



## The Effectiveness of Person-Organization Fit Training on Increasing Work Engagement For Employee at Rehabilitation Center (*Badan Narkotika Nasional*)

Irma Alfina<sup>1\*</sup>, Laurentia Verina Halim Secapramana<sup>2</sup>

<sup>1</sup> Universitas 17 Agustus 1945 Samarinda, Indonesia

<sup>2</sup> Universitas Surabaya, Indonesia

\*Correspondent email: [irma@mail.untag-smd.ac.id](mailto:irma@mail.untag-smd.ac.id)<sup>1</sup>

Email: [verina@staff.ubaya.ac.id](mailto:verina@staff.ubaya.ac.id)<sup>2</sup>

**Abstract:** This study examined the effectiveness of a Person–Organization Fit (P–O Fit)-based soft skills training on work engagement using a true experimental pretest–posttest control group design. A total of 40 rehabilitation-implementing employees were randomly assigned to an experimental group (n = 20) or a control group (n = 20). The experimental group received a structured P–O Fit training intervention, while the control group received no treatment. Work engagement was measured before and after the intervention using the Utrecht Work Engagement Scale (UWES). Group differences were analysed using inferential statistical techniques. The results indicated no statistically significant difference in work engagement between the experimental and control groups at posttest (p = 0.935). However, categorical analysis revealed changes in the experimental group's participants' levels of attitude.

**Keywords:** Person-organization fit; work engagement; drug rehabilitation center.

### ***Efektivitas Pelatihan Person–Organization Fit dalam Meningkatkan Keterikatan Kerja pada Pegawai di Pusat Rehabilitasi Badan Narkotika Nasional***

**Abstrak:** Penelitian ini bertujuan untuk menguji efektivitas pelatihan soft skills berbasis Person–Organization Fit (P–O Fit) terhadap work engagement dengan menggunakan desain true experimental pretest–posttest control group. Sebanyak 40 pegawai pelaksana rehabilitasi ditugaskan secara acak ke dalam kelompok eksperimen (n = 20) dan kelompok kontrol (n = 20). Kelompok eksperimen menerima intervensi berupa pelatihan P–O Fit yang terstruktur, sedangkan kelompok kontrol tidak menerima perlakuan apa pun. Work engagement diukur sebelum dan sesudah intervensi menggunakan Utrecht Work Engagement Scale (UWES). Perbedaan antar kelompok dianalisis menggunakan teknik statistik inferensial. Hasil penelitian menunjukkan tidak terdapat perbedaan yang signifikan secara statistik pada tingkat work engagement antara kelompok eksperimen dan kelompok kontrol pada pengukuran posttest (p = 0,935). Namun demikian, analisis kategorikal menunjukkan adanya perubahan pada tingkat sikap peserta dalam kelompok eksperimen.

**Kata Kunci:** Kesesuaian individu-organisasi; keterikatan kerja; pusat rehabilitasi narkoba.



## 1. Introduction

The National Narcotics Agency (BNN) Rehabilitation Centre is a referral centre for the implementation of rehabilitation for drug users and/or addicts, functioning to provide medical and social rehabilitation services for drug users and/or addicts (babesrehab-bnn.info). Regarding the implementation of rehabilitation programs for drug users and/or addicts, the role of the rehabilitation implementers becomes a very important part. The general rehabilitation implementer is responsible for providing integrated services, including both medical and social rehabilitation, facilitating rehabilitation assessment and development, mandatory reporting services, and providing information support for the prevention, eradication, abuse, and illicit trafficking of narcotics, psychotropics, and other addictive substances, hereinafter referred to as P4GN.

Strategically, the role of the BNN Rehabilitation Centre also implements P4GN in the demand reduction segment using a one-stop centre system. Rehabilitation practitioners from various professions such as doctors, psychologists, nurses, nutritionists, religious counsellors, pharmacists, laboratory technicians, vocational instructors, and others are not only required to build good relationships with residents, understand clients personally, prioritise residents' well-being, and be empathetic, but also to perform their work professionally, creatively, innovate, and fulfil their responsibilities according to established standards and regulations. Rehabilitation practitioners are required to have enthusiasm and a sense of pride in their profession so that they can demonstrate commitment to their work and the institution where they are employed.

Based on an initial survey conducted by researchers regarding the implementation of rehabilitation workers' tasks and responsibilities through interviews with supervisors and department heads, the most frequently encountered obstacles are related to the lack of creativity among rehabilitation workers in implementing rehabilitation programs, the lack of innovation in carrying out the programs, and the minimal initiative of employees to develop their competence in the field of addiction. This illustrates a lack of work engagement among rehabilitation practitioners in performing their duties. Engagement or commitment is a state of an employee's attachment to the work environment or the institution where they work. Therefore, this condition is where an employee feels a very strong bond with their work environment, and as a result, the employee is willing to carry out tasks for the advancement of their institution by contributing optimally. An individual can be said to have work engagement, also known as work engagement, when they are enthusiastic about their job. This goes beyond simply going the extra mile or demonstrating behaviour that exceeds the expectations of their workplace; they also enjoy their work, work with enthusiasm despite many demands, and do not easily become discouraged in their job.

Employee work engagement will be demonstrated by a high level of energy and enthusiastic involvement in their work. When someone fulfils three dimensions within them, namely vigour or high energy levels, mental resilience in work, dedication (intense involvement in their work), and absorption (a behaviour showing full concentration and full absorption in a single task), they can be said to have work engagement (Schaufeli & Bakker, 2010). There are various efforts for institutions to strive for improved employee performance, such as by providing training and development, compensation, performance appraisal, and career planning. Person-Organization fit has a positive effect on work through the understanding that individuals whose personal values align with organisational values are more likely to feel satisfied, have and demonstrate competence, and be willing to perform their duties and responsibilities within the company (Chatman, 1989).



One study that proves the positive and significant influence of P-O fit on Work Engagement was conducted by Memon & Cheah, et al (2017) on permanent and contract employees at a company in Malaysia. A subsequent study by Alfes & Shantz (2015) showed that P-O fit is closely related to employee trust in the company and makes a significant contribution to employee engagement in work. Organisations or institutions expect employees to demonstrate proactive behaviour, such as identifying opportunities at work, especially to improve their skills, showing initiative, creating challenging situations in a positive way, interpreting their job roles more broadly, and being able to apply their work with new tasks and goals within it as a reaction to unexpected conditions.

## 2. Methods

The training intervention was conducted with 40 rehabilitation practitioners from the National Narcotics Agency (BNN) of City X using a true experimental pretest–posttest control group design. Participants were randomly assigned to either an experimental group ( $n = 20$ ) or a control group ( $n = 20$ ). The experimental group received a Person–Organization Fit (P–O Fit)–based soft skills training, while the control group did not receive any training during the study period. The training was delivered over two consecutive days and consisted of six structured sessions, each lasting 60 minutes. The content of each session was systematically developed based on the core dimensions of Person–Organization Fit (value congruence, goal alignment, and role expectations) and work engagement (vigor, dedication, and absorption).

Training methods included interactive lectures, guided reflection, group discussions, and case-based exercises designed to facilitate value alignment and enhance psychological engagement at work. Work engagement, as the dependent variable, was measured in both groups before and after the intervention using the Utrecht Work Engagement Scale (UWES) developed by Schaufeli and Bakker, which assesses vigor, dedication, and absorption. Pretest and posttest scores were compared between groups to evaluate the effect of the P–O Fit training on work engagement.

## 3. Result

### a. Overall Effect of P-O Fit Based Training on Work Engagement

The effect of the P–O Fit–based BRAVE Training on work engagement was examined using a true experimental pretest–posttest control group design. Hypothesis testing was conducted using SPSS 22 for Windows to compare pretest and posttest scores in the experimental group.

As presented in Table 1, the Wilcoxon signed-rank test indicated that there was no statistically significant difference between pretest and posttest work engagement scores in the experimental group ( $Z = -0.081$ ,  $p = 0.935$ ). This result indicates that the intervention did not lead to a significant change in overall work engagement. Descriptively, the mean work engagement score in the experimental group decreased slightly from 69.5 at pretest to 67.3 at posttest, further supporting the absence of a statistically significant improvement following the training intervention.



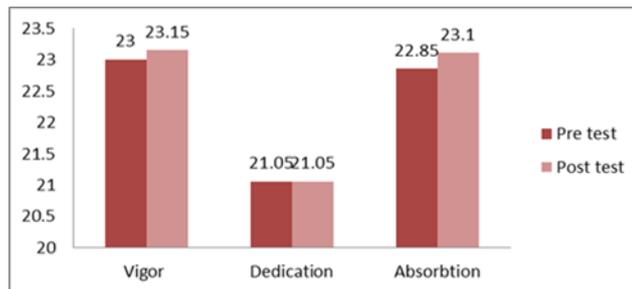
**Table 1.**  
**Results of the Wilcoxon Signed-Rank Test for Work Engagement in the Experimental Group**

Z value	Sig. (0.05)	Interpretation
-0.081	0.935	No significant difference between pretest and posttest scores

In contrast, the control group, which did not receive any intervention, showed a statistically significant difference between pretest and posttest scores ( $p = 0.032$ ;  $p < 0.05$ ), indicating a significant decrease in work engagement over the same period. This finding suggests that although the training did not significantly increase work engagement, participants in the experimental group did not experience the same level of decline observed in the control group.

**b. Change in Work Engagement Dimensions**

To further examine the effects of the intervention, additional analyses were conducted on the three dimensions of work engagement: vigor, dedication, and absorption.



**Figure 1. Increase in Average Scores for Work Engagement Aspects in the Experimental Group**

As illustrated in Figure 1, mean score increases were observed in the vigor and absorption dimensions following the intervention. The mean vigor score increased from 23.0 at pretest to 23.15 at posttest, while the mean absorption score increased from 22.85 to 23.10. In contrast, the dedication dimension showed no change, with a mean score of 21.05 at both pretest and posttest. Although these increases did not result in changes in categorical engagement levels, the pattern indicates modest improvements in specific dimensions of work engagement among some participants in the experimental group.

**4. Discussion**

The results of this study indicate that the P-O Fit-based BRAVE Training did not produce a statistically significant increase in overall work engagement among rehabilitation implementation employees at the BNN Rehabilitation Center. This conclusion is supported by the non-significant Wilcoxon test results presented in Table 1. However, the dimensional analysis presented in Figure 1 suggests that the training may have had a limited impact on certain aspects of work engagement, particularly vigor and absorption.



Work engagement is a complex construct influenced by multiple individual and organizational factors. Although Person–Organization Fit is theoretically expected to enhance work engagement through alignment between personal values and organizational values, as well as personal and organizational goals, such alignment alone may not be sufficient to produce measurable changes in engagement within a short intervention period. As noted by Lockwood (2007), work engagement is shaped by factors such as organizational culture, communication, leadership style, managerial support, and organizational reputation. Similarly, Perrin (2003) emphasized that engagement is driven by leadership concern for employee well-being, autonomy in decision-making, challenging work, supportive teams, access to resources, and clear communication of organizational goals.

Within the context of the BNN Rehabilitation Center, these organizational conditions may have limited participants' ability to translate training insights into sustained engagement behaviors. Although participants demonstrated enthusiasm and openness toward the BRAVE Training materials, environmental and structural support within the organization may not have been sufficient to reinforce the application of P–O Fit principles in daily work activities.

From a methodological perspective, several factors may have contributed to the limited impact of the intervention. The training consisted of six 60-minute sessions delivered over two days, which may have been insufficient to influence work engagement, a construct that is generally conceptualized as a relatively stable motivational state rather than a short-term attitude. Additionally, organizational readiness for change and leadership involvement were not explicitly assessed, and individual participant characteristics such as tenure and baseline engagement levels were not controlled for.

The absence of change in the dedication dimension further suggests that deeper affective components of work engagement may be less responsive to short-term training interventions and may require longer-term organizational strategies. Overall, these findings indicate that while P–O Fit-based training may contribute to modest improvements in specific engagement dimensions, meaningful and sustained increases in overall work engagement are more likely to occur when such interventions are embedded within broader organizational systems and supported by leadership and organizational culture.

## 5. Conclusion

According to the results of research and discussion regarding the effectiveness of person-organization fit on increasing work engagement among rehabilitation implementation employees at the BNN Samarinda Rehabilitation Center, it can be concluded that there is no influence between person-organization fit and increasing work engagement, with a Z value of -0.081 and  $p = 0.935$ , and pretest and posttest scores of 69.5 and 67.3 respectively, indicating an insignificant difference. Person-organization fit is expected to increase the work engagement of BNN rehabilitation implementation staff through the alignment of personal values with the organization and personal goals with the organization. However, the increase in work engagement is also influenced by other factors such as organizational culture, communication, leadership style, and others.

This study has several limitations that should be acknowledged. First, the short duration of the intervention and the absence of follow-up measurements limit conclusions regarding the long-term effects of P–O Fit training on work engagement. Second, work engagement was assessed exclusively through self-report measures (UWES), which may be



subject to response bias and may not fully capture behavioral changes at work. Third, although a true experimental design was employed, the sample size was relatively small and drawn from a single organizational context, which may limit the generalizability of the findings. Finally, the study did not directly measure changes in Person–Organization Fit, preventing examination of whether the intervention successfully increased fit prior to influencing engagement.

Future research should incorporate longitudinal designs, multi-source measures, and direct assessments of P–O Fit to more comprehensively evaluate the effectiveness of fit-based training interventions. These findings suggest that P–O Fit-based interventions may be more effective when embedded within broader organizational change strategies rather than delivered as standalone training programs. Therefore, it can be said that the presence of other factors is needed to contribute to the increase in work engagement among BNN rehabilitation implementation staff. Extant P–O Fit research has predominantly examined fit as a correlational predictor of work outcomes; the present study extends this literature by operationalizing P–O Fit as a modifiable intervention target through structured training (Kristof-Brown et al., 2005; Kristof & Schneider, 2023). By employing a randomized pretest–posttest control group design, this study strengthens causal inference regarding whether a P–O Fit-based training can influence work engagement—an approach that is less common in the predominantly correlational P–O Fit literature.

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