

Work Engagement Mediating the Relationship between Person-Job Fit and Intentions to Leave among Government Nurses in Peninsular Malaysia

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Purpose of the study: With the intention to build a profound understanding of nurses' feelings and their intentions to leave, this paper investigates the role of work engagement in mediating the relationship between person-job fit and intentions to leave among nurses working in government hospitals in peninsular Malaysia.

Methodology: Applying a cross sectional research design coupled with systematic sampling procedures, data was collected from 400 nurses (n=400). Collection was assisted by the Clinical Research Centre (CRC) and the Human Resource Departments from four hospitals, namely Hospital Kuala Lumpur, Hospital Tuanku Ampuan Afzan, Hospital Sultanah Aminah and Hospital Raja Permaisuri Bainun. Geographically, the four selected hospitals represent central, eastern, southern and northern regions of peninsular Malaysia, respectively. Smart PLS (version 3.2.7) software was used to justify both the reflective nurses-job fit assessment, and structural models.

Main Findings: Reflective nurses-job fit assessment model revealed that both convergent and discriminant validity results are statistically significant. Convergent validity is supported with high factor loading and average variance extracted (AVE), while discriminant validity is supported based on cross loading, Fornell-Lacker, and heterotrait-monotrait ratio results. The variance inflated factor value (VIF) confirms that nurses-job fit, nurses work engagement and nurses intentions to leave latent constructs are free from multicollinearity

issues. The result of direct path coefficient inference between nurses-job fit and nurses work engagement indicate a significant relationship ($\beta = 0.61$, $t=17.80$, $p<0.05$, $R^2= 0.37$). Similarly, the direct path coefficient between nurses work engagement and nurses intentions to leave is supported ($\beta = -0.36$, $t=6.623$, $p<0.05$). Results also revealed that the direct path coefficient between nurses-job fit and nurses intentions to leave is insignificant ($\beta = -0.03$, $t= 1.86$, $p = 0.53$). Setting a 95% bias-corrected confidence interval and 5000 bootstrap resampling technique, found that nurses work engagement mediated the relationship between nurses-job fit and nurses intentions to leave. This is proven where upper and lower limit values do not include zero in the range (LL = -0.29, UL= -0.15). Finally, blindfolding procedures used in in-sample nurses job fit exogenous latent constructs predicted out-of-sample endogenous latent constructs. This finding suggests that the reflective theoretical nurses-job fit model is relevant and intact. The relevancy of nurses-job fit PLS model is proven based on Q^2 values of both endogenous latent constructs, such as nurses' work engagement and nurses intentions to leave, which exceed 0 ($Q^2= 0.228$, $Q^2= 0.076$).

Applications of this study: Given the practicality and relevance of the results of the current study, it is suggested that government hospitals and HR practitioners implement nurse hiring decisions through a reciprocal congruence between nurse need and ability and hospital demand and supply in facilitating the nurse's job. Nurses-job fit energies through reciprocal congruence will advance their engaged feelings and subsequently improve their retention.

Novelty/Originality of this study: The current study is a first attempt at investigating the importance of person-job fit among government nurses, in the domain of work engagement and intentions to leave in public hospitals, using PLS assessment and structural models.

Key words: *Work engagement, person-job fit, intentions to leave, government hospital nurses.*

Introduction

Talent shortage among nurses in public healthcare hospitals has become a critical issue not only on a global level (Aluttis, Bishaw, & Frank, 2014; Boaf, 2016; Buchan & Calman, 2005; Kurnat-Thoma, Ganger, Peterson, & Channell, 2017; Vafeas & Hendricks, 2018), but also in Malaysia's own public hospitals (Alam & Mohammad, 2010; Barnett, Namasivayam, & Narudin, 2010; Lee, Chitpakdee, & Chontawan, 2011; Nasuridin, Ling, & Khan, 2018; Omar, Majid, & Johari, 2013; Omar et al., 2013; Ramoo, Abdullah, & Piaw, 2013; Tang &

Idris,2016). The current situation will worsen as it is envisaged that Malaysia will experience a shortage of 37,319 nurses in both public, and private hospitals, by 2020 (Pillay, 2017).

The reasoning behind nurses leaving their jobs, has attracted a large number of scholars who created the existing literature. Previous studies have led to the emergence of multiple individual and hospital level antecedents, such as job satisfaction (Abou Hashish, 2017; Altuntaş, 2014; Dasgupta, 2014; Fasbender, Van der Heijden, & Grimshaw,2018; Masum et al., 2016; Ramoo et al., 2013), job embeddedness (Choi & Kim, 2015; Holtom & O'Neill, 2004), nurses' personality characteristics (Winters, 2018), professional experience (Lindley & Cozad, 2016), quality of relationship between nurses and their supervisors (Portoghese, Galletta, Battistelli, & Leiter, 2015; Robson & Robson, 2016),occupational coping (Fallatah, Laschinger, & Read, 2017), value congruence (Shao et al., 2018), low job control (Wendsche, Hacker, Wegge, & Rudolf, 2016), socio-demographic (Van der Heijden, Peeters, Le Blanc, & Van Breukelen, 2018), nurses' work schedule inflexibility (Dhaini et al., 2018; Leineweber et al., 2016), commitment toward hospital and group (Fernet, Trépanier, Demers, & Austin, 2017; Labrague et al., 2018; Robson & Robson, 2016), cynicism toward hospitals (Munir, Ghafoor, & Rasli, 2018) and career support (Chang, Chu, Liao, Chang, & Teng, 2018).

Sever scholars have studied the implications of nurses-job fit, or reciprocal congruence between nurses and their jobs, on nurses' intentions to leave. Most of the existing studies have been linear in nature and on private healthcare nurses (Boamah & Laschinger, 2015; Lee & Mitchell, 1994; Elshamy & Ahmed, 2017). This suggests that more studies are needed which utilise mediating variables, particularly among nurses in the government healthcare industry. Arising from this, the current research takes attempts to fill the knowledge gap; suggesting a study on the implication of nurses-job-fit on intentions to leave through the lens of work engagement as a mediating variable.

Literature Review and Hypothesis Development.

Generally, fit is conceptualised as a dynamic construct, but thus far research has mostly been primarily focused on person-environment fit. Multi-dimensional characterised person-environment fit is currently gaining momentum in the existing literature and is increasingly recognised as a component of successful employee function. Person-environment fit is defined as the degree of compatibility, or congruence, between employees and some aspects of their environment (Ahn & Lee,2019;Bednarska, 2017; Edwards & Billsberry, 2010; Edwards, 1991, 1996; Edwards, Caplan, & Harrison, 1998; Kristof-Brown, Zimmerman, & Johnson, 2005; Lauring & Selmer, 2018; Oh, Harold, & Lee, 2014). Broadly, there are four sibling fit dimensions which operate under the parent construct of person-environment fit, namely person organization fit, person supervisor fit, person team fit and person job fit

(Kristof-Brown et al., et al., 2005; Edwards, 1991, 1996; Bednarska, 2017; Oh et al., 2014; Esiagu et al., 2016).

The Relationship between Person-Job Fit and Intentions to Leave

Building on the parent construct of person-environment fit, person-job fit includes both needs-supply fit and demands-ability fit and this has been investigated in relation to intentions to leave, using multiple research designs, such as meta-analysis (Ahn & Lee, 2019; Edwards, 1991; Kristof-Brown et al., 2005; Oh et al., 2014), qualitative research design (Denkins, 2013), longitudinal intervention (Boon & Biron, 2016; Mosley, 2002; Saks & Ashforth, 1997; Tak, 2011) and quantitative research designs (Abdalla, Elsetouhi, Negm, & Abdou, 2018; Mensah & Bawole, 2017; Choi & Yoo, 2005; Dahling & Librizzi, 2014; Guan, Deng, Bond, Chen, & Chan, 2010; Juhdi et al., 2013; Lauver & Kristof-Brown, 2001; Mosley, 2002; Tseng & Yu, 2016; Player, Youngs, Perrone, & Grogan, 2017). A majority of the investigations support the hypothesis, which collectively suggests that employees who report high energy of reciprocal congruence with their jobs will be less likely to leave their organization.

Reciprocal congruence manifests in job holder' resource needs supplied by the employer and by employer demand on job holder abilities (Edwards, 1991; Ahn & Lee, 2019; Oh et al., 2014; Kristof-Brown et al., 2005). Malaysian scholars have shown similar interest in investigating the direct causality of person-job fit on intentions to leave; however, the study was carried out among 457 (n=457) employees, working in banks, insurance, finance and universities (Juhdi et al., 2013).

Based on empirical evidence, the following hypothesis is suggested.

H1: Person-job fit will negatively influence intentions to leave among Malaysian government nurses in peninsular Malaysia.

The Relationship between Person-Job Fit and Work Engagement

Earlier works on the implication of person-job fit on work engagement were investigated by May, Gilson, and Harter (2004). Their research used work role fit (Kristof, 1996) independent variable operationalisation to replicate person-job fit, while for dependent variables, they employed Kahn's (1990) work engagement scale which is manifested through cognitive, emotional and behavioural dimensions. Over the decades, the inducement to investigate causality between person-job fit and work engagement has spurred further interest in the literature, with positive significant results found (Bednarska, 2017; Bui, Zeng, & Higgs, 2017; Chen, Yen, & Tsai, 2014; Cifre, Vera, Rodríguez-Sánchez, & Pastor, 2013;

Enwereuzor, Ugwu, & Eze, 2016; Fernandez, 2015; Hamid & Yahya, 2011; Inceoglu & Warr, 2011; Juhdi et al., 2013; Karatepe & Karadas, 2016; Laschinger, Wong, & Greco, 2006; Olivier & Rothmann, 2007; Rothmann & Hamukang'andu, 2013).

In the case of work engagement scales, a considerable number of scholars have applied Utrecht work engagement scales (UWES) (Schaufeli, 2006; Schaufeli & Bakker, 2003; Schaufeli, Salanova, Bakker, & Gonzales-Roma, 2002) in their investigations (Bednarska, 2017; Bui et al., 2017; Chen et al., 2014; Cifre et al., 2013; Enwereuzor et al., 2016; Fernandez, 2015; Hamid & Yahya, 2011; Karatepe & Karadas, 2016).

Based on empirical evidence, the following hypothesis is suggested.

H2: Person-job fit will positively influence work engagement among Malaysian government nurses in peninsular Malaysia.

The Relationship between Work Engagement and Intentions to Leave

The first intervention which explains the importance of work engagement in and its effect on intentions to leave was pioneered by Schaufeli and Bakker (2004). Their research was based on a 1698 sample size (n=1698) and was sourced from insurance, occupational safety, health pension fund and healthcare organizations. The results of Schaufeli and Bakker (2004) validated that the three positive energies of work engagement, vigour, dedication and absorption (Schaufeli, 2006; Schaufeli & Bakker, 2003; Schaufeli et al., 2002) improved retention or reduced intentions to leave. Work engagement is a profound tool that reduces intentions to leave, and has attracted large number of scholars (Alias, Noor, & Hassan, 2014; Bailey et al., 2015; Daderman & Basinska, 2016; De Simone, Planta, & Cicotto, 2018; Fletcher, 2016; Karatepe & Avci, 2017; Karatepe, Yavas, Babakus, & Deitz, 2018; Memon, Salleh, & Baharom, 2016; Payton, 2016; Shahpouri, Namdari, & Abedi, 2016; Van der Heijden et al., 2018)

Based on empirical evidence, the following hypothesis is suggested.

H3: Work engagement will negatively influence intentions to leave among Malaysian government nurses in peninsular Malaysia

Work Engagement As A Potential Mediator In Explaining The Relationship Between Person-Job Fit And Intentions To Leave

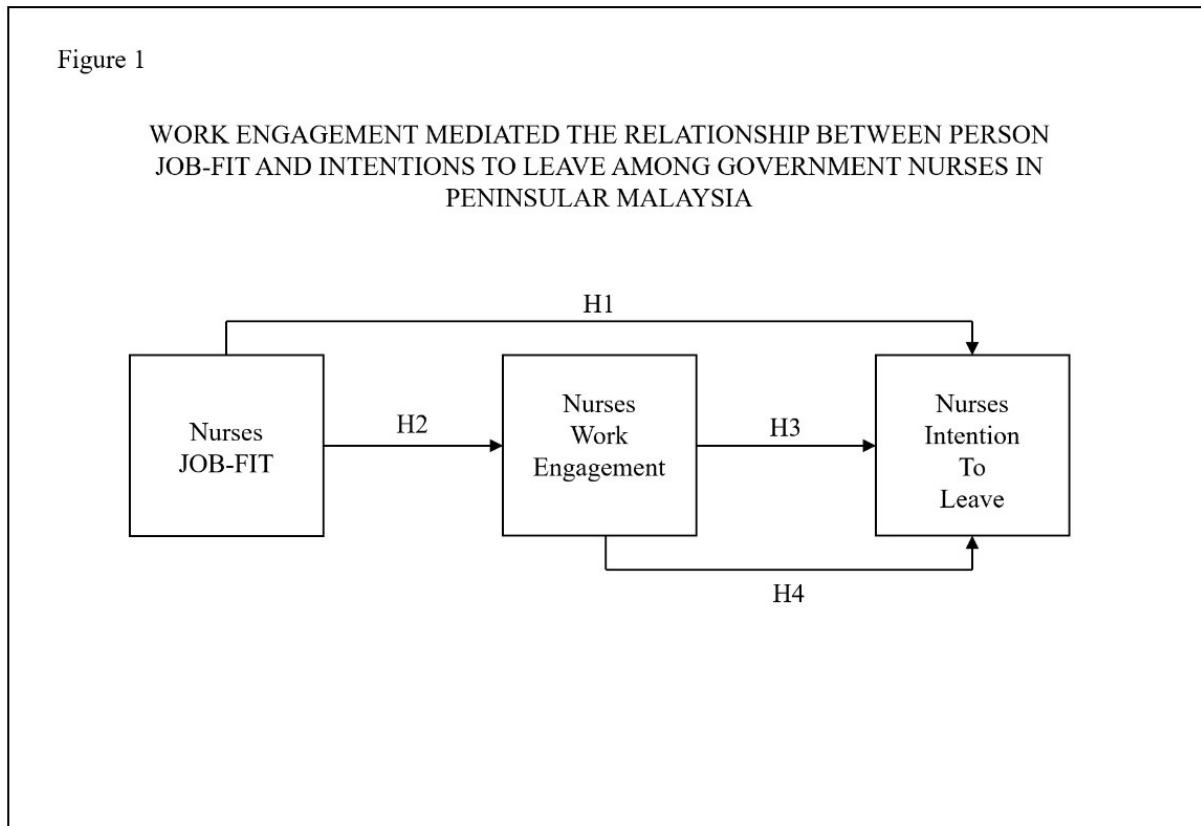
Work engagement is applied as a potential mediator in explaining the multiple causalities in HR practices and intentions to leave, such as between: recruitment and intentions to leave (Ang, Bartram, McNeil, Leggat, & Stanton, 2013; Kloutsiniotis & Mihail, 2017; Shaaban,

2018), compensation and intentions to leave (Alias et al., 2014; Juhdi et al., 2013; Shahpouri et al., 2016), performance appraisal and intentions to leave (Kloutsiniotis & Mihail, 2017; Ang et al., 2013; Schaufeli & Bakker, 2004) and training and development and intentions to leave (Shaaban, 2018; Alias et al., 2014; Kloutsiniotis & Mihail, 2017; Ang et al., 2013; Fletcher, 2016; Memon et al., 2016; Shuck, Twyford, Reio & Shuck, 2014). Juhdi et al., (2013) applied work engagement as a mediator to explain the implication of person-job fit on intentions to leave. Their results revealed that work engagement mediated the relationship between person-job fit and intentions to leave.

Based on empirical evidence, the following hypothesis is suggested.

H4: Work engagement will mediate the relationship between person-job fit and intentions to leave among Malaysian government nurses in peninsular Malaysia.

Based on H1, H2, H3 and H4 hypothesis, the following conceptual model is developed to investigate the extent of causalities (Please refer to figure 1 below)



Methodology

Utilising Krejcie and Morgan, (1970) table criteria, the researcher decided to a sample size of 400 nurses (n=400) in the current intervention is appropriate. For sampling methodologies, the researcher applied a systematic sampling (Arnab, 2017), with the aid of the Clinical Research Centre (CRC) and Human Resource Departments of Hospital Kuala Lumpur, Hospital Sultanah Aminah, Hospital Tuanku Afzan and Hospital Raja Permaisuri Bainun. The selection of nurses is done at the interval of every 21st nurse, from the listing provided in the Nurses Human Resource Information system (NHRIS). However, the respondent is assigned based on nurses' employee numbers, since the names and other information are treated as confidential by the respective hospitals. Subsequently, the 400 (n=400) questionnaires are distributed to the assigned respondents based on the nurses' employee numbers.

Nurses-job fit latent construct, which is built from needs-supply fit and demands-ability fit, applied five items with an agreement/disagreement 5-point Likert scale, ranging from "1" which denotes strongly disagree to "5" which denotes strongly agree. The sample item is "There is a good fit between what my job offers and what I am looking for in a nursing job"

(Fernandez, 2015; Kristof-Brown et al., 2005). The nurses-job fit items, have been adapted and adopted to suit Malaysian government nurses job profiles.

Nurses work engagement instrumentation applied a UWES 9-item scale, ranging from “0” which denotes never to “7” which denotes always. The UWES-9 item scale is manifested through vigour, dedication and absorption energies (Schaufeli, 2006; Schaufeli & Bakker, 2003; Schaufeli et al., 2002). The sample item is “*At my work, I am bursting with energy*”. Finally, nurses’ intention to leave instrumentation applied a 3-item, on a 5-point, agreement/disagreement Likert scale, ranging from “1” which denotes strongly disagree to “5” which denotes strongly agree. The sample item is “*It is likely that I would search for a job in another organization*” (Abou Hashish, 2017; Alam & Mohammad, 2010; Cammann, Fichman, Jenkins, & Klesh, 1979; Karatepe & Avci, 2017; Kloutsiniotis et al., 2017; Robson & Robson, 2016; Tummers, Groeneveld, & Lankhaar, 2013).

Analysis

For the purpose of data analysis, the researcher applied Smart PLS (version 3.2.7) (Ringle, Wende, & Becker, 2015) software. Compliant with the smart PLS (version 3.2.7) (Ringle et al., 2015) reporting guidelines, the researcher has performed two levels of analysis, reflective nurses-job fit assessment and reflective nurses-job fit structural models. The reflective model was chosen since all the observable items in the current study explain unobservable latent constructs such as nurses-job fit, nurses’ work engagement and nurses’ intentions to leave (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014; Ringle, Sarstedt, Mitchell, & Gudergan, 2018; Sarstedt, Ringle, Smith, Reams, & Hair, 2014; Usakli & Kucukergin, 2018; Hair, Risher, Sarstedt, & Ringle, 2019; Hair, Sarstedt, & Ringle, 2019; Benitez, Henseler, Castillo, & Schubert, 2019).

Reflective Nurses-Job Fit Assessment Model.

In the case of the reflective nurses-job fit assessment model, convergent validity is measured based on factor loading, average variance extracted (AVE), cronbach alpha and composite reliability results. In analysing factor loading, all 4-items that belong to nurses-job fit, loaded nicely and significantly above the value of 0.7, with the exception of one item which loaded at 0.67 value. However, this is still considered adequate, since the other four items scored higher loading (0.78, 0.80, 0.76 and 0.75) to complement an average extracted (AVE) score more than 0.5. The average variance extracted (AVE) score of more than 0.5 (NJF = 0.57, NWE = 0.66, NITL=0.72) indicates that the nurses-job fit, nurses work engagement and nurses intentions to leave latent constructs explain more than 50 percent of the observed items. Likewise, both cronbach alpha and composite reliability scored more than 0.7, which suggests that all the items are reliable (Hair et al., 2014; Henseler, Hubona, & Ray, 2016;

Ramayah, Cheah, Chuah, Ting, & Memon, 2016; Ringle et al.,2018; Sarstedt et al., 2014; Usakli & Kucukergin, 2018).

The statistical results of discriminant validity, cross loading (Chin, 1998), Fornell-Lacker (Fornell & Larcker, 1981) and heterotrait-monotrait ratio (Gold, Malhotra & Segars, 2001), revealed that nurses-job fit, nurses work engagement and nurses intentions to leave latent constructs differ. Nurses-job fit, nurses' work engagement and nurses' intentions to leave cross loading output results revealed that all the items correlate strongly on their own associated latent construct; while the Fornell-Lacker result exceed the 0.5 threshold value and provided a greater than value off diagonal correlation (NJF =0.75, NWE=0.813, NITL=0.846). The heterotrait-monotrait result for nurses-job fit, nurses' work engagement and nurses' intentions to leave fell below the 0.9 threshold value. All the results, therefore, suggest that nurses' job fit, nurses' work engagement and nurses' intentions to leave latent constructs possess solid discriminant validity (Chin,1998;Fornell & Lacker,1981;Gold et al.,2001).The summary of convergent and discriminant validity is shown in Table 1, Table 2, Table 3 and Table 4 below:-

Table 1: Summary of convergent validity results

Constructs	Items	Loading	AVE	Cronbach alpha	Composite reliability	p values
NJF	NJF1	0.78	0.57	0.81	0.87	0.000
	NJF2	0.80				0.000
	NJF3	0.76				0.000
	NJF4	0.75				0.000
	NJF5	0.67				0.000
NWE	NWE1	0.83	0.66	0.83	0.89	0.000
	NWE2	0.70				0.000
	NWE3	0.90				0.000
	NWE4	0.81				0.000
NITL	NITL1	0.92	0.72	0.80	0.88	0.000
	NITL2	0.79				0.000
	NITL3	0.82				0.000

NJF: Nurses-job fit, NWE: Nurses work engagement, NITL: Nurses intentions to leave.

Table 2: Summary of cross loading discriminant validity results

Items	NJF	NWE	NITL
NJF 1	0.78	0.48	-0.15
NJF 2	0.80	0.46	-0.19
NJF3	0.76	0.49	-0.15
NJF4	0.75	0.34	-0.05
NJF 5	0.67	0.46	-0.14
NWE2	0.49	0.83	-0.33
NWE3	0.47	0.70	-0.17
NWE4	0.52	0.90	-0.31
NWE5	0.48	0.81	-0.28
NITL1	-0.19	-0.29	-0.92
NITL2	-0.16	-0.28	-0.79
NITL3	-0.12	-0.29	-0.82

NJF: Nurses-job fit, NWE: Nurses work engagement, NITL: Nurses intentions to leave

Table 3: Summary of Fornell-Lacker discriminant validity results

Constructs	NWE	NITL	NJF
Nurses work engagement	0.813		
Nurses intentions to leave	-0.343	0.846	
Nurses job fit	0.606	-0.188	0.753

NJF: Nurses-job fit, NWE: Nurses work engagement, NITL: Nurses intentions to leave

Table 4: The heterorait-monotrait ratio of correlation criteria.

Constructs	NWE	NITL	NJF
Nurses work engagement			
Nurses intentions to leave	0.42		
Nurses job fit	0.73	0.224	

NJF: Nurses-job fit, NWE: Nurses work engagement, NITL: Nurses intentions to leave

Reflective nurses-job fit structural model

Collinearity statistics results (variance inflated factor)

The variance inflated factor shows a fall below the 5.0 threshold value, which suggests the absence of multicollinearity among all variables. The summary of the collinearity statistics is shown in Table 5 below.

Table 5: Summary of collinearity statistics (variance inflated factor)

Variables	NWE	NITL
Nurses work engagement		1.581
Nurses job fit	1	1.581

NWE: Nurses work engagement, NITL: Nurses intentions to leave

Direct and indirect path coefficient.

The direct path coefficient between nurses-job fit and nurses' intentions to leave is not supported (H1), ($\beta = -0.03, t = 1.86, p = 0.53$). However, the direct path coefficient between nurses-job fit and nurses' work engagement (H2) is supported ($\beta = 0.61, t = 17.80, p < 0.05$). Similarly, the direct path coefficient between nurses' work engagement and nurses' intentions to leave is also supported (H3), ($\beta = -0.36, t = 6.623, p < 0.05$). The R squared values on both endogenous latent constructs, nurses' work engagement and nurses' intentions to leave, is 0.37 and 0.12 respectively. The in-sample exogenous nurses-job fit latent construct, which is predicted on out-of-sample nurses' work engagement and nurses' intentions to leave endogenous latent constructs, is theoretically relevant and intact ($Q^2 = 0.228, Q^2 = 0.076$). The summary of direct path coefficient, R squared and Q squared is shown in Table 6 below:-

Table 6: Summary of direct path coefficient, R squared and Q squared.

Path	Hypothesis	β		SE	t value	p value	Decision
NJF>NITL	H1 (-)	-0.03		0.05	1.86	0.53	Not supported
NJF>NWE	H2 (+)	0.61		0.03	17.80	0.00**	Supported
NWE>NITL	H3(-)	-0.36		0.05	6.62	0.00**	Supported
R ² on NWE = 0.37 R ² on NITL = 0.12 Q ² on NITL = 0.076							

Q ² on NWE =0.228							
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NJF: Nurses-job fit, NWE: Nurses work engagement, NITL: Nurses intentions to leave, β : Beta coefficient, SE: Standard error, **significant at $p < 0.05$ (two-tailed test), R^2 = Coefficient of determination, Q^2 = Predictive relevance

Analysing the indirect causality mediation effect results using bias-corrected 5000 bootstrapping procedures, provides that the upper and lower limit values do not include zero in between the range (LL= -0.29, UL= -0.15, 95% confidence interval), which suggests that nurses' work engagement mediated the relationship between nurses-job fit and nurses' intentions to leave (Hair et al., 2014; Nitzl, Roldan, & Cepeda, 2016; Preacher & Hayes, 2008; Ramayah et al., 2016). The summary of the indirect path coefficient between nurses-job fit and nurses' intentions to leave is shown in Table 7 below.

Table 7: Summary of indirect path coefficient (mediation analysis)

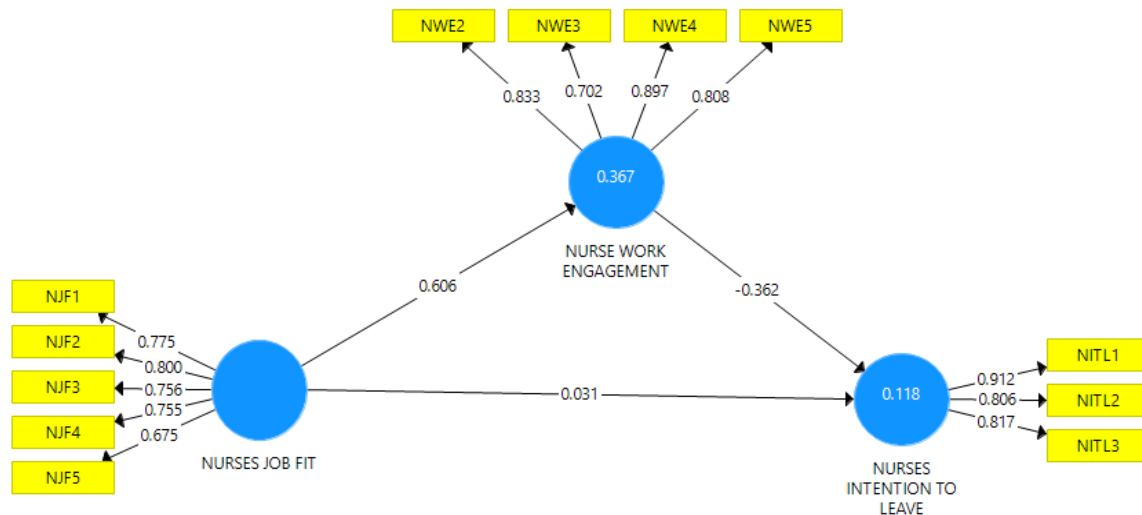
Path	Hypothesis	β	SE	t value	p value	LL	UL	Decision
NJF>NWE>NITL	H4 (-)	-0.22	0.035	6.226	0.000**	-0.29	-0.15	Mediation is supported

NJF: Nurses-job fit, NWE: Nurses work engagement, NITL: Nurses intentions to leave, β : Beta coefficient, SE: Standard error, **significant at $p < 0.05$ (two-tailed test), UL: upper level, LL: lower level, BC=Bias corrected 5000 bootstrap were requested.

Based on the reflective nurses-job fit assessment and structural data analysis, the following theoretical reflective nurses-job fit PLS model is generated (Figure 2)

Figure 2. Theoretical reflective nurses-job fit PLS model.

Discussion



The current investigation discovered that there is no direct linkage between nurses-job fit and nurses' intentions to leave (H1); however through the culmination of nurses' engaged feelings, nurses-job fit has become a remarkable retention tool in making Malaysian government nurses remain with the hospital (H4). Similarly, in the context of Malaysian government hospitals, nurses work engagement also improves the nurses' retention (H3). The current study contributes to the reciprocal matching exercise between nurses' ability required to perform tasks and the hospital demand and supply in realising the job. This study does by identifying the ability to advance nurses' engaged feelings which are manifested through vigour, dedication and absorption.

While vigour is understood as nurses' physical and mental resilience energies, dedication is understood as nurses' strong involvement and enthusiasm energies. Absorption understood as nurses' full concentration, coupled with feeling of happiness (Schaufeli, 2006; Schaufeli & Bakker, 2003; Schaufeli et al., 2002). In summary, nurses-job fit has positively interacted with vigour, dedication and absorption, which in turn reduced their intentions to leave.

Generally, the current findings have advanced the fit literature. In a more specific contribution, this study has extended the investigation carried out by Juhdi et al., (2013) who applied work engagement as a mediator in explaining the implication of person-job fit on intentions to leave. The current study has also extended the investigations of Ang et al.,



(2013) and Kloutsiniotis et al., (2017), although in their case they had applied selection instead of person-job fit as a hiring decision tool.

Conclusion

The current study supported the objective of the investigation, whereby, work engagement mediated the relationship between person-job fit and intentions to leave among nurses in Malaysian government hospitals. The theoretical reflective nurses-job fit PLS output model realised researcher objectives in the current study.

Limitation and Study Forward

The current study is solely based on registered nurses working in public hospitals, under the Ministry of Health in peninsular Malaysia. Registered nurses with university hospitals and army hospitals, which are under the ministry of education and defence respectively, as well as private hospitals are excluded from the current study due to their volume and limited scope of service. The data on nurses-job fit, nurses' work engagement and nurses' intentions to leave, in the current investigation is also vulnerable to the common method variance threat (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003), as the results are derived from a single source. This threat suggests that other sources should be included in future studies, such as government hospitals, HR recruitment officers, HR planners and HR managers.

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