

THE NEXUS OF PERSON ORGANIZATION FIT AND PERSON JOB FIT TO JOB SATISFACTION: A CASE OF KP EDUCATIONAL INSTITUTIONS

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ABSTRACT

Person job fit and person organization fit were studied with a purpose to see whether they have any effect on job satisfaction. The study was carried out in a randomly selected sample of the 78 teachers from 11 private and public-sector universities and colleges of Peshawar. Cross-sectional data was collected through questionnaire. It was found that Person Job and Person Organization fits do not affect job satisfaction, in any institution except one, which is contrary to common notion of the positive relationship between the variables. Managers can benefit from the results of the study by incorporating them in their recruiting practices. Keeping in mind the scope of the study the results can only be applicable to Peshawar and its vicinity.

Key Words: Person Organization fit, Person Job Fit, Job Satisfaction

INTRODUCTION

Job satisfaction, motivation, task performance, employee retention (Brayfield & Rothe, 1951; Vroom, 1964; Locke, & Latham, 1990; Eisenberger et al., 2002) are topics which have grasped the interest of the researchers for a long. Post 1970s scholars have started studying the role of Person Environment fit and its different facets such as Person organization fit, Person job fit, Person Environment fit, (Kristof-Brown, 2000; Cable & Judge, 1996; Jansen & Kristof, 2006) and their influences on work attitudes, performance and job satisfaction.

Person environment fit has a broader scope, as mentioned above, so its different facets have been studied separately e.g. person organization fit and person job fit and their positive impacts on work attitudes Saks & Ashforth, 1997) job satisfaction, job performance, organization commitment (Lauver & Kristof, 2001; June & Mahmood, 2011) and organization citizenship behavior (Yen & Ok, 2011). The current study aimed to know the different effects of two fits that is person organization and person job fit on job satisfaction. Edwards (1991) defined person job fit as the match between the demands of the job and abilities of the employees. While person organization fit can be said as the compatibility between the employees and the organization (Kristof, 1996).

In the recent history of management research, the interest is growing to find out that to what extent job satisfaction is affected by the constructs like person organization and person job fit. The riddle to resolve whether it is the person or situation that determines the human behaviour (Sekiguchi, 2004) is a hot issue among the researchers. One school of thought considers situation (Davis-Blake, & Pfeffer, 1989), while the other is of the view that it is the person (Shane, Herold, & House, 1996), who shapes human behaviour. But if we go deeper and see the roots of the person environment fit, which are to be found in the interactionist theory (Funder, 2006), it states that neither person nor situation is responsible for the behaviour. In fact, according to the interactionist theory, amalgamation of the both

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causes the variance (Sekiguchi, 2004).

When we look at the whole picture and discern that person environment fit exists, it means in turn fits like person organization and person job also exist up to some extent. Lauver & Kristof (2001) say that both these constructs have influences on the positive work attitudes but not similar and interdependent. As they further elaborate that a person may not fit in an organization regardless his perfect job fit. Another study found that both these constructs correlated highly but admitted that the effects of both are unique on employee attitudes (Saks & Ashforth, 1997). Other than, that gender also plays a role in determining what are the things that will enhance person organization and person job fit such as Venkatesh et al. (2017), argue that men give more deliberate in determining their person organization fit perceptions. They further argue that intrinsic outcomes affected perceptions for men and women in the same manner while gender plays moderating role for the effects of extrinsic outcomes on person organization fit. Keeping in view the previous findings of different studies, present study tries to look whether person organization fit and person job fit have any relationship with job satisfaction.

OBJECTIVES

- To find out whether Person Organization fit and Person Job fit have any relation with job satisfaction or not.
- To find out relationship with of person organization fit and person job fit with job satisfaction in different educational institutes

LITERATURE REVIEW

Person job fit is defined as the relevance between the capabilities of an individual and the demands of a post or the aspirations of an individual and what is offered by a job (Edwards, 1991). In contrast, person organization fit is “the compatibility between people and organizations that occurs when at least one entity provides what the other needs, they share similar fundamental characteristics, or both” (Kristof, 1996, pp. 4–5). As discussed above, they have unique effects on work attitudes (Saks & Ashforth, 1997) due to their independent nature (Kristof, 1996). People who enjoy person organization fit may try to switch over a job within an organization because of low person job fit, but they will not leave the organization (Becker & Billings, 1993).

Correlation of person organization and person job fits with job satisfaction is fairly researched. It is clear that job satisfaction is caused mainly by different duties an employee performs on daily basis. It is a fact that job satisfaction caused by these activities is more closely connected with job fit as compared to person organization fit, which is rarely concerned with such activities. On the basis of the above facts, it can be said that perceived person job has more influence on job satisfaction than that of the perceived person organization fit (Lauver & Kristof, 2001).

Kristof (1996) describes four elements of the person organization fit. First element is the person and organization value congruence, second is the goal congruence, third, compatibility of the employee's needs and the organization's structures and lastly, the match between the person's personality and organization's ambiance. This discussion suggests that high person organization fit is correlated with several positive work attitudes, but it is not always the case, because some researchers have found some interesting relationships while investigating the person organization relationship with work attitudes. For instance, researchers (Sekiguchi, 2004).

Kristof and Lauer (2001) not only tried to investigate relationship of person job and person organization fit with job satisfaction, but also with job performance. Performance is deemed to be increased if the knowledge, skills and abilities (KSAs) of the job incumbents are in accordance with the job specifications (Calwell O Reilly, 1990). Person job fit, as discussed above, is decided upon the relevance between the knowledge, skills and abilities (KSAs) and job requirements. That's why person job fit shows positive relation with job performance (Lauer & Kristof, 2001). As discussed person job fit has a close connection with KSAs so the higher the person job fit the higher shall be the job performance. On the other hand, person organization fit has little linkage with daily activities, and therefore does not affect the performance largely. However, it has a positive relation with organization commitment (ibid).

Regardless of the person organization fit weak connection with the task performance, the relationship between the two has also been the topic of many researchers. Tziner (1987), found a positive relation among the personality and climate of the organization with the performance. And on the basis of the above, Lauer and Kristof (2001) state that an employee may not perform well but his/her value congruence, with that of the manager and organization, may be the cause of the employee retention in the organization.

June and Mahmood (2011) carried out the study in the service sector and SMEs of Malaysia and came to the conclusion that job fit has a positive relation with job performance. They further explain that employees will work hard and fulfill their responsibilities if person job fit exists. In their view person job fit is the basis of motivation for the job performance and in case of low person job fit the chances of performing the duties well may be less. Study in the food service sector showed that all those employees who enjoy high person organization and person job fits perform their jobs with more enthusiasm than those whose person organization and person job fits are low. Further they also score high on organization citizenship behaviors both on organization and individual level (Yen & Ok, 2011).

Different researchers explore different aspects of the person organization and person job fits and their impact on job satisfaction, organization commitment (O'Reilly, Chatman, & Caldwell, 1991; Yen & Ok, 2011; Lauer & Kristof, 2001), intention to quit, job performance (O'Reilly, Chatman, & Caldwell, 1991; Lauer & Kristof, 2001; June & Mahmood, 2011; Robert, Bretz & Judge, 1992) and psychological ownership (Han et al., 2015). Some have also studied the relationship between person organization fit and career success. The findings revealed that person organization fit has great contribution towards career success, not only extrinsically but the intrinsic measures of success were predicted by the person organization fit.

Kristof-Brown (2000) argue that during recruitment that the applicants seek person organization fit and his/her values and personality traits are of immense importance, while in person job fit knowledge, skills and abilities are of paramount importance. Overall result of the study shows that person organization and person job fit are not taken together as one in the early stages of interviews. Person job subjective fit has two factors: personality and job characteristic beliefs (JCBs) (Ehrhart, 2006). Findings of Ehrhart's research suggested that both the factors; personality and JCBs contribute in developing subjective person job fit.

Cable and Judge (1996) studied 96 job seekers at three different phases. The purpose of the study was to investigate the factors determining person organization fit perceptions of the job seekers and how crucial person organization fit was towards performing the job efficiently. Reaearch showed that

person organization fit of an employee is determined by the match between the values of the employee and organization. Person organization fit is responsible for determining both work attitudes and job selection. Silverthorne (2004) results indicate that person organization fit is responsible for job satisfaction and with the organization commitment. The concept becomes clear that people in organizations where they are suppressed and not heard are less satisfied with their jobs and have low organization commitment. On the contrary, those who find an innovative culture in organization are more satisfied with their jobs and show better commitment towards organization. Another important and novel aspect of this particular research is that it says that person organization fit is more vital in organizations in non Westerns cultures.

Job satisfaction is said to be an emotional reaction to work environment (Ilies & Judge, 2004). But the most comprehensive definition is given by Locke (1976) "job satisfaction is a pleasurable or positive emotional state resulting from an appraisal of one's job or job experiences" (p.1300). Yoav (1998) investigated the relationship between intelligence and job satisfaction. According to the model, used in the study, intelligence negatively affects job satisfaction, and indirectly positively affects job complexity. Results of the study predicted the direct positive effects of education and intelligence on job complexity which in turn cause job satisfaction. Downes et al. (2016), found that autonomus motives have positive relation with goal specific efficacy and perceived person organization fit and at the same time indirectly affects goal accomplishment and job satisfaction.

In the field of research on person organization fit and person job fit, different researchers studied the topics from different perspectives and different aspects e.g. job satisfaction, job performance, (Lauver & Kristof, 2001; June & Mahmood, 2011; Silverthorne, 2004) organization commitment (Silverthorne, 2004; Lauver & Kristof, 2001) etc. Though personality can effect job satisfaction, others say environment affects job satisfaction, yet others that is interactionists are of the view that it is determined by both person and environment. Therefore, in the present study person organization and person job fits will be studied to find relationship with job satisfaction. Other aspects have also been studied by other researchers. But the aim of this study is to know the relationship of job satisfaction with person organization and person job fit.

Hypothesis:

H1: Person organization fit and Person job fits have a relationship with Job Satisfaction

RESEARCH METHODOLOGY

The data for the study have been collected once that is cross-sectional data. The researcher visited the institutes and collected the data from the respondents through questionnaires. Population of the study was all the colleges and universities of the Peshawar city (KPK Pakistan). Unit of analysis is individual.

3.1 Measures

Person organization fit. The fit was measured through three questions, already had been used by Cable and Judge (1996). ("To what degree do you feel your values "match" or fit this organization?", "Your values match those of the current employees in this organization", "Do you think the values and "personality" of this organization reflect your own values and personality?") The respondents rated their perceived fit on 5-point Likert scale which ranges from Strongly Disagree to Strongly Agree.

The reliability of the measure was 0.87.

Person job fit. For the measurement of perceived person job fit, a five-item measure (Xie, 1996) was used. In those five questions some were about the fit in a sense of skills and abilities, and some were about personality and temperament. ("I feel that my work utilizes my full abilities", "I feel that my job and I are well matched", "My job gives me a chance to do the thing I feel I do best"). The Likert type scale was 5-point which was used here too. The source of the measure was, and reliability was .73.

Job satisfaction. Job satisfaction was measured using the five items Brayfield and Rothe (1951) job satisfaction scale. ("I feel fairly satisfied with my present job", "Most days I am enthusiastic about my work", "Each day of work seems like it will never end"). Here the same 5-point Likert scale had been used. The reliability of the measure was 0.84.

To understand the variables and their relationships, several notable works of the prominent researchers were studied. The purpose of the present study is to find whether person organization fit and person job fit have some relation with job satisfaction or not. The data for the study have been collected once that is cross sectional data. The researcher himself visited the institutes and collected the data from the respondents through questionnaires. The questionnaire consisted of 13 questions had been distributed among the employees of each selected organization.

3.2 Population

All the colleges and universities of the Peshawar city were taken as the population, with no discrimination among private and public Institutes. The total number of the institutes (see annex 1) was 40. The technique used for the selection was simple random sampling. 30% of the whole population was selected. Among the whole sample size 3 institutes were public and remaining 9 were private. However, one Institute did not participate; therefore, the data was collected from 11 Institutes.

3.3 Sample

Total respondents of the survey were 78 Respondents were requested not to leave any question unmarked. Total number of females who were surveyed during the study was 30 which make 38.5% of the total respondents and 48 were males which make 61.5% of the all the respondents.

RESULTS

4.1 Descriptive

37 (47.4%) of the respondents were between the ages of 20-28, 35 (44.9%) were 28-40, 5 (6.4%) were between 40-50 and only 1 (1.3%) of the respondents was above 50. 72 of the 78 respondents were between the age group of 20-40 which make 92.3% of the whole. Education wise 50 (64.1%) of the respondents were master degree holders, 20 (25.6%) were having MS degrees, 5 (6.4%) were PhDs while 3 (3.8%) were with bachelor degrees who had been surveyed during the research.

4.2 Means Comparison:

Means and standard deviations of the variables were calculated and found that mean of the Person organization fit was below average (mean=2.23, std. dev.=.486) while for Person job and Job Satisfaction the means and standard deviation were (mean=3.57, std. dev.=.51 and mean=4.37, std. dev.=.55) respectively.

4.3 ANOVA

A one-way between subject's ANOVA was conducted to compare the effect of the person organization fit and person job fit on the Job Satisfaction in different organizations. The means of all the variables were below average and the results were insignificant which indicate that there was no difference in the person organization, person job fits and job satisfaction of the respondents of different organizations. The results are shown in table no. 13.

Table 13: Difference ANOVA Results

		Sum of Squares	df	Mean Square	F	Sig.
Job Satisfaction	Between Groups	2.201	10	.220	.827	.604
	Within Groups	17.828	67	.266		
	Total	20.029	77			
Person organization	Between Groups	1.332	10	.133	.527	.865
	Within Groups	16.926	67	.253		
	Total	18.258	77			
Person job	Between Groups	3.827	10	.383	1.297	.250
	Within Groups	19.771	67	.295		
	Total	23.598	77			

4.4 Cross Tabs

The categories in which the education was divided were: Bachelors, Master, MS and PhD. 50 of the respondents which comprise 64.1% of the whole were master degree holders, 20 (25.6%) were having MS degrees, 5 (6.4%) were PhDs while 3 (3.8%) were with bachelor degrees who had been surveyed during the research.

4.5 T-Test

An independent-samples t-test was conducted to compare whether there is any difference in degree of Job Satisfaction between male and female respondents. Analysis showed that there was no significant difference in the scores of males (M=3.49, SD=.475) and female (M=3.70, SD=.542) conditions; t (76) = -1.839, p=.07. These results suggest that job satisfaction remains the same among the males and females irrespective of the gender. See table 3 and 4.

Table 4: It Shows Whether Job Satisfaction Varies Among Males and Females Independent Samples

Test		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Job Satisfaction	Equal variances assumed	1.375	.245	-1.839	76	.070	-.21500	.11690	-.44784	.01784

Table 4: It Shows Whether Job Satisfaction Varies Among Males and Females Independent Sample Test.

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Job Satisfaction	Equal variances assumed	1.375	.245	-1.839	76	.070	-.21500	.11690	-.44784	.01784
	Equal variances not assumed			-1.784	55.633	.080	-.21500	.12054	-.45650	.02650

4.6 Regression and Correlation Analysis

Correlation analysis was carried out to know how much of the job satisfaction was related with the two variables that is Person organization fit and person job fit (See tables 6). Results of the Regression Analysis were insignificant and indicate that the independent variables that is Person job fit and Person organization fit were not affecting dependent variable that is Job Satisfaction in any way.

CORRELATIONS

Table 6: Correlation Analysis of the Variables

		Job Satisfaction	Person job	Person organization
Pearson Correlation	Job Satisfaction	1.000	.018	.061
	Person job	.018	1.000	.517
	Person organization	.061	.517	1.000
Sig. (1-tailed)	Job Satisfaction	.	.437	.298
	Person job	.437	.	.000
	Person organization	.298	.000	.

However, Person organization fit and Person job fit were found to be positively and moderately correlated ($r=.517$, $\text{sig}=.000$) with each other.

After the overall insignificant correlation, correlation was run for each Institute separately and found that only in case of one Institute Person job fit and Job Satisfaction ($r=.551$, $\text{sig}=.039$) and Person organization fit and Job Satisfaction ($r=.651$, $\text{sig}=.015$) had positive and moderate correlations. See table 7.

CORRELATIONS^a

Table 7: Correlation Analysis of Institute A

		Job Satisfaction	Person job	Person organization
Pearson Correlation	Job Satisfaction	1.000	.551	.481
	Person job	.551	1.000	.651
	Person organization	.481	.651	1.000
Sig. (1-tailed)	Job Satisfaction	.	.039	.067
	Person job	.039	.	.015
	Person organization	.067	.015	.

a. Selecting only cases for which Colleges, Universities = institute A. N= 11.

ANOVA^{b,c}

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	.405	2	.203	1.967	.202 ^a
Residual	.824	8	.103		
Total	1.229	10			

a. Predictors: (Constant), Person organization, Person job

b. Dependent Variable: Job Satisfaction

c. Selecting only cases for which Colleges, Universities = Institute A

Coefficients^{a,b}

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.097	.709		2.957	.018
	Person job	.235	.217	.413	1.083	.311
	Person organization	.196	.352	.212	.557	.593

a. Dependent Variable: Job Satisfaction

b. Selecting only cases for which Colleges, Universities = Institute A

After the analysis of the data it is concluded that all the results are insignificant except for one university, which indicate that both the independent variables that is Person organization and Person job fits have no effect on the dependent variable that is Job Satisfaction. A study by Lauver and Kristof (2001) investigated the same variables and found that both have impact on job satisfaction but unique and different from one another. The difference in the results of this study and that of the Lauver and Kristof might be the result of other factors. The data gathering tool used in the study was self-reporting. And people are usually reluctant to give actual information about their own behaviour due to different reasons. Social desirability might be one of those reasons which restrict the respondents to reply honestly to the questions. In this context self-report biasness can be seen as a major factor which might have distorted the results of this study.

Another big factor which can be held responsible for the difference in results, from the study of Lauver and Kristof, might be culture. According to Hofstede (1993) management theories apply differently to people from different cultures. Lauver and Kristof (2010) conducted the research in America which

has a culture very much different from ours one, this might also be main reason that the results are not similar of the two studies.

Extrinsic factors might be another reason for the insignificant results. The locality, where the study was conducted, people may be valuing extrinsic factors that is money more than the intrinsic factors such as Person job fit and Person organization fit. This indicates that people may have answered the questions in accordance with their own perception of satisfaction. Thus, this might also be a contributor to the insignificant results of the study.

MANAGERIAL IMPLICATIONS AND FUTURE RESEARCH DIRECTIONS

Literature suggests that misfit between person and job or person and organization has adverse effects on the morale of the employees, the productivity of the organization, job performance, turnover intentions, organizational commitment, job satisfaction to name some which imply the significant role person organization fit and person job fit play in the success of the organization. Present study is carried out with a sole intention to know its relationship with job satisfaction in our own region. With the help of this study organizations will come to know the critical role person organization and person job fit play in job satisfaction and will give due importance to them, person organization and person job fit, during recruitment and selection processes. Although the results of this study are not significant but this does not mean the person organization and person job fits do not have an effect on Job Satisfaction. However, scarce research in this field in Pakistan indicates there is a lot of scope for research in this area. This research will obviously help other researchers who want to conduct future research in this area and will serve as guideline for them. Research should not be restricted only to person organization and person job fits but other facets of person environment fit such as Person Group fit, Person Vocation fit should also be studied and their relationships with Intent to Quit, Task Performance, Job Satisfaction etc. should be ascertained.

CONCLUSION

The findings of the research suggest that person organization and person job fits have no effect on the Job Satisfaction. Except for one Institute that is the results indicate that the person organization and person job fit have positive effect on job satisfaction. Some of the reasons responsible for the insignificant results might be: Social Desirability, Cultural Differences, choice of instrument, Extrinsic Factors and sample size. The study was carried out in the educational institutions (colleges and universities) of Peshawar KPK Pakistan. Since person organization and person job fit are attaining more and more attention in the research arena, having results contrary to the literature and point to ponder. Further research is needed to know if these findings prevail in others ectots and parts of the country and region. Further is so, then why is the next big question. Also one needs to address what to do if these fits do not affect employees. Research should not be restricted only to person organization and person job fits but other facets of person environment fit such as Person Group fit, Person Vocation fit should also be studied and their relationships with Intent to Quit, Task Performance, Job Satisfaction should be ascertained.

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