



Relationship Between Person-Job Fit and Employee Performance: An Empirical Study

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ABSTRACT

Person-job fit is an important antecedent of performance. Job performance of employees plays a crucial factor in determining an organization performance. Logically, the better a person 'fits' with his job, the less adjusting he will have to do (Roberts & Robins, 2004). It was previously reported that person-job fit has a significant relationship with the performance of employees in various business sectors; hence the focus of this study is to discover whether similar relationships exist among employees of retail banks. Data was collected from 108 employees working in different banks in Jammu and Kashmir. Descriptive statistics, correlation and regression analysis was used to assess the relation and the impact of person-job fit on employee performance. The results revealed significant relationship exists between person-job fit and employee performance.

KEYWORDS: Person-Job Fit, Employee Performance

Introduction

Person Job fit is defined as the degree to which individual's knowledge, preferences, activities and skills match the job requirements (Briech, Jeffs, 2006). Edwards (1991) defined P-J as the fit between the abilities of a person and the demands of a job (Demands-Abilities) or the desires of a person and the attributes of a job (Needs-Supplies). Many past literatures of Psychology placed strong interest in employee-fit concept (Porter, 1962; Locke, 1969; Schletzer, 1966; Beer, 1996). Employee selection processes of most organizations have traditionally focused on achieving person-job fit (Werbel & Gilliland, 1999). Logically, the better a person 'fits' with his job, the less adjusting he will have to do (Roberts & Robins, 2004).

'Performance' has tended to be a criterion of interest in much personnel research over the years (J.P.Campbell, Mc cloy, Oppler & Sager, 1993), as if it could be treated as a unitary construct. Job performance of employees plays a crucial factor in determining an organization's performance. Earlier literature has shown that employees who are not properly matched have low job performance. Person-job fit can be a reasonable predictor of job performance because individuals with high person-job fit had found to have positive work outcome (Edwards, 1991). Furthermore, the theory of congruence by Barrett (1978) as cited by Lawrence (2004) explained that person-job fit as the fit that may exists between individual preferences and the job requirements or the knowledge skills and ability (KSAs). Thus when congruency exists between one's preference and the KSAs, it will lead to motivational outcome (Edwards, 1991; Barrett, 1978) and this is eminent in order to have greater job performance. In a separate study, person-job fit found to be related to productivity and commitment (Rousseau & Mc Lean Parks, 1992). Person-job fit is an important antecedent of performance as well. Results indicate that a person's fit with job is positively associated with employee performance. Caldwell & O'Reilly (1990) established that fit was positively associated with satisfaction and performance. Furthermore a large number of empirical researches have established that person-job fit is important for work outcome. Person-job fit had found to be positively related to job satisfaction, organizational commitment, task performance and contextual performance, acceptance of job offer, tension reduction as well as intention to leave (e.g. Lauver & Kristof-Brown, 2001; Cable & DE Rue, 2002; Saks & Ash forth, 2002; Cable & Edwards, 2004; Shin, 2004; Kristof-Brown et al., 2005; Greguras & Diefendorff, 2009). Hecht and Allen (2003) found person-job fit with respect to poly chronicity does affect job performance as well as the well-being of employees while Caldwell and Reilly (1990) established that fit was positively associated with satisfaction and performance. Additionally person-job-fit found to be associated with satisfaction, turnover and performance (O'Reilly III, Caldwell & Mirabel, 1992). In a separate studies, person-job fit found to be related to productivity and commitment (Rousseau & Mc Lean Parks, 1992), job performance (Greenberg, 2002) and having positive effects on performance, job satisfaction, and reduction in job stress, motivation, attendance and retention (Edwards, 1991). Interestingly Kristoff et al. (2005) found that when person-job fit and person-organization fit were tested on job performance, the relationship tend to have a modest correlations which contradicts with the

findings by Li and Hung (2010) where person-job fit found to be highly correlated with job performance. Nevertheless, in relations to other attitudinal outcome, person-job fit is still demonstrating higher correlation than person-organization fit (Kristoff-Brown, Jansen & Colbert, 2002; Saks & Ash forth, 1997). Even though studies had found that person-job fit can have influence on job performance, the amount of research is still limited (Mosley, 2002). In addition given the variations in results on the relationship between person-job fit and job performance (Edwards, 1991), studies on the relationship between person-job fit and job performance has therefore yet to come to similar agreement (Taylor, Locke, Lee, & Gist, 1984; Conte, Risotto & Steiner, 1999). Similarly past studies on the link between person-job fit and performance have contained mixed results (Lauver and Kristof-Brown, 2001; Cable and DE Rue, 2002; Greguras and Diefendorff, 2009), thus there is a need to carry out further investigation in order to further explore the relationship that may exist between person-job fit and the employee performance.

Research Objective

The purpose of this study is to find out the perceived significant effect of person-job fit on employee performance in the existing retail financial institutions of India. Keeping this objective in view, we presume that person-job fit is positively related to employee performance.

Hypothesis

- H1: There is a significant positive relationship between person-job fit and employee performance.
H2: Person-job fit has significant impact on employee performance.

Design of the Study

The study was conducted on 108 bank employees working in different banks in Jammu and Kashmir. The main variables of the study were person-job fit and employee performance. Standard questions were used to measure these variables which were adopted from previous studies. The perception of respondents understudy were gauged by asking them to show their response on 5-point Likert scale ranging from 1=strongly disagree to 5=strongly agree. Person-job fit was measured using five item scale adopted from Kristy, Lauver, & Kristoff-Brown ($\alpha=.797$). Self-developed questionnaire was used to measure employee performance ($\alpha=.753$). The study model includes one independent variable viz., person-job fit and one dependent variable employee performance. Descriptive statistics were used to measure the level the perception across the entire variables understudy. Further, correlation and regression analysis were carried to assess the relationship and relative influence of independent variable (person-job fit) on the dependent variable i.e., employee performance.

Findings:

Table-1: Descriptive Statistics

	Mean	Std. Deviation	N
Person Job Fit	2.8727	.68732	108
Employee Performance	3.2259	.77392	108

From descriptive analysis, it is evident that standard deviation for both the variables is less than 1. According to Cohen (2003), for the normal distribution of data standard deviation must have a range of 0 to 1. As is evident that the standard deviation of both the variables fall within the range, the data may be considered normally distributed and Pearson correlation analysis may also be carried to assess the relationship between variables under study.

Table-2: Correlations			
		Person Job Fit	Employee Performance
Person Job Fit	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	108	
Employee Performance	Pearson Correlation	.696**	1
	Sig. (2-tailed)	.000	
	N	108	108
**. Correlation is significant at the 0.01 level (2-tailed).			

Pearson correlation coefficient was calculated to assess the relationship. The table shows the correlation between person-job fit and em-

ployee performance. It was found that there exists a positive significant correlation between person-job fit and employee performance to the extent of 69.6% ($r=.696, <.001$) at 1% level of significance. Therefore, H1 stands accepted.

Table-3: Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.696 ^a	.484	.479	.55868
a. Predictors: (Constant), person job fit				

Regression analysis was carried to assess the impact of person-job fit on employee performance. The value of coefficient of determination (R^2) is .484 that reveal person-job fit accounts to 48.4% variation in performance and this can be viewed that there might be other factors that bring variation of 51.6% in the outcome variable. An estimated 48% variance of employee performance can be explained by person-job fit. Thus the findings support H2

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