamam.	1	2	3	4	5
14. Çalıştığım zaman yaptığım işe kapılıp giderim.	1	2	3	4	5
15. İşimden kopmakta zorlanırım.	1	2	3	4	5
16. Çalışırken işime dalıp giderim.	1	2	3	4	5
17. Yoğun çalıştığım zamanlarda kendimi mutlu hissedirim.	1	2	3	4	5

<b>III. BÖLÜM</b> Lütfen aşağıda belirtilen ifadelerin size ne ölçüde uygun olduğunu belirtiniz.	<b>Kesinlikle Katılmıyorum</b>	<b>Katılmıyorum</b>	<b>Kısmen katılıyorum</b>	<b>Katılıyorum</b>	<b>Kesinlikle Katılıyorum</b>
1. Şu anda yaptığım iş aslında beni hiç yansıtmıyor.	1	2	3	4	5
2. Bu iş gerçekte yapmak istediğim iş değil.	1	2	3	4	5
3. Bu iş her anlamda bana uygun.	1	2	3	4	5
4. Yaptığım işin doğru bir iş olmadığını düşünüyorum.	1	2	3	4	5
5. Bu işte amaçlarımın ve ihtiyaçlarımın karşılandığını düşünüyorum.	1	2	3	4	5
6. Mevcut işim beni motive ediyor.	1	2	3	4	5
7. Kabiliyet, beceri ve yeteneklerimin mevcut işime uygun olduğunu düşünüyorum.	1	2	3	4	5
8. Başka bir işin bana çok daha uygun olduğuna eminim.	1	2	3	4	5
9. Mevcut işimde yetenek, beceri ve yetkinliklerimi kullanabiliyorum.	1	2	3	4	5

## APPENDIX B

### CURRICULUM VITAE

Surname, Name: Obakan, Miray

Nationality: Turkish (TC)

Date and Place of Birth: September 16th, 1988, Istanbul

Marital Status: Single

Phone: +90 531 622 05 82

email: [obakanmiray@gmail.com](mailto:obakanmiray@gmail.com)

#### Work Experience

Company	Year
Apple Turkey	-
Ernst & Young	2017
Decathlon	2013

#### Education

Degree	Institution	Year of Graduation
Mba	Bahçeşehir University	-
BA	Marmara University	2011
High School	Saint Benoit French School	2007

#### Foreign Languages

Advanced English, French

