

**The Research Centre of the School of Economics and Business**  
cordially invites you to a research seminar  
on **Tuesday, 18<sup>th</sup> May 2021**  
at **10:00 CEST** via platform **Zoom**

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will present the article:

**Misfit and fit in job design demystified:**

**Which leads to higher work engagement and innovative behavior?**

Innovativeness is one of the necessary abilities for developing and maintaining organizational flexibility. Therefore, it is not surprising that organizations expect and encourage innovative behavior from their employees. Such behavior at individual level is defined with the construct of innovative work behavior. Innovative work behavior (IWB) is a proactive process which involves exploration, generation, promotion and implementation of ideas.

Job design is a non-material motivational tool that has an effect on work engagement. It is well documented that engaged employees demonstrate proactive behaviors such as IWB. Research related to job design effects on proactive behaviors has been focused on actual levels of job characteristics, and in that way excluded the interaction between individuals and organizations. Employees work in a socially constructed environment and their behavior also depends on the interaction between 1) their demands and abilities, and 2) organizational needs and resources. According to person-job fit theory, a fit between actual and wanted levels of job design (characteristics) leads to higher work engagement, and consequently to higher IWB. This paper explores the impact

of two job design misfit situations and fit situation in order to demystify its impact on work engagement, and IWB.

Primary data was collected at three different time points from two different sources: employees and managers. Employees rated their actual and wanted levels of job design and work engagement. Supervisors rated innovative behavior of their respected employees. This resulted with a total sample of 341 employee-supervisor dyads.

Results demonstrated that work engagement mediates the relationship between job design (mis)fit and IWB. Interestingly, it was also demonstrated that one type of misfit in job design, i.e. over-fit (actual level of characteristic higher then wanted level) leads to highest levels of work engagement. Thus, it is possible to extend a person-job fit theory and demystify the impact of misfit in job design on employee work engagement and IWB.

Please register for the free seminar at <http://raziskave.ef.uni-lj.si/a/1096>  
by Monday, 17<sup>th</sup> May 2021.

Access details will be sent prior to the event to signed up users.

**We look forward to seeing you!**