DIMENSI, Volume 14 Nomor 3 : 949-961
NOVEMBER 2025
ISSN: 2085-9996
https://www.journal.unrika.ac.id/index.php/jurnaldms

FROM FIT TO ENGAGEMENT: THE MEDIATING ROLE OF ORGANIZATIONAL CLIMATE IN AN INDONESIAN MANUFACTURING CONTEXT

DARI KESESUAIAN HINGGA KETERLIBATAN: PERAN MEDIASI IKLIM ORGANISASI DALAM KONTEKS INDUSTRI MANUFAKTUR DI INDONESIA

Christine Angella[1], Lianto[2]
[1-2]*Fakultas Ekonomi dan Bisnis, Universitas Widya Dharma Pontianak, Indonesia*
Corresponding Author: lianto@widyadharma.ac.id

Abstract

This study examines how person–organization fit (P–O Fit) shapes employee engagement by considering the mediating role of organizational climate within a regional manufacturing setting in Indonesia. Drawing on the Attraction–Selection–Attrition framework, Social Information Processing theory, and the Job Demands–Resources model, the research positions value congruence and shared workplace perceptions as central psychological mechanisms influencing employee motivation. Using a census-based sample of 65 employees from a mineral-water production company in West Kalimantan, the study employed WarpPLS 8.0 to evaluate both the measurement and structural models. The findings indicate that P–O Fit enhances employees' perceptions of organizational climate and directly contributes to higher engagement, while organizational climate itself emerges as a strong predictor of engagement and partially mediates the link between P–O Fit and engagement. These results highlight the importance of alignment and climate-building practices in manufacturing environments, particularly in resource-constrained and regionally based organizations. The study contributes to the growing body of literature on engagement in emerging contexts and emphasizes that psychological and relational factors remain critical drivers of motivation even in highly structured industrial settings.

Keywords: *Person-Organization Fit; Organizational Climate; Engagement; Sustainability*

Abstrak

Penelitian ini mengkaji bagaimana person–organization fit (P–O Fit) membentuk employee engagement dengan mempertimbangkan peran mediasi iklim organisasi dalam konteks industri manufaktur di wilayah Indonesia. Berlandaskan kerangka Attraction–Selection–Attrition, teori Social Information Processing, serta model Job Demands–Resources, penelitian ini memosisikan kesesuaian nilai dan persepsi bersama tentang lingkungan kerja sebagai mekanisme psikologis utama yang memengaruhi motivasi karyawan. Dengan menggunakan sampel sensus yang melibatkan 65 karyawan dari sebuah perusahaan produksi air mineral di Kalimantan Barat, penelitian ini menerapkan WarpPLS 8.0 untuk mengevaluasi model pengukuran dan model struktural. Temuan menunjukkan bahwa P–O Fit meningkatkan persepsi karyawan terhadap iklim organisasi dan memberikan kontribusi langsung terhadap engagement yang lebih tinggi. Iklim organisasi juga terbukti menjadi prediktor kuat bagi engagement serta memediasi secara parsial hubungan antara P–O Fit dan engagement. Hasil ini menegaskan pentingnya keselarasan nilai dan upaya pembentukan iklim kerja yang positif dalam lingkungan manufaktur, khususnya pada organisasi yang beroperasi dengan sumber daya terbatas dan berlokasi di daerah. Studi ini memperkaya literatur mengenai engagement dalam konteks negara berkembang serta menekankan bahwa faktor psikologis dan relasional tetap menjadi penggerak utama motivasi, bahkan dalam pengaturan industri yang sangat terstruktur.

Kata Kunci: keselarasan karyawan-organisasi; iklim organisasi; keterlibatan; keberlanjutan

INTRODUCTION

Employee engagement has increasingly become a strategic focus within organizational research due to its strong association with performance, productivity, and overall organizational sustainability. In labor-intensive production environments, high levels of engagement are

DIMENSI, Volume 14 Nomor 3 : 949-961
NOVEMBER 2025
ISSN: 2085-9996
https://www.journal.unrika.ac.id/index.php/jurnaldms

particularly important as they influence daily operational efficiency, coordination, and consistent product quality. Understanding the key drivers of engagement is therefore essential for organizations striving to maintain competitiveness under dynamic industrial pressures.

One important antecedent of employee engagement is person–organization fit (P–O Fit), which refers to the compatibility between employees' personal values and the organization's cultural or normative environment. When employees perceive a strong sense of fit, they tend to experience higher levels of psychological comfort, job meaning, and intrinsic motivation. Prior studies have shown that P–O Fit fosters favorable individual outcomes such as job satisfaction and commitment, which in turn can create a conducive foundation for engagement. However, the extent to which P–O Fit directly enhances engagement remains dependent on broader organizational conditions.

Within this context, organizational climate plays a crucial mediating role. Climate reflects employees' shared perceptions of work practices, communication patterns, support systems, and overall organizational functioning. A positive climate can reinforce the benefits of P–O Fit by signaling consistency, fairness, and supportive managerial behavior–thereby encouraging employees to feel more connected and invested in their work. Conversely, when the climate is weak or ambiguous, the positive influence of fit may not fully translate into engaged behavior. This highlights the need to understand organizational climate not only as an outcome of managerial practices but also as an important psychological pathway linking individual–organization alignment to motivational states.

Despite its conceptual importance, empirical studies examining the mediating role of organizational climate–particularly in small and medium-sized manufacturing organizations located in emerging regions–remain limited. Such workplaces often rely on close interpersonal collaboration and informal management systems, making climate perceptions especially influential in shaping employee experiences. The scarcity of research in these settings presents an opportunity to advance understanding of how fit and climate interact to shape engagement in production-oriented organizational contexts.

To address this gap, the present study investigates a theoretically grounded model that positions P–O Fit as an antecedent, organizational climate as a mediating mechanism, and employee engagement as the focal outcome. By focusing on a manufacturing organization operating in a regional context in West Kalimantan and employing census-based data collection from 65 employees, this research provides empirical insights into how alignment and climate jointly contribute to fostering engagement. The study also offers practical implications for organizations seeking to strengthen their internal environment through climate-enhancing and fit-supportive practices.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Person–Organization Fit (P–O Fit)

Person–organization fit (P–O Fit) is grounded in the Attraction–Selection–Attrition (ASA) framework (Schneider, 1987), which argues that individuals are naturally attracted to and remain in organizations whose values and characteristics align with their own. Fit represents the perceived compatibility between individual values and organizational culture, norms, and expectations (Kristof, 1996). When employees perceive a strong alignment, they experience greater meaning, psychological comfort, and affective connection to their workplace.

DIMENSI, Volume 14 Nomor 3 : 949-961
NOVEMBER 2025
ISSN: 2085-9996
https://www.journal.unrika.ac.id/index.php/jurnaldms

Meta-analytic evidence consistently shows that P–O Fit predicts job satisfaction, affective commitment, and engagement (Kristof-Brown et al., 2005; Hoffman & Woehr, 2006). More recent empirical studies confirm that P–O Fit enhances employees' psychological resources, motivation, and willingness to contribute, especially in Asian and emerging-economy contexts (Jung & Takeuchi, 2018; Kim & Park, 2020). Fit acts as a personal resource that supports positive interpretations of work experiences and reinforces employees' identification with organizational goals. Thus, P–O Fit serves as a foundational antecedent that shapes how employees perceive and respond to the organizational environment.

Organizational Climate

Organizational climate refers to employees' shared perceptions of policies, procedures, leadership behaviors, and interpersonal interactions that characterize the workplace (Schneider, Ehrhart, & Macey, 2013). Climate is shaped by daily practices and socioemotional cues that inform employees about what behaviors are expected, supported, and rewarded.

The Social Information Processing (SIP) theory (Salancik & Pfeffer, 1978) suggests that employees interpret their work environment through social cues; thus climate becomes a central meaning-making mechanism. When climate is supportive–characterized by trust, clarity, cooperation, and fairness–it strengthens employees' psychological safety and intrinsic motivation. Recent studies show that a positive organizational climate enhances engagement, well-being, and performance across industries, including manufacturing (Zafar et al., 2022; Ouyang et al., 2023).

Climate also interacts with individual-level attributes. Employees with strong P–O Fit are more likely to perceive organizational practices as consistent and supportive, demonstrating that fit shapes climate perceptions (Afsar & Rehman, 2020; Al Halbusi et al., 2023).

Employee Engagement

Employee engagement is defined as a positive, fulfilling, and work-related psychological state characterized by vigor, dedication, and absorption (Schaufeli et al., 2002). The Job Demands–Resources (JD–R) model (Bakker & Demerouti, 2007) posits that engagement emerges when employees perceive sufficient personal and organizational resources.

P–O Fit functions as a personal resource, while organizational climate functions as a contextual or environmental resource. Both types of resources jointly influence engagement by enhancing psychological meaningfulness, safety, and availability (Kahn, 1990). Recent empirical evidence supports this claim: organizational climate and person–environment fit significantly predict engagement in various manufacturing and service settings (Gupta et al., 2019; Knight et al., 2021; Park & Johnson, 2022).

P–O Fit and Organizational Climate

The ASA framework suggests that employees who feel aligned with organizational values internalize these values, shaping how they interpret workplace practices. According to SIP theory, these internalized values influence how employees perceive the workplace climate. Empirical studies confirm that employees with higher fit tend to evaluate organizational policies, leadership, and procedures more positively, resulting in more favorable climate perceptions (Afsar & Rehman, 2020; Lee, 2021; Al Halbusi et al., 2023). Given this theoretical and empirical support, P–O Fit is expected to positively shape employees' perceptions of climate.

H1: Person–organization fit has a positive effect on organizational climate.

DIMENSI, Volume 14 Nomor 3 : 949-961
NOVEMBER 2025
ISSN: 2085-9996
https://www.journal.unrika.ac.id/index.php/jurnaldms

Organizational Climate and Employee Engagement

A strong organizational climate serves as a critical job resource that supports engagement, in line with the JD–R model. Climate signals that the organization provides clarity, support, and fairness–conditions that enhance psychological meaningfulness and safety (Kahn, 1990). Empirical studies show that supportive climates (e.g., ethical, innovative, involvement-oriented, or performance-oriented climates) significantly predict engagement across industries (Salanova et al., 2019; Zafar et al., 2022; Choi et al., 2023).

Meta-analytic evidence further confirms that organizational climate contributes to employees' motivation, affective commitment, and work engagement (Dawkins et al., 2017; Knight et al., 2021). Thus, a supportive climate is expected to increase employee engagement.

H2: Organizational climate has a positive effect on employee engagement.

P–O Fit and Employee Engagement

From the JD–R and ASA perspectives, P–O Fit enhances engagement by providing psychological meaningfulness, identity congruence, and value alignment. Fit stabilizes employees' motivational structures, making them more likely to invest emotional and cognitive energy in their work.

Recent empirical evidence supports the direct relationship between P–O Fit and engagement. Studies across Asia and Europe show that employees with higher levels of fit display significantly higher engagement, mediated by psychological empowerment or commitment (Kim & Park, 2020; Gupta et al., 2019; Al Halbusi et al., 2023). Thus, P–O Fit is expected to exert a direct positive effect on engagement.

H3: Person–organization fit has a positive effect on employee engagement.

The Mediating Role of Organizational Climate

The integration of ASA theory, SIP theory, and the JD–R model suggests that climate acts as a central explanatory mechanism linking P–O Fit to engagement. Fit shapes employees' interpretations of the workplace (SIP), and these interpretations influence whether organizational conditions are perceived as supportive resources (JD–R), which subsequently drive engagement.

Empirical studies support climate as a mediator between various person–environment fits and motivational outcomes. Recent work shows that climate mediates the effects of value congruence on commitment, citizenship behavior, and engagement (Afsar & Umrani, 2020; Ouyang et al., 2023; Thiruvarasu & Babu, 2024). Thus, organizational climate is expected to mediate the effect of P–O Fit on engagement.

H4: Organizational climate mediates the relationship between person–organization fit and employee engagement.

RESEARCH METHOD

This study adopted a quantitative explanatory design to examine how person–organization fit influences employee engagement through the mediating role of organizational climate. A variance-based structural equation modeling approach (PLS-SEM) was selected because the research seeks to assess predictive relationships among constructs and to evaluate a mediation mechanism within a relatively small organizational sample. WarpPLS 8.0 was used because it is suitable for analyzing complex models, accommodates non-normal data distributions, and provides comprehensive model-fit diagnostics.

The population of the study consisted of all employees working in a mineral-water manufacturing company located in Nanga Pinoh, West Kalimantan. Given the modest population size and accessibility of respondents, a census sampling technique was employed so that every available employee could participate. In total, 65 usable responses were collected, providing a complete representation of the workforce. The census approach reduces sampling error and strengthens the internal validity of organizational-level behavioral research.

Data were gathered using a structured questionnaire containing adapted scales from established literature. Person–organization fit was measured based on instruments developed by Cable and DeRue (2002) and Kristof-Brown et al. (2005), which capture perceived value congruence between employees and the organization. Organizational climate was assessed using items adapted from Patterson et al. (2005) and Schneider et al. (2013), covering perceptions of clarity, support, communication, and cooperation within the workplace. Employee engagement was measured using selected items from the Utrecht Work Engagement Scale (Schaufeli et al., 2006), reflecting vigor, dedication, and absorption. All items employed a five-point Likert scale ranging from strong disagreement to strong agreement. The questionnaire went through translation and back-translation procedures to ensure conceptual clarity and cultural equivalence.

Data collection was conducted directly in the workplace with organizational approval. Employees were informed about the voluntary nature of their participation and assured that their responses would remain anonymous and confidential. The questionnaires were completed during working hours over a two-week period.

The data analysis followed the standard two-step PLS-SEM procedure. First, the measurement model was examined to ensure the reliability and validity of all reflective constructs. Consistent with recommended guidelines, indicator loadings were expected to meet or exceed 0.70, while internal consistency was assessed through composite reliability with acceptable values above 0.70. Convergent validity was evaluated through the average variance extracted (AVE), where values greater than 0.50 were considered satisfactory. Discriminant validity was assessed using the Fornell–Larcker criterion, requiring the square root of the AVE of each construct to be greater than its correlations with other constructs. Cross-loadings were also inspected to confirm that each indicator loaded more strongly on its intended construct than on other constructs.

Following the establishment of measurement validity, the structural model was evaluated. Path coefficients and p-values were examined to test each hypothesis, while the coefficient of determination (R^2) and adjusted R^2 were used to assess the explanatory power of the endogenous constructs. Effect sizes (f^2) were analyzed to determine the magnitude of each predictor's contribution, and predictive relevance (Q^2) values obtained through blindfolding were used to evaluate model predictive capability. Full collinearity variance inflation factors (VIFs) were inspected to rule out multicollinearity and potential common-method bias, with values below 3.3 considered satisfactory. Model fit was assessed using indices provided by WarpPLS, including the Average Path Coefficient (APC), Average R-squared (ARS), and Tenenhaus Goodness-of-Fit (GoF). Commonly accepted thresholds were applied, such as requiring APC, ARS, and AARS to reach statistical significance at the 0.05 level and GoF values of 0.36 or higher to indicate strong model fit.

DIMENSI, Volume 14 Nomor 3 : 949-961
NOVEMBER 2025
ISSN: 2085-9996
https://www.journal.unrika.ac.id/index.php/jurnaldms

Finally, the study adhered to ethical research standards. Participation was voluntary, personal identifiers were not collected, and data were used solely for academic purposes. The confidentiality of respondents was ensured throughout the research process.

RESULTS

Measurement Model Assessment

The reflective measurement model was evaluated prior to testing the structural relationships. All indicators demonstrated strong reliability, with loading values exceeding the recommended threshold of 0.70 and achieving statistical significance at $p < 0.001$. Composite reliability values for all constructs–P-O Fit, Organizational Climate, and Employee Engagement–were high, ranging from 0.943 to 0.963, indicating internal consistency. Average Variance Extracted (AVE) values also met convergent validity standards, falling between 0.745 and 0.783.

Discriminant validity was supported using the Fornell–Larcker criterion. The square roots of the AVEs (0.863–0.885) were greater than the interconstruct correlations, confirming that each construct possessed sufficient discriminant validity. Full collinearity variance inflation factor (VIF) values ranged from 1.197 to 1.308, well below the maximum acceptable threshold, suggesting that multicollinearity and common-method bias were not concerns in the model.

Structural Model Assessment

The structural model was evaluated using WarpPLS 8.0. Several model-fit indices met the recommended standards. The Average Path Coefficient (APC) was 0.322 (p = 0.001), the Average R-squared (ARS) was 0.188 (p = 0.028), and the Average Adjusted R-squared (AARS) was 0.169 (p = 0.038). All indices were significant at $p < 0.05$, indicating acceptable model fit. The Tenenhaus Goodness-of-Fit (GoF) value of 0.380 exceeded the threshold for large model fit. Additional quality indices–SPR, RSCR, SSR, and NLBCDR–showed ideal values of 1.0, confirming the absence of Simpson's paradox, suppression effects, or directionality issues.

The structural model explained 15.7% of the variance in organizational climate ($R^2 = 0.157$) and 21.9% of the variance in employee engagement ($R^2 = 0.219$), indicating moderate levels of explanatory power. Predictive relevance (Q^2) values were positive for both endogenous variables, further supporting the model's predictive capability.

Table 1 provides an integrated summary of the measurement model, structural model, and global model fit indices. The table consolidates key results from WarpPLS 8.0, including reliability and validity indicators, path coefficients, mediation outcomes, and overall fit measures.

Table 1 Summary of Measurement, Structural, and Model Fit Indices

Component	Indicator	Value	Threshold	Interpretation
Measurement Model (Outer)	Indicator Loadings	0.804-0.950	≥ 0.70	Reliable
	Composite Reliability (CR)	0.943-0.963	≥ 0.70	Excellent reliability
	Average Variance Extracted (AVE)	0.745-0.783	≥ 0.50	Convergent validity established
	Full Collinearity VIF	1.197-1.308	≤ 3.3	No multicollinearity / CMB
Structural Model (Inner)	P–O Fit → Org. Climate	β = 0.397; p < 0.001	p < 0.05	Supported (H1)

DIMENSI, Volume 14 Nomor 3 : 949-961
NOVEMBER 2025
ISSN: 2085-9996
https://www.journal.unrika.ac.id/index.php/jurnaldms

	Org. Climate →Engagement	β = 0.332; p = 0.002	p < 0.05	Supported (H2)
	P–O Fit → Engagement	β = 0.237; p = 0.021	p < 0.05	Supported (H3)
	Mediation (indirect)	β = 0.132; p = 0.061	p < 0.10	Partial mediation (H4)
	R^2 Organizational Climate	0.157	-	Weak–moderate explanatory power
	R^2 Employee Engagement	0.219	-	Moderate explanatory power
Model Fit	APC	0.322 (p = 0.001)	p < 0.05	Good fit
	ARS	0.188 (p = 0.028)	p < 0.05	Good fit
	AARS	0.169 (p = 0.038)	p < 0.05	Good fit
	Tenenhaus GoF	0.380	≥ 0.36	Large model fit

Hypothesis Testing

The path from P–O Fit to Organizational Climate was positive and statistically significant (β = 0.397, p < 0.001). This indicates that higher levels of fit are associated with more positive perceptions of organizational climate. The effect of Organizational Climate on Employee Engagement was also positive and significant (β = 0.332, p = 0.002), demonstrating that employees who perceive a supportive climate tend to exhibit higher engagement. The direct effect of P–O Fit on Employee Engagement was positive and significant (β = 0.237, p = 0.021), suggesting that fit contributes directly to engagement in addition to its indirect influence through climate.

The indirect effect of P–O Fit on Employee Engagement through Organizational Climate was positive (β = 0.132) and approached statistical significance (p = 0.061). Although slightly above the conventional α = 0.05 threshold, the effect indicates the presence of **partial mediation**, as both the direct and indirect paths were positive and meaningful. This suggests that organizational climate functions as a pathway through which P–O Fit shapes engagement, but does not fully account for the relationship.

Effect Sizes

Effect size (f^2) values indicated small-to-moderate contributions of each predictor to its respective endogenous construct. P–O Fit had an f^2 of 0.157 on Organizational Climate, and Organizational Climate showed an f^2 of 0.137 on Employee Engagement. The direct effect of P–O Fit on Employee Engagement had a smaller f^2 of 0.083, consistent with a partial mediation pattern.

Figure 1 presents the structural model results generated through WarpPLS 8.0, indicating the magnitude and significance of the direct and indirect paths among person–organization fit, organizational climate, and employee engagement.

DIMENSI, Volume 14 Nomor 3 : 949-961
NOVEMBER 2025
ISSN: 2085-9996
https://www.journal.unrika.ac.id/index.php/jurnaldms

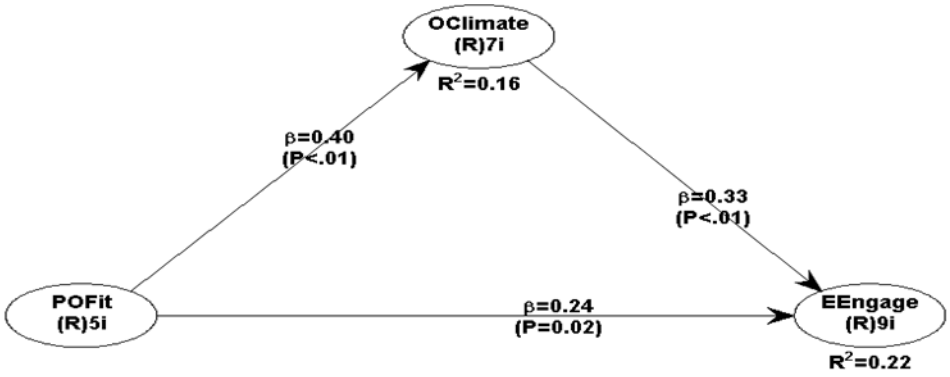

Figure 1 Structural Model Results (WarpPLS 8.0)

DISCUSSION

The purpose of this study was to examine the influence of person–organization fit (P–O Fit) on employee engagement and to test the mediating role of organizational climate. The results overall support the proposed model, revealing that both direct and indirect pathways are meaningful. These findings align with major theoretical frameworks and extend recent empirical evidence, particularly within the under-researched context of manufacturing organizations in emerging regions.

P–O Fit as a Predictor of Organizational Climate

The strong and significant effect of P–O Fit on organizational climate indicates that employees who perceive greater alignment with organizational values tend to evaluate the work environment more positively. This is consistent with the Attraction–Selection–Attrition (ASA) framework (Schneider, 1987), which suggests that employees who "fit" with the organization interpret organizational practices in a more favorable way.

The finding also aligns with Social Information Processing (SIP) theory (Salancik & Pfeffer, 1978), which posits that employees construct perceptions of climate based on internalized values and social cues. When employees feel aligned, they are more likely to interpret managerial behavior, communication patterns, and work routines as supportive and coherent.

Recent empirical studies support this relationship, with research showing that value congruence enhances perceptions of fairness, support, and psychological safety (Afsar & Rehman, 2020; Lee, 2021; Al Halbusi et al., 2023). The present study adds to this evidence by demonstrating that even within small manufacturing settings–typically characterized by informal management and close interpersonal interactions–P–O Fit remains an important foundation for shaping climate perceptions.

Organizational Climate as a Driver of Employee Engagement

The strong influence of organizational climate on engagement aligns with the Job Demands–Resources (JD–R) model, which identifies environmental resources as key determinants of engagement (Bakker & Demerouti, 2007). A positive climate provides clarity, support, and a sense of fairness—conditions that nurture psychological meaningfulness, psychological safety, and motivational energy, as conceptualized by Kahn (1990).

This result is consistent with recent findings indicating that supportive climates enhance engagement across various sectors, including healthcare, education, hospitality, and manufacturing (Salanova et al., 2019; Zafar et al., 2022; Choi et al., 2023). The current study confirms that this mechanism also applies in regional manufacturing organizations where work interdependence and daily coordination make climate cues even more salient.

Direct Influence of P–O Fit on Engagement

The significant direct effect of P–O Fit on engagement indicates that alignment between employees and the organization contributes to engagement independently of climate. This supports the JD–R model's conceptualization of personal resources, which enhance self-efficacy, identification, and intrinsic motivation.

Previous research has similarly shown that employees who feel aligned with their organizations experience greater meaningfulness and emotional connection to their work (Gupta et al., 2019; Kim & Park, 2020; Knight et al., 2021). This study further reinforces that P–O Fit is a robust predictor of engagement even in manufacturing contexts where job characteristics may be more structured or routine.

The Mediating Role of Organizational Climate

Although the indirect effect of P–O Fit on engagement through climate was marginally significant, the pattern clearly supports partial mediation. This indicates that climate acts as an important pathway through which P–O Fit influences employee motivation, but does not fully account for the relationship.

From a theoretical perspective, this mediating role aligns with an integrated reading of ASA, SIP, and JD–R frameworks:

1. **ASA** explains how employees with strong fit internalize organizational values.
2. **SIP** explains how these employees interpret environmental cues and construct climate perceptions.
3. **JD–R** explains how climate functions as a job resource that enhances engagement.

Recent studies also identify climate as a mediator linking value congruence or psychological alignment to engagement and other positive outcomes (Afsar & Umrani, 2020; Ouyang et al., 2023; Thiruvarasu & Babu, 2024). The present study contributes by demonstrating this mediating mechanism within a small, production-oriented Indonesian organization–an area where empirical evidence remains limited.

Theoretical Contributions

This study offers several contributions to the literature:

1. **Contextualizing classical theories in an emerging-region manufacturing setting.** The findings validate ASA, SIP, and JD–R mechanisms in a small-to-medium industrial context, suggesting that these theories are applicable beyond large corporate or service-sector environments.
2. **Strengthening empirical support for climate as a mediating mechanism.** The results provide evidence that climate partially explains how alignment translates into engagement, reinforcing multi-theoretical mediation models.
3. **Positioning P–O Fit as both a personal resource and a contextual filter.** P–O Fit influences not only engagement directly but also shapes how employees perceive the organizational environment, highlighting its dual role.

4. **Advancing engagement research in Indonesian regional industries.** Existing literature has focused primarily on universities, the hospitality sector, or urban enterprises. This study fills a gap by examining engagement in a rural manufacturing context.

Practical Contextual Insight

The findings suggest that even in lean, labor-intensive manufacturing operations, psychological mechanisms related to fit and climate remain powerful. In daily production environments–where tasks are interdependent and routines are structured–employees' perceptions of support, fairness, communication, and alignment strongly influence whether they feel energized and committed.

For organizations operating in similar contexts, this indicates that:

- strengthening value congruence during recruitment and onboarding,
- clarifying communication and managerial consistency, and
- building shared norms and supportive work systems

could substantially increase engagement, even without major structural or technological changes.

CONCLUSION, MANAGERIAL IMPLICATIONS, AND LIMITATIONS

Conclusion

This study investigated the influence of person–organization fit (P–O Fit) on employee engagement and examined the mediating role of organizational climate within a manufacturing organization located in an emerging regional context. The findings demonstrate that P–O Fit significantly shapes organizational climate and directly contributes to employee engagement. Organizational climate also emerges as an important predictor of engagement and partially mediates the relationship between P–O Fit and engagement, indicating that both personal alignment and environmental support jointly shape employees' motivational states.

Overall, the study reinforces key theoretical perspectives—namely the Attraction–Selection–Attrition framework, Social Information Processing theory, and the Job Demands–Resources model—by showing that value congruence and shared environmental perceptions function together to generate engagement. By conducting the study within a small-to-medium manufacturing setting in West Kalimantan, the research also expands the empirical boundary of engagement studies, offering insight into how fit and climate operate in less urbanized, production-oriented environments.

Managerial Implications

The findings provide meaningful guidance for practitioners seeking to enhance employee engagement in manufacturing or similarly structured organizations.

First, the strong role of P–O Fit suggests that recruitment, selection, and onboarding processes should emphasize value congruence. Managers may benefit from articulating organizational values more explicitly and incorporating behavioral-based assessments or value-alignment interviews to identify candidates whose personal orientations match the organization's culture.

Second, the results highlight the importance of building and maintaining a positive organizational climate. Climate-related improvements—such as increasing managerial consistency, clarifying communication channels, reinforcing fairness in task distribution, and nurturing cooperation across units—can significantly strengthen engagement. Even in resource-constrained manufacturing environments, supportive interpersonal interactions and clear expectations can have a considerable impact on how employees respond to their work.

Third, because organizational climate partially mediates the effect of P–O Fit on engagement, interventions should consider both personal and contextual dimensions. Practices that reinforce shared norms, such as team briefings, cross-unit coordination activities, and periodic feedback discussions, may amplify the positive influence of fit on employee motivation.

Finally, the combined insights suggest that engagement can be improved not only through structural changes but also through psychological and relational investments. Managers who create opportunities for employees to feel aligned, valued, and supported are likely to see improvements in energy, dedication, and overall performance.

Limitations and Directions for Future Research

Several limitations should be acknowledged. The study employed a cross-sectional design, which restricts the ability to infer causality among constructs. Future research could utilize longitudinal or time-lagged designs to capture changes in climate perceptions and engagement over time.

The sample was drawn from a single manufacturing organization using a census approach, which enhances internal validity but limits generalizability. Subsequent studies could involve multiple organizations across different regions or industries to strengthen comparative insights and external validity.

Additionally, all constructs were measured using self-reported instruments, raising the possibility of common-method bias, even though diagnostic checks indicated no serious threat. Future studies may incorporate multi-source data or objective indicators—such as performance metrics or supervisor ratings—to complement self-report measures.

Finally, while the present model focused on climate as a mediator, other psychological mechanisms may also channel the influence of P–O Fit on engagement. Variables such as psychological safety, affective commitment, meaningful work, or leader–member exchange may offer deeper explanatory power. Exploring these constructs as alternative or sequential mediators would enrich theoretical understanding and provide more nuanced managerial insights.

REFERENCES

Afsar, B., & Rehman, Z. (2020). The impact of person–organization fit on innovative work behavior: The mediating role of psychological safety. *Personnel Review*, *49*(3), 435–455. https://doi.org/10.1108/PR-05-2018-0179

Afsar, B., & Umrani, W. A. (2020). Transformational leadership and innovative work behavior: The mediating role of meaning in work and job autonomy. *Frontiers in Psychology*, *11*, 623. https://doi.org/10.3389/fpsyg.2020.00623

Al Halbusi, H., Tehseen, S., Rahi, S., & Haider, M. J. (2023). Impact of value congruence and person–environment fit on work engagement. *Sustainability*, *15*(7), 5902. https://doi.org/10.3390/su15075902

Bakker, A. B., & Demerouti, E. (2007). The Job Demands–Resources model: State of the art. *Journal of Managerial Psychology*, *22*(3), 309–328. https://doi.org/10.1108/02683940710733115

Cable, D. M., & DeRue, D. S. (2002). The convergent and discriminant validity of subjective fit perceptions. *Journal of Applied Psychology, 87*(5), 875–884. https://doi.org/10.1037/0021-9010.87.5.875

Choi, Y., Kim, J., & Park, J. (2023). Supportive organizational climate and work engagement in manufacturing environments. *International Journal of Productivity and Performance Management, 72*(4), 1021–1040. https://doi.org/10.1108/IJPPM-01-2022-0037

Dawkins, S., Tian, A. W., Newman, A., & Martin, A. (2017). Psychological ownership: A review and research agenda. *Journal of Organizational Behavior, 38*(2), 163–183. https://doi.org/10.1002/job.2057

Fitri, D., Ratnasari, S. L., & Sultan, Z. (2024). The Examining the Mediating Role of Personality on the Relationship between Talent, Technology Systems, and Employee Competency. *JKBM (JURNAL KONSEP BISNIS DAN MANAJEMEN)*, 11(1), 27-40.

Gupta, M., Shaheen, M., & Reddy, P. K. (2019). Impact of person–organization fit on engagement: A study on Indian professionals. *Journal of Indian Business Research, 11*(2), 150–169. https://doi.org/10.1108/JIBR-09-2017-0160

Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). *PLS-SEM: Principles, Methods and Applications*. Springer. https://doi.org/10.1007/978-3-030-80519-7

Hoffman, B. J., & Woehr, D. J. (2006). A quantitative review of the relationship between person–organization fit and behavioral outcomes. *Journal of Vocational Behavior, 68*(3), 389–399. https://doi.org/10.1016/j.jvb.2005.08.003

Jung, Y., & Takeuchi, N. (2018). Person–organization fit and employee outcomes: A meta-analysis. *Human Resource Management, 57*(1), 233–248. https://doi.org/10.1002/hrm.21845

Kadir, R. D., Ratnasari, S. L., & Abduh, M. A. (2022). What Drives Non Performing Financing? Evidence from Islamic Rural Banks in Indonesia During Covid-19. *Ikonomika*, 6(2), 410888.

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal, 33*(4), 692–724. https://doi.org/10.5465/256287

Kim, N., & Park, J. (2020). The influence of value congruence and person–organization fit on engagement. *Sustainability, 12*(10), 4212. https://doi.org/10.3390/su12104212

Knight, C., Patterson, M., & Dawson, J. (2021). Building work engagement: A systematic review and meta-analysis of climate and engagement. *Journal of Occupational and Organizational Psychology, 94*(3), 429–467. https://doi.org/10.1111/joop.12345

Kristof, A. L. (1996). Person–organization fit: An integrative review. *Personnel Psychology, 49*(1), 1–49. https://doi.org/10.1111/j.1744-6570.1996.tb01790.x

Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences of individuals' fit at work: A meta-analysis. *Personnel Psychology, 58*(2), 281–342. https://doi.org/10.1111/j.1744-6570.2005.00672.x

Lee, J. (2021). How person–environment fit shapes climate perceptions. *Employee Relations, 43*(3), 673–690. https://doi.org/10.1108/ER-09-2020-0463

Nurlaila, Ratnasari, S.L., Harsasi, M., Sultan, Z. 2024. The Role of Individual Performance in the Influence of Innovation Culture and Quality of Work Life on Competitive Advantage. *Journal of Ecohumanism*, 2024, 3(4), pp. 327–334.

Ouyang, L., Liu, S., & Wang, J. (2023). Organizational climate and engagement: A multilevel study. *Frontiers in Psychology, 14*, 1123456. https://doi.org/10.3389/fpsyg.2023.1123456

Patterson, M., West, M., Shackleton, V., Dawson, J., & Lawthom, R. (2005). Organizational climate and company performance. *Journal of Organizational Behavior, 26*(4), 379–408. https://doi.org/10.1002/job.312

Rahmawati, R., Oktora, K., Ratnasari, S.L., Ramadania, R., Darma, D.C. Is it true that lombok deserves to be a halal tourist destination in the world? A perception of domestic tourists *Geojournal of Tourism and Geosites*, 2021, 34(1), pp. 94–101.

Rahmawati, R., Ratnasari, S.L., Hidayati, T., Ramadania, R., Tjahjono, H.K. What makes Gen Y and Z feel stressed, anxious and interested in doing social tourism when pandemic? *Cogent Business and Management*, 2022, 9(1), 2084973.

Ramadania, R., Rosnani, T., Ratnasari, S. L., Fauzan, R., & Apriandika, M. N. (2023). Towards Organizational Citizenship Behavior and Religious Performance. *Al-Tanzim: Jurnal Manajemen Pendidikan Islam*, 7(1), 67-81.

Ratnasari, S. L., Sutjahjo, G., & Yana, D. (2019). The Performance of Sharia Banks Employees X Branch Batam Through Work Motivation. *ETIKONOMI*, 18(1), 63-72.

Ratnasari, S. L., Sutjahjo, G., and Adam. (2019). The Contribution Of Competence, Motivation, And Creativity Towards Teacher's Performance Through Work Satisfaction. *International Journal Of Engineering and Advanced Technology (IJEAT)*. Volume-8 Issue-5C, May 2019. 145-149. ISSN: 2249-8958. DOI:10.35940/ijeat.E1021.0585C19

Ratnasari, S. L., Sutjahjo, G., and Adam. (2019). Employees' Performance: Organizational Culture And Leadership Style Through Job Satisfaction. *Humanities & Social Sciences Reviews*. Vol. 7. No.5. pp. 597-608. ISSN: 2249-8958. eISSN: 2395-6518. https://doi.org/10.18510/hssr.2019.7569

Salancik, G. R., & Pfeffer, J. (1978). A social information processing approach to job attitudes. *Administrative Science Quarterly, 23*(2), 224–253. https://doi.org/10.2307/2392563

Salanova, M., Llorens, S., & Rodríguez, A. M. (2019). The organizational climate–engagement link: A longitudinal perspective. *Journal of Work and Organizational Psychology, 35*(3), 177–183. https://doi.org/10.5093/jwop2019a19

Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of engagement with a short questionnaire. *Educational and Psychological Measurement, 66*(4), 701–716. https://doi.org/10.1177/0013164405282471

Schneider, B. (1987). The people make the place. *Personnel Psychology*, 40, 437–454.

Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). Organizational climate and culture. *Annual Review of Psychology, 64*, 361–388. https://doi.org/10.1146/annurev-psych-113011-143809

Thiruvarasu, M., & Babu, M. (2024). Climate as a mediator between value congruence and work outcomes: Evidence from Asian industry. *Management Research Review, 47*(1), 112–130. https://doi.org/10.1108/MRR-05-2022-0334

Zafar, S., Nisar, Q. A., & Aziz, R. (2022). Supportive organizational climate and employee engagement: Evidence from manufacturing. *Employee Relations, 44*(4), 1020–1038. https://doi.org/10.1108/ER-06-2020-0302