

# TEACHERS' PJ-FIT AND ENGAGEMENT: ABUSIVE SUPERVISION AS A MODERATOR

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Teachers' engagement in their work is significant to both the students and the teachers, but teacher's engagement with their work is frequently ignored. Person job-fit (PJ-Fit) theory underline that PJ-Fit leads to positive work outcomes. However, empirical pieces of evidence are not always aligned with this theory, and research scholars endlessly called for further research to find the reasons for this. Therefore, this study investigates the influence of PJ-Fit on work engagement and the moderating role of abusive supervision on the relationship between PJ-Fit and work engagement among school teachers. This study was conducted with 204 school teachers working in private schools in Sri Lanka. This study's outcomes indicated that teachers PJ-Fit has a significant (positive) impact on teacher's work engagement and the relationship between PJ-Fit and engagement is moderated by abusive supervision. The teachers with high PJ-Fit are profoundly engage in their work. However, abusive supervision negatively influences work engagement and weaken the positive impact of PJ-Fit on work engagement. This study extends the literature by investigating the influence of PJ-Fit on work engagement and being the first to introduce abusive supervision as a moderator on this relationship among school teachers. This study suggests that recruiting teachers who fit well to the job is necessary, but it is not sufficient to make them engage in their work. The school management needs to take necessary steps to avoid abusive supervision to build an engaged workforce that is a crucial indicator of organisational success.

**Keywords:** *Teachers; Abusive supervision; PJ-Fit; Engagement; Leadership*

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