

## The Impact of Person Job Fit and Person Organization Fit on Employee Job Performance: A Study among Employee of Services Sector

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### Abstract

The right for right place can make a big difference for the growth of organization human resource playing a significant role. To further strengthen the organization, the tasks are being assigned on merit basis to those employees who possess relevant knowledge and competence. The competitive strength and effectiveness of organization is the skilled human force. The object of this study is to examine relationship person job fit, person organization fit and employee job performance. To determine efficiency and effectiveness of employees; the job performance is an important source in organization. Logically better a person 'fit' may take less time to adjust the way; he shall have to do (Roberts and Robins, 2004). The sample of 381 government employees, working in health sector of Sindh was selected for this study. The random sampling technique was used from known population. The data was analyzed by using AMOS v.22 software. It has been found that there is a positive relationship between PJF (Person Job Fit) POF (Person Organization Fit) and EJP (Employee Job Performance).

**Keywords:** Person Job Fit (PJF) Person Organization Fit (POF) and Employee Job Performance (EJP)

To drive out the best use of human resource, there is prerequisite to allocate tasks that are best suited to their abilities, knowledge and skills. Human resource management helps in obtaining the person growth and better working condition between employees and organization. The present study will add body of knowledge into existing literature by screening; how PJF and POF related with employee job performance. Person having high fits (PJF and POF) found to have positive impact on employee job performance and are considered as good predictors (Edwards, 1991).

Person job fit is described compatibility between person and his job performed at workplace. To meet demands of job, there is need to have compatibility between employee needs and job supplies to utilize their competency (Kristof – Brown, 2007).The person has required certain cognitive abilities and personality fit to perform the necessary tasks (Chuck Russell, 1993).The person if good fit with environment creates maximum satisfaction that reveals cognitive and physical contentment. The staff itself effectively corresponds towards career related personality types and more satisfied if they are better settled with job (Tinsley, 2000). The job fit is used to attract the talent. It removes costly hiring faults, improve the performance and reducing the turnover intention. More over the compatibility amid individual values and organizational culture reflects the suitability among individuals with job tasks (Tak, 2011).

It is generally accepted for any successful business, the effective communication among the staff is necessary. Job fit staff more passionate about their tasks can have a positive impact on job performance; having a good communication within staff and increases productivity as well. More motivated people at work do better job and their role is successful in organization. It shows good person job fit. In addition to this, organization shall be able to maximize its revenue and reduce the employee turnover cost. According to Holland's theory, most people fit into one of six personality and work environment type: (*Realistic, Artistic, Investigative, Social, Enterprising and Conventional*).

Person organization fit remained an interested area for research endeavors since last two decades. The suitability of antecedents and consequences among employee and organization is where they perform tasks. The studies revealed that the consequences of POF positively related with job satisfaction, job performance and organizational commitment. The POF is an important

antecedent and is used in process of recruitment in organization. It is concerned by examining phenomenon of recruiting the employees “KSAs”(Chatman, 1989).Therefore, it suggests further flexible and comprehensive plan for recruitment of Staff. Schneider’s (1987) Attraction-Selection-Attrition (ASA) framework may be viewed as landmark in start of person organization fit research. Employee performance plays a significant role in achieving organizational objectives and better performance (Klomp and Van Leeuwen, 2001 and Karatepe & Sokmen, 2006, Darroch, 2005). The research studies recommends that job attributes like fit creates more satisfaction among the employees towards the performance quality of work (Scott & Bruce, 1994, Den Hartog, 2010; Ramamoorthy, Vinkenburg, Van Engen and Wilson – Evered, 2008).Person can make a difference; the proper person for proper place and proper organization aid in achieving better results (Caldwell, O’Reilly and Chatman, 1991).Most of researchers claim that employees exhibit maximum performance if their values are better fit with values of organization (Kristof – Brown, Vigoda, 2000, Johnson and Zimmerman, 2005, SyvanteK and Goodman, 1999).Study of constructs like PJF, POF and EJPis core discovering. Thus empirical research supports and found the impact of identical values of individual with job attributes (PJF) and fit amid values of individual and values of organization (POF) on performance of individual. Person organization fit is match between values of individual and organization (Kristof, 1996).Meanwhile person job fit discussed individuals’ ability and skill match with job requirements (Kristof-Brown, 2000).

Findings connecting to PJF, POF and JP, these constructs studied by researchers to measure relationship and focused on creativity of employees(Oldham and Shalley, Zhou, 2004,Griffin, Woodman, Sawyer, 1993).Usually there is necessity of more consideration to develop mechanisms in that ensure the match between values of employee and job with organizational environment impact on linked work outcomes; helps more in understanding impact of PJ and PO fit on JP. (Hoffman, Bynum, Piccolo, & Sutton, 2011). People having high PJF and POF involve in positive work means constructs like, Job performance, satisfaction and commitment, people are more relaxed and exploring latest methods to perform the tasks (West and Anderson, 1996). (Ellonen, Blomqvist, and Puumalainen, 2008). The present research work aims to examine the relationship of PJF, POF and EJP and discover how such fits are strongly related with job performance.

#### **Problem Statement**

Past studies had revealed that lack of right skills is the reason of low performance amid employees of services sector (Salleh and Ndubisi, 2006). Therefore the abilities of employees may affected to deliver expected job outcomes (Aris, 2007). Meanwhile the relevant studies found that person organization fit is crucial antecedent of job performance (Johnson and Zimmerman and Kristof-Brown, 2005)though the effective job completion ensures because of good job fit (Edward, 1991). The compatibility between person and the specific job is directly associated with job performance, hence PJF and POF are utmost important for employees’ performance (Zheng, Kaur, & Zhi, 2010). Though the earlier literature had claimed that degree of fit occurs between the job and individual and it influenced the employee commitment and performance (Rousseau and McLean Parks, 1992). Hence, the current study’s object is to measure association of PJF and POF to EJP between government employees of health sector of Sindh.

Current research work has crucial significance as it fills the gap in available literature of management sciences by taking PJF, POF and EJP as main constructs. It shall add into existing literature and increase level of understanding relating to major constructs in HR management. Moreover, the staff and especially management of public health sector may get more benefit if they shall get information how to manage HR management issue in organization linking to PJF and POF and EJP. Present work likewise enjoys important distinction as decision makers may formulate the productive plans founded on study results relating public health sector Sindh.

#### **Study Objectives**

- To comprehend the relationship of PJF, POF and EJP amid people of public health sector Sindh.
- To measure relationship between PJF and EJP amid people of public health sector Sindh.
- To measure relationship between POF and EJP amid people of public health sector Sindh.

### **Literature Review**

#### **Job Performance**

Overall job performance of employee may be exaggerated by job complexity (Murphy, 1989; Ackerman, 1997). The job performance can be defined in different ways, like a construct. Generally job performance is linked with individuals' abilities toward the individual and organization goals, their expectation for fulfilling job targets, environment and the standards set by organization (Jackson and Maathis, 2000, Eysenck, 1998, Bohlander, Sherman and Snell, 2001). Performance theory denotes that "tantamount with behavior in which people do actually something; can be measured" (McCloy, Sagar, Opplet and Campbell, 1993, p.40). Organization hires what one to do and has to do well is said performance (Campbell, 1990). Job performance can be viewed from multidimensional perspective as a construct in field of psychology (Hedge, Hanson and Borman, 1997, Ones and Viswesvaran, 2000, Campbell, 1999, Avery and Murphy, 1998, Schmitt and Chan, 1998, Hough and Oswald, 2000). The Campbell's meaning of performance is usually acceptable as basic description even though the many attempts were taken to make known the different framework of performance (Chan and Schmitt, 1998, Motowilo et al. 1997, Borman et al. 1997).

The job performance can be influenced by stream of factor; found in existing literature. Employee commitment has impact on job performance (Mulki, Marshal, and Jaramilloa, 2005, Al Ahmadi, 2009). Moreover, it was found that job satisfaction is significantly related to EJP (Gu & Chi, 2009). Employee self-efficacy has a positive effect on job performance (Baddar, 2006, Zijlstra and D Amato, 2008).

#### **Person Job Fit**

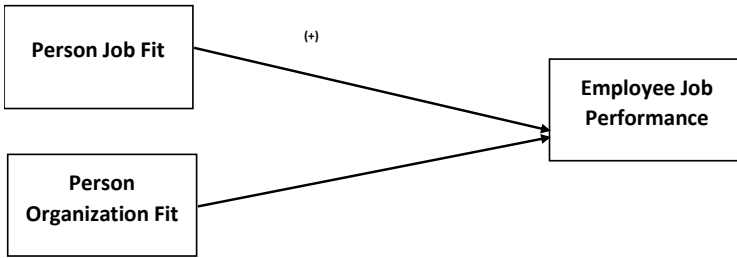
The strong interest in earlier literature of psychology had found in concept of employee fit (Schletzer, 1966, Beehr, 1996, Locke, 1996 and Porter 1962). The concept of fit can be viewed need-supplies versus demand abilities or can be defined as supplementary versus complementary view; it is known supplies values fit (Kilchyk, 2009). Research found that work fit can be discussed in two dimensions; first one is demand-abilities versus need-supplies, however the second is supplementary versus complementary view (Muchinsky and Monahan 1987). The supplementary fit is condition in which job characteristics of person are identical to organizational environment or with other people (Sekiguchi, 2003). While complementary fit happens when individual job features fill the space of organization, thus it is building organization more comprehensive (Muchinsky and Monahan 1987) and in 1987 observed that supplementary fit is the fit between person environments not job; it is not applicable to person job fit (Sekiguchi). Hence conceptualization of complementary fit is used to designate person job fit revealed in past literature (Kristof-Brown et al. 2005).

In most of empirical research found that person job fit is fit between employee desires (employee related) and demand (job related) Edwards (1991). Jointly study by (Caldwell & O'Reilly 1990, Edwards 1996 and Saks & Ashforth 1997) observed that person job fit is related with different constructs like commitment (Behery, 2009, Kristof-Brown, 2005), personality (Bauer and Erdogan, 2005), job satisfaction (Bauer and Erdogan, 2005), and the performance (Kristof-Brown et al. 2005).

#### **Person Organization Fit**

Mostly the individuals choose such organizations where their characteristics match with organization environment and their skill and abilities are used in best manner (Mehdi Abzari1, et al., 2015). The Bowen et al in 1991 and Kristof in 1996 observed that to build competitive business environment, POF is key to handle dedicated workforce. Robbins and Judge (2009) claimed that organization needs those employees who are proactive and are readily able to change tasks to face the challenges in dynamic and changing environment; the employees' personality fit with overall culture of organization more important than the characteristics of any specific job. During two and half decades, there is sum of research work focused on various form of fit, but initially they did not differentiate (Johnson, Kristof-Brown and Zimmerman, 2005).

Person organization fit is described as: "compatibility between people and organizations that occurs when at least one entity provides what other needs or they share alike essential features or both" (Kristof et al., 2005). The person organization fit has a significant relation with increasing job satisfaction, performance, productivity and reducing employee turnover; thus it is better strategy for organization (Silverthorne, 2004).



After reviewing relevant work and founded on above discussions, study model has been developed. It displays positive relation among study constructs. PJF and POF is independent variables and EJP is dependent variable. The independent variables are directly related to dependent variable.

#### **Impact of PJF, POF on EJP**

The person organization fit is designated as values of individual's personality goals and attitude possess identical with the values and culture of organization. (Kristof, 1996). The research endeavors observed identical values between individual and organization support changing the working environment. (Werbel & DeMarie, 2005). The organizational environment is playing a crucial role in defining results of employees at work place. The POF states person environment fit at broader level while PJF encompasses at micro level which include matching between person knowledge and competency with organizational environment and culture (Edwards, 1996). Organizations always prefer people over product; it is critical to analyze at micro level, because people are core asset (West and Anderson, 1996). Work setting arrangements and organizational innovative environment attract employee perception and competency about job assignments and their engagement affect the pre-emptive behavior (Cable & Judge, 1996).

The employees would be more creative and have a high level of job satisfaction and commitment when their job characteristics abilities and basic needs match with the organizational demand and availability of resources (Hon & Rensvold, 2006, Kristof-Brown et al. 2005). Employees can make value added contribution to their job, the PJF emphasis on individual analysis and pledges that people perform their tasks accordingly who possess technical expertise (Werbel & DeMarie, 2005). The personal preferences has positive influence on the individual's outcome if working environment supports the employee perception and job assignments (Edward, 1996) they become artistic and artistic (Hon, Kim and Crant, 2009). The high level of performance is associated with the compatibility with job and organizational environment.

Robertson and Callinan's (1998) observed that organization predict work performance; the working condition and job similar to employee's personality. Kirton's (1978) adaption-innovation theory states that work attitude is determine by interface between employees and job choices towards the endurance of organization. Generally the number of outcomes strongly related person job fit like satisfaction (Hon & Rensvold, 2006), resolving issues (Van Vianen and Harinek, De Drue, 2000), job outcomes (O'Reilly and Caldwell, 1990), job performance and organizational commitment (Kristof-Brown et al. 2005). Person job fit acting a pivotal role in creating satisfaction among employees to maximize job performance (Collins and Amabile, 1999). The subsequent hypothesis is developed on overhead discussions:

*Hypothesis 1. Person job fit is significant and positively related to employee job performance.*

Literature has found that POF is identical values and personality of staff with values of organization and in context. The similar studies denotes that employees' outcome is influenced by fit or misfit amid values of organization and individual (Toplonytsky, and Meyer, Hecht, Gill, 2010). Usually the people are more satisfied if they better fit with PO fit, inherently motivated with their tasks and are likely to exhibit more job performance (De Jong & Den Hartog, 2007). Researchers examined as additional factor as antecedent to job performance (Parker, Bindl, & Strauss, 2010, Ashford and Grant, 2008). It is integration of individual and organizational values (Ashford and Grant 2008). Previous literature absences clear understanding that how POF impact employee job performance (Parker et al. 2010). Current study offer a better thoughtful effects of POF on employee job performance.

The study originates that POF supports in increasing job performance and also helpful in organizational effectiveness (Verquer, Beehr, and Wagner 2003, Kristof-Brown et al. 2005). Person organization fit stimulates the practices of employee's knowledge sharing, it is significantly associated with performance (Grant and Ashford 2008, Hon, 2012). According to Meyer et al. (2010) the organizational support is necessary for building trust among the employees and maximizing the performance to strengthen the organization. The research found that match between the employees and organization values exhibits contentment and extra role performance. (Boon, Den Hartog, Boselie, & Paauwe, 2011). The POF has positive impact on employee job performance (Silverthorne, 2004). Study found that employees are intrinsically motivated and more satisfied with their tasks if they are good with person organization fit, and have confidence to achieve value in organization (Den Hartog and D Jong, 2007). The Hoffman and Woehr (2006) investigated that person organization fit is crucial antecedent of job performance. It is presumed that high performance is often observed among employees where there is high person organization fit and individual initiatives increases in organization. (Miron et al., 2004). POF is an important antecedent and has positive impact on the EJP (Kristof 1996 and Kristof-Brown et al. 2005), hence hypothesis two proposed as under:

*Hypothesis 2. Person organization fit is significant and positively related with job performance.*

## Research Methodology

### Participants and Procedures

In this proposed study the sample consisting on staff of public health sector by using the survey methodology. The doctors from various government hospitals were the respondents. In collecting data the random sampling technique was used; the close ended questionnaires were used to get response. It is ensured to respondents that your response shall remain confidential and is used for only study drive. Only public sector hospitals were selected from all over the Sindh. The respondents completed questionnaires on their perception of PJF, POF and employee job performance. Meanwhile, the total target population was 70475 in number so on the basis of whole population the sample size was determined by following the Saunderson's table. The sample size for this study is 381 which is at degree confidence level of 95% at the 5.0% margin of error. The 418 questionnaires were distributed among respondents, out of 418, the 392 were returned. Out of 392 the 381 questionnaires were properly filled by respondents so the response rate was 91%. The English language is used in survey instrument and was convenient for them. The structural equation modelling was used and data was analyzed by using SPSS, and AMOS software, v. 24 and v.22.

### Measurement

To attain the purpose of current study the questionnaire was used from the relevant study (Lauver and Kristof Brown, 2001, Chatman, 1989) to get response from respondents. The adopted questionnaire of PJF and POF, three item gage settled and assessed by authors to define supplies and demands of fits. The questionnaire comprised of likert scale comprised of five options start from one = strongly disagree to five = strongly agree was used to gather response. Adopted and modified questionnaire of employee job performance was examined by 8-item scale formed by DeRue and Morgeson (2007) was used. The likert scale contained five options, it started from one-strongly disagree -five-strongly agree" to attain the response from respondents.

## Results

*Table 1: Reliability statistics*

Variables	Nature of Variable	Cronbach's Alpha	No. of items
Person Job Fit	IV	.73	6
Person Organization Fit	IV	.78	5
Employee Job Performance	DV	.77	8

*Nunally, 1975*

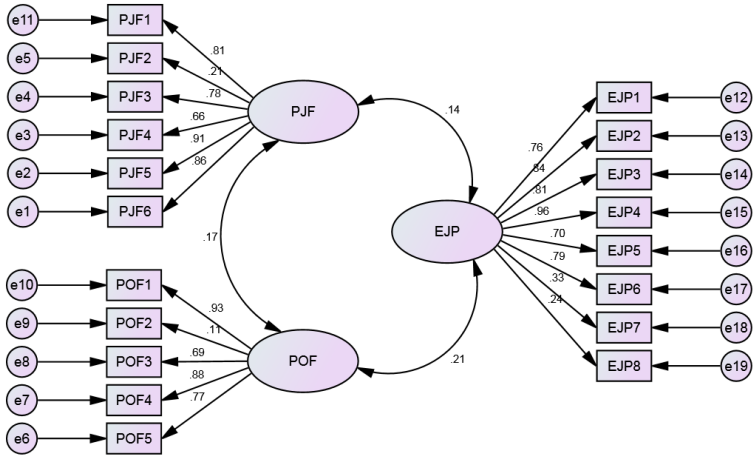


Figure 2. Conceptual Confirmatory Factor Analysis Model

The above model represents the confirmatory factor analysis of conceptual model. It shows that POF is correlated with PJF by .17. Moreover, EJP is being correlated with PJF by .14 and POF with EJP by .21. Furthermore, it is observed that PJF has low factor loading with item (PJF2) .21 and POF has also relatively low factor loading on item POF2. On the other side, the construct EJP has low item loading on EJP7 and EJP8. However, it confirms that PJF, POF, and EJP are not relatively same to each other due to correlation among them. Additionally, the following tables show the convergent and discriminant validity.

Table 2: Results of Convergent Validity

Convergent Validity	PJF	POF	EJP
If AVE score >.50	.55	.54	.51
If CR >.70	.86	.83	.88
	Established	Established	Established

Fornell & Larcker, (1981)

The above table shows that convergent validity has established for the constructs of PJF, POF, and EJP. The AVE and CR results should be greater than .50 and .70 respectively. The study constructs are found as per fornell & larcker, (1981) criteria.

Table 3: Results of Discriminant Validity

Factors	Factor Correlation	Correlation Squared	AVE <sub>1</sub>	AVE <sub>2</sub>	Discriminant Validity
PJF<-->POF	.17	.02	.55	.54	Established
PJF<-->EJP	.14	.019	.55	.51	Established
EJP<-->POF	.21	.044	.51	.54	Established

Model Fit Indices

CMIN/DF=1.38, GFI=0.92, AGFI=0.89, RFI=0.94, TLI=0.92, CFI=0.88, RMSEA=0.04

Hair, Black, Babin Anderson & Tatham 2006; Voorhees et al. 2015

This table confirms the discriminant validity of conceptual model. The criteria for discriminant validity has also been established as per given criteria. However, the goodness of fit indices represent suitable model fitness.

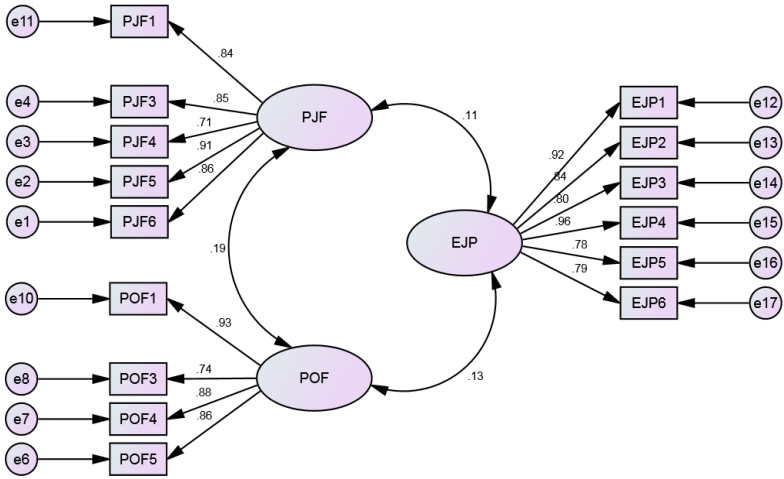


Figure 3. Measurement Confirmatory Factor Analysis Model

The above model has modified the conceptual CFA model. The essential changes are observed after removing the items which have low factor loading. Hence, the modification increased the goodness of fit of the model. In order to achieve essential results PJF2, POF2, EJP7, and EJP8 have been removed from the conceptual model. Moreover, the correlation among the constructs illustrate nearly same results as conceptual model of CFA showed. The convergent and discriminant validities are as follow.

Table 4. Results of Convergent Validity

Convergent Validity	PJF	POF	EJP
If AVE score >.50	.70	.73	.72
If CR >.70	.92	.91	.94
	Established	Established	Established

Fornell & Larcker, (1981)

The above table confirms the convergent validity of modified CFA model for the constructs of PJF, POF, and EJP. The CV has been established among the study constructs. The AVE and CR results are as the criteria of fornell & larcker, (1981) criteria.

Table 5. Results of Discriminant Validity

Factors	Factor Correlation	Correlation Squared	AVE <sub>1</sub>	AVE <sub>2</sub>	Discriminant Validity
PJF<-->POF	.19	.036	.70	.73	Established
PJF<-->EJP	.11	.012	.70	.72	Established
EJP<-->POF	.13	.016	.72	.73	Established

Model Fit Indices

CMIN/DF=1.48, GFI=0.96, AGFI=0.94, RFI=0.95, TLI=0.93, CFI=0.92, RMSEA=0.02

This table confirms the discriminant validity of modified CFA model. The criteria for discriminant validity has also been established as per given criteria. However, the goodness of fit indices represent suitable model fitness.

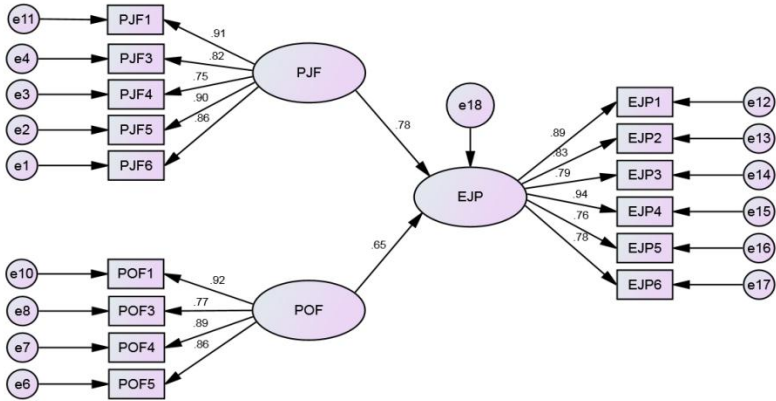


Figure 4. Path Model

The above model shows the direct relationships of PJF and POF. It is observed that both constructs (independent variable) have positive impact on EJP (Dependent variable). The model output shows that PJF create .78 positive on EJP. Moreover, POF makes .65 positive effect on EJP. The relationship are also significant at 0.01 level of significance. Furthermore, from the following table the goodness of fit of the model can be vividly observed.

Table 6. Correlation Analysis

Variable	Estimate	P-value
EJP <--- PJF	.78	0.000
EJP <--- POF	.65	0.000

Model Fit Indices

CMIN/DF=1.12, GFI=0.94, AGFI=0.93, RFI=0.96, TLI=0.80, CFI=0.94, RMSEA=0.03

Hair, Black, Babin Anderson & Tatham 2006

Above table shows the correlation among the constructs, the PJF is significant and positively related to EJP at 78%, while POF is significant and positively related to EJP at 65%. Hence the following proposed hypotheses are proved and accepted:

H<sub>1</sub>: Person job fit is significant and positively related to job performance.

(Collins and Amabile 1999)

H<sub>2</sub>: Person organization fit is significant and positively related with job performance.

(Kristof & Brown et al., 2005)

Conclusion

The results of present study will be useful for organization as an insight to deal PJF and POF efficiently in process of hiring and communicating to treasure extraordinary notch of PJF and POF will have extremely well-matched in future amid employee and organization. Prevailing principles and wide-ranging training by organization shall develop well connection amid employee and organization. The organizations if they effectively analyze actual situation and real values and culture then action plan can be developed to minimize distance and increase people PJF and POF.



Career planning system is necessary to meet the corporate goals, the turnover intention can be reduced while having a career development management process. It will enable individuals to meet personal goals as well. Intervening into the next century only those organization can survive who negotiate career planning and maintained diversity in employees to liquefy the external market demands. The larger cause of organization and trust can be built while having focus on individual and organizational principles where people share basic principles of organization and the leader's role has a significant impact on employee commitment, motivation and trust.

The evidence revealed from above study that job performance is indispensable, and there must be match between the assigned tasks and responsibilities of employees and their knowledge and competence. The mismatch between tasks and employee's abilities leads towards job dissatisfaction and will affect the performance. The PJF and POF are vital variables that leads employee job performance, the benefit and rewards may determine employees' level of job satisfaction. The compatibility between the values of individual and organization reflect the people better fit with organization while having more responsibilities.

Employees shall feel more comfortable and dedicated in organization where their values are aligned with organizational values. The company will attempt to hire those people whose priorities, values and abilities fit with organizational values. They will perform better and consistently show greater performance. While considering the employee's capabilities the HR managers must consider such facts when they draft the employee job description.

In short the present literature advises that PJF and POF remained strong factors to determine the EJP among employees of government health sector of Sindh. Generally, despite shift in generational work attitude and changing work place, the PJF and POF has a significant and positive relationship with EJP.

#### **Managerial Implications**

The results drawn from this study that PJF and POF are useful factors for organizations and helps in improving employee job performance. By examining practical value of research these two constructs PJF and POF are antecedents of employee job performance. The satisfaction among the employees increases which leads high job performance when there is good match between the values of employees and values of organization. This suggests that management can have more focus on PJF and POF while selecting and retaining those employees who better fit with culture and values of organization. Though, management must be fully aware about the fact that PJF and POF will not give the guarantee if the employees are selected only on the basis of organizational match. To perform such particular jobs, the management should design proper job structure having a full of knowledge, abilities and skill and the personality traits. They have to treasure an equilibrium between the employee's needs, abilities, job demands and organizational resources. Such match guarantees high job performance and PJF and POF are better results reflected in the study. Results of this study advises that better fits (PJF and POF) among the individuals and organization leads high job performance and organizational effectiveness will increase. The results also recommends individual's match with organization, guarantees the job performance and it will also develop mutual trust in organization.

#### **Limitations and Directions for Future Research**

In this current study we unable to investigate the causal relationship which possibly hindered measure the reverse relationship among the constructs. It could not investigate the impact of innovativeness and/or burnout in between the PJF, POF and JP or the results of innovative behavior engaged in PJF and POF. We encourage other researcher to measure the causal relationship and the impact on these constructs by adding mediator or add other variables like: innovative work behavior and burnout. The present study relied on health practitioners working in government hospitals for analyzing their job performance. Therefore, the future research might add other sectors to compare job performance, or it can be compared with manufacturing sector. It may further analyze that job performance may reduce the stress level among the people. In short, it is first study to measure the relationship of PJF and POF on EJP of employees in public health sector of Sindh.

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