



THE ROLE OF EMPLOYEE-ORGANIZATION FIT IN ENHANCING EMPLOYEE ENGAGEMENT & REDUCING TURNOVER AMONG EMPLOYEES WORKING AT AUTOMOBILE INDUSTRY IN CHENNAI

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Abstract - This study was examined how employee organizational fit influences employee engagement & turnover intention at the organization. A leading company from automobile industry is the competitive workforce was fast changing business environment are increasingly concerned about retaining employees & improving their level of engagement. The employee organizational fit which an employee's value, skills & expectations match with the company culture goal & working practices. The main focus of this research is to understand how this alignment affects employee engagement levels & their intention to continue working in the organization. The study analyses the relationship between employee organizational fit through employee engagement & turnover intention. They tend to be more engaged in their work & show lower intentions to leave. There emphasizes the importance of recruiting employees whose values align with the organization were providing effective onboarding programs & maintaining a supportive work culture. The automobile industry was contributed through organizations to improve employee retention & overall organizational.

Keywords: Employee organizational fit, Employee Engagement, Turnover Intention, Employee Retention, Organizational Culture, Value Alignment, Workforce stability.

INTRODUCTION

In today's highly competitive business environment organizations increasingly recognize that human resources are a critical source of sustainable competitive advantage. One of the factors influencing employee performance and organizational success is the degree of alignment between employees and the organization. Commonly referred to as employee-organizational fit. Employee-organizational fit describes the compatibility between an individual's values, beliefs, personality and work style. And the employee was focusing culture, values and expectations of the organization. When employees perceive a strong fit with their organization, they are more likely to experience higher levels of engagement, motivation and job satisfaction. A lack of alignment may lead

to dissatisfaction, reduced commitment and increase turnover intention. Therefore, understanding the role employee-organizational fit in enhancing employees and maintain long-term organizational effectiveness.

This study was aimed to examine how alignment between employee values and organizational culture influences engagement levels and employee's intention to remain with the organization. In the workplace characterized by diversity technology advancement & changing employee expectations maintaining a strong employee organizational fit has become more challenging yet more important than ever.

From now on examining the relationship between employee organizational fit employee engagement & turnover intention provide valuable insight for management to design policies that enhance long term employee retention & organizational success. This shows the study attempts to analyse how employee organizational fit contributes to improving engagement levels while simultaneously reducing employee's intention to leave the organization.

STATEMENT OF THE PROBLEM

In the present problem at automobile industry highly competitive and rapidly evolving automotive and electric mobility industry, employee engagement and retention have become critical challenges for organizations. As a growing automobile industry operating in a dynamic and innovation-driven environment the company depends heavily on skilled and motivated employees to achieve operational excellence and long-term sustainability. despite investments in compensation, training, performance management system and technological advancement organizations in this sector often continue to face challenges related to low employee engagement and increasing employee turnover. these issues can negatively affect productivity, team morale project continuity and overall organizational growth. One of the key factors contributing to employee disengagement and turnover at auto mobile industry may be the lack of employee-organizational fit. Employee-organizational fit refers to the degree of alignment between an employee's personal values, career goals, work style and

expectations and the organization's culture, vision and values. When employees perceive a mismatch between their own values and the organizational environment, they may experience dissatisfaction, reduced motivation and psychological withdrawal which can eventually increase their intention to leave the organization.

OBJECTIVES OF THE STUDY

1. To examine the role of employee-organization fit in enhancing employee engagement and reducing employee turnover within organizations.
2. To analyse the relationship between employee-organizational fit and employee engagement.
3. To assess the impact of employee-organizational fit on employee turnover intentions.

REVIEW OF LITERATURE

Mediating role of employee engagement with transformational leadership & turnover intention (2023)

The article is titled "Mediating role of employee engagement with transformational leadership & turnover intention" (Tilahun Kidane Diko & Shabnam Saxena 2023) and was published in public organization review in 2023. It is written for leadership (especially in public higher education institutions) the result shows that transformational leadership has significant positive influence on employee engagement.

Person-organization fit & turnover intention: the mediating role of work engagement (2019)

The article "person-organization fit & turnover intention: the mediating role of work engagement" (Mumtaz Ali Memon 2019) is the 422 oil & gas professionals participated in this study. The person-organization fit increase employee's level of engagement & decrease voluntary turnover rate. The major findings provide pragmatic insights for human resource management practitioners & the relevant stakeholders.

Employee satisfaction, employee engagement & turnover intention: the moderating role of position level (2021)

The article "Employee satisfaction, employee engagement & turnover intention: the moderating role of position level (Decheng Wen 2021) is the study of sustainable human resource management. Understanding the relationship among the three is critical for both researchers & human resource practitioners. The result shows that pay satisfaction, satisfaction with supervisor, satisfaction with work itself & satisfaction with promotion have positive impacts on employee engagement significantly.

Organizational learning culture in industry4.0: relationships with work engagement & turnover intention (2021)

The article "Organizational learning culture in industry 4.0: relationships with work engagement & turnover intention (Giovana Urrutia Pereira 2021) is the study of digital transformation that we are experiencing called industry has marked a series of changes in the way we relate as a society requiring constant adaptation & new knowledge on the part of companies & professionals.

Person-organization fit, person-job fit & organizational commitment among hotel employees: the roles of positive affect & calling (2023)

The article "person-organization, person-job fit & organizational commitment among hotel employees: the roles of positive affect & calling (Shenyang Hai 2023) is the study of the mediation effect of positive affect on the association between fit & organizational commitment in the hospitality industry. The result was indirectly influenced organizational commitment via positive affect.

CONCEPTUAL LITERATURE

Employee – Organizational Fit (P–O Fit) has gained significant attention in organizational behaviour literature due to its influence on employee's attitudes and behaviours within the workplace. P–O Fit refers to the degree of compatibility between employees and their organizations, particularly in terms of shared values, beliefs, goals and cultural alignment. According to the Person–Environment Fit theory positive work outcomes emerge when individual characteristics align with environmental characteristics. When employees perceive a strong alignment between their personal values and organizational values, they are more likely to experience psychological comfort and a sense of belonging which positively influences work-related outcomes.

One of the key outcomes influenced by Employee – Organizational Fit is employee engagement. Employee engagement is defined as a positive, fulfilling, work-related state of mind characterized by Vigor dedication and absorption. Engaged employees demonstrate high levels of energy, enthusiasm and immersion in their work roles. The Job Demands –Resources model explains that organizational resources such as supportive culture and value congruence play a critical role in fostering employee engagement. Employee–Organizational Fit acts as an important psychological resource that enhances employee's motivation and emotional attachment to their work. When employees feel that they fit well within

their organization they are more likely to invest their cognitive, emotional and physical energy into their job tasks.

Enhancing engagement Employee – Organizational Fit plays a crucial role in reducing employee turnover intention. Turnover intention refers to an employee’s conscious and deliberate intention to leave the organization and is considered a strong predictor of actual turnover. The Attraction–Selection–Attrition (ASA) framework suggests that individuals are attracted to, selected by and remain in organizations that are consistent with their personal values while those experiencing poor fit are more likely to exit. Similarly, Mobley’s turnover model indicates that misalignment between employees and their organizations can lead to dissatisfaction, disengagement and ultimately intentions to quit.

Employee engagement also has a significant relationship with turnover intention. Engaged employees tend to develop stronger emotional bonds with their organization and are less likely to seek alternative employment opportunities. Social Exchange Theory supports this relationship by suggesting that when employees perceive positive treatment and alignment from their organization they reciprocate through increased commitment and reduced intentions to leave. Thus, engagement serves as a key mechanism through which Employee – Organizational Fit influences turnover-related outcomes.

Based on the conceptual literature, Employee – Organizational Fit can be viewed as a critical antecedent of both employee engagement and turnover intention. A strong fit enhances engagement by fostering psychological alignment and meaningful work experiences while simultaneously reducing turnover intention by strengthening organizational attachment. Therefore, understanding the role of Employee – Organizational Fit is essential for organizations seeking to improve employee engagement and minimize turnover ultimately contributing to sustainable organizational performance.

HYPOTHESIS OF THE STUDY

HYPOTHESIS 1:

H₀: There is no significant relationship between comfort with organizational policies & employee motivation.

H₁: There is a significant relationship between comfort with organizational policies & employee motivation.

HYPOTHESIS 2:

H₀: there is no significant relationship between personal values-organizational values alignment and daily job enthusiasm among employees.

H₁: There is a significant positive relationship between personal values-organizational values alignment and daily job enthusiasm among employees.

HYPOTHESIS 3:

H₀: There is no significant relationship between feeling proud when the team/organization achieves its goals and giving full attention and effort to complete tasks effectively.

H₁: There is a significant relationship between feeling proud when the team/organization achieves its goals and giving full attention and effort to complete tasks effectively.

RESEARCH METHODOLOGY

RESEARCH DESIGN

This research will adopt a quantitative approach with surveys and questionnaires to collect data from employees who work in organizations with employee-organization fit through employee engagement and reducing turnover in place.

DATA COLLECTION

Primary data was collected through structured questionnaires administered to automobile industry’s employees.

SAMPLE SIZE

Total respondents: 81 employees.

Statistical Tools Used

- Descriptive Statistics
- Pearson Correlation Analysis
- Regression Analysis

DATA ANALYSIS & INTERPRETATION

Descriptive Statistics

N	Minimum	Maximum	Mean	Std. Deviation
81	1.00	5.00	3.5926	.93244
81	2.00	5.00	3.9136	.77778
81	1.00	3.00	1.7407	.86281
81				

Mean scores indicate high agreement among respondents:

- Employee-organizational fit Mean = 3.5926
- Employee engagement Mean = 3.9136
- Turnover intention Mean = 1.7407

This suggests employees show good motivation & moderate value alignment low intention to leave positive organizational health in work environment.

Regression Analysis (hypothesis Testing)

Model Summary

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.585 ^a	.342	.334	.63494

a. Predictors: (Constant), It feel comfortable with the policies and practices of this organization

Anova							
Model		Sum Squares	of	df	Mean Square	F	Sig.
1	Regression	16.546		1	16.546	41.042	.000 ^a
	Residual	31.849		79	.403		
	Total	48.395		80			

a. Predictors: (Constant), It feel comfortable with the policies and practices of this organization

b. Dependent Variable: I am motivated to give my best effort at work everyday

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.848	.330		5.598	.000
	It feels comfortable with the policies and practices of this organization	.521	.081	.585	6.406	.000

a. Dependent Variable: I am motivated to give my best effort at work everyday

INFERENCE

From this above three table it is inferred that the simple linear regression analysis was conducted to examine whether feeling comfortable with policies and practices of the organization predicts employee motivation. The results showed that model was statistically significant $F(1,79) = 41.042, p < 0.005$. the predictor explained 34.2% of the variance in motivation ($R^2 = .342$). feeling comfortable with organizational policies significantly and positively predicated motivation ($\beta = .585, p < .005$). therefore, the null hypothesis was rejected and alternative hypothesis are accepted with positive relationship between the variables.

Pearson Correlation Analysis (hypothesis Testing)

Correlations			
		How closely do your personal values match the values of your organization?	How enthusiastic you feel about your job on a daily basis?
How closely do your personal values match the values of your organization?	Pearson Correlation	1	.534**
	Sig. (2-tailed)		.000
	N	81	81
How enthusiastic you feel about your job on a daily basis?	Pearson Correlation	.534**	1
	Sig. (2-tailed)	.000	
	N	81	81

Correlation is significant at the 0.01 level (2-tailed).

INFERENCE

From the above table it is inferred that the A Person Correlation analysis was conducted to examine the relationship between the alignment of personal values with organizational values and daily job enthusiasm. The results revealed a moderate positive correlation $r = .534, p < .005$ with a sample size of 81 respondents. This indicates that employees whose personal values closely match those of the organization tend to report higher levels of daily job enthusiasm. As a relationship was statistically significant the null hypothesis was rejected and alternative hypothesis are accepted.

Regression Analysis (hypothesis Testing)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.624 ^a	.389	.382	.65791

a. Predictors: (Constant), I feel proud when my team or organization achieves its goals

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.805	1	21.805	50.377	.000 ^a
	Residual	34.195	79	.433		
	Total	56.000	80			

a. Predictors: (Constant), I feel proud when my team or organization achieves its goals

b. Dependent Variable: I give my full attention & effort to complete tasks effectively

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.392	.344		4.048	.000
	I feel proud when my team or organization achieves its goals	.604	.085	.624	7.098	.000

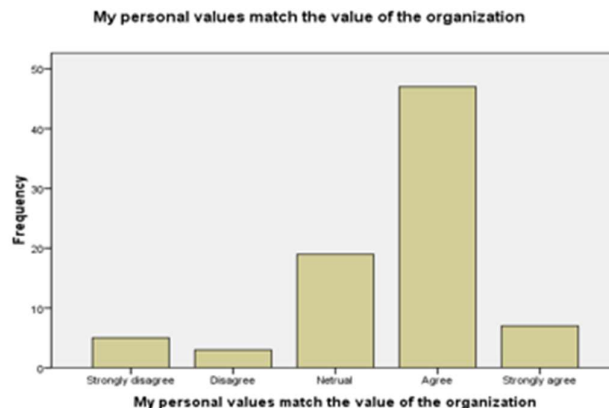
a. Dependent Variable: I give my full attention & effort to complete tasks effectively

INFERENCE

From the above table it is inferred that the simple linear regression analysis was conducted to examine whether feeling proud when the team or organization achieves its goals predicts giving full attention and effort to complete tasks effectively. The results indicated that the model was statistically significant, $F(1,79) = 50.377, p < .001$. The predictor explained 38.9% of the variance in employee effort ($R^2 = .389$). Feeling proud significantly and positively predicted giving full attention and effort ($\beta = .624, p < .001$). Therefore, the null hypothesis was rejected, indicating a significant positive relationship between the variables.

Percentage Analysis

Variable	Frequency	Percent
Strongly disagree	5	6.2
Disagree	3	3.7
Neutral	19	23.5
Agree	47	58.0
Strongly agree	7	8.6
Total	81	100.0



FINDINGS

- Studies confirm that when employees' values align with organizational values, they feel psychologically attached and meaningful at work.
- Research shows that employee engagement mediates the relationship between E-O fit and turnover intention.
- In the automobile sector, employee engagement has a strong positive relationship with retention and loyalty.
- A positive organizational culture (shared values, support, communication) enhances engagement and reduces turnover
- Reducing turnover through engagement and E-O fit helps **save costs and improve productivity**.

- Poor alignment between employee expectations and organizational environment leads to higher turnover intention.

SUGGESTIONS

- Automobile companies should hire employees whose values align with organizational culture to ensure long-term engagement and retention.
- A strong culture enhances employee–organization fit, leading to higher engagement levels.
- Engaged employees are less likely to leave, so companies should actively invest in engagement initiatives.
- Career growth opportunities improve both engagement and retention in the automobile sector.
- Better work-life balance reduces stress and turnover intention among employees.
- Effective leadership enhances trust, which improves engagement and reduces turnover.
- Continuous feedback helps organizations identify gaps in E–O fit and engagement.
- Alignment between employee expectations and HR practices strengthens organizational fit.

LIMITATION

The study on the role of employee–organizational fit in enhancing employee engagement and reducing turnover may face several limitations that could affect the scope and interpretation of its findings. The research may be limited to a specific industry organization or geographical region which could restrict the generalizability of the results to other contexts. Organizational culture and management practices vary widely across sectors potentially influencing perceptions of fit, engagement levels and turnover intentions. The sample size may be relatively small or based on voluntary participation which could limit the representativeness of the data. Employees who choose to participate may differ systematically from those who do not potentially introducing selection bias. The study may rely heavily on self-reported data to measure employee–organizational fit, engagement and turnover intentions. Self-reported responses are subject to social desirability bias, recall bias and personal interpretation which may affect the accuracy and reliability of the findings. Despite these limitations, the study aims to contribute meaningful insights into how employee–organizational fit influences engagement and turnover outcomes.

CONCLUSION

The study concludes that employee–organizational fit plays a significant role in enhancing employee engagement and reducing turnover at Auto Mobile Industry, Chennai. The findings reveal that employees who feel aligned with organizational values, comfortable with policies and proud of their team demonstrate higher motivation and task involvement.

Statistical analysis confirms a significant positive relationship between comfort with organizational policies and employee motivation, as well as between team pride and task effort. Furthermore, mismatch in work style and organizational culture significantly increases employee’s intention to quit.

Therefore, strengthening person–organization fit through value alignment, supportive policies, cultural compatibility and career development opportunities can improve employee engagement and minimize turnover intentions. Organizations that focus on fostering alignment between employee expectations and organizational culture are more likely to retain motivated and committed employees.

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