



An Empirical Analysis of The Relationship Between Person-Job Fit and Employee Performance

* **Zahid H Bhat**

Doctoral Candidate, Department of Business & Financial Studies
University of Kashmir, J&K (India), Pin: 190006
* Corresponding Author

Riyaz A Rainayee

Professor, Department of Business & Financial Studies, University
of Kashmir, J&K (India), Pin: 190006

ABSTRACT

Person-job fit is an important antecedent of performance. Job performance of employees plays a crucial factor in determining an organization's performance. Logically, the better a person 'fits' with his job, the less adjusting he will have to do. It was previously reported that person-job fit has a significant relationship with the performance of employees in various sectors; hence the focus of this study is to discover whether similar relationships exist among civil servants. Data was collected from 171 civil service officers working in the state administration of Jammu and Kashmir. Structural equation modeling was used to assess the impact of person-job fit on performance. The results revealed significant relationship between person-job fit and performance. The directions for future research and limitations of the study are discussed as well.

KEYWORDS

Person-job fit, Employee performance, PLS-SEM

Introduction

The goal of Human Resource Management (HRM) is to maximize employees' contributions in order to achieve optimal productivity and effectiveness, while simultaneously attaining individual objectives such as, having a challenging job and obtaining recognition; and societal objectives such as, legal compliance and demonstrating social responsibility. Person job fit connotes the match concerning the abilities of an individual and the demands of the job or the congruence between the desires of an individual and the characteristics of the job (Kristof, 1996). Person job fit is an important concept which involves toning the knowledge, skills, and abilities of the individuals with the features of the job. Person-job fit involves the link amid an individual's traits and those of a definite job. Many past literatures of Psychology placed strong interest in employee-fit concept. 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.

Review of Literature

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. Identifying and recruiting employees who not only possess the right set of knowledge and skills but also embrace values similar to those of the organization are critical for organizations to succeed in achieving their goals (Kristof, 1996). That is, in hiring a worker, one always hires the whole man, and this explains why human effectiveness in work is essential for improvement in performance and output of an organization. Employees who possess the knowledge, skills, and abilities (KSAs) that match the requirements of their job are expected to perform their job effectively. Person-Job (P-J) fit, especially Needs-Supplies (N-S) fit, is achieved when employees' needs are supplied by the job or organization, in which case they are more likely to experience greater job satisfaction and are highly committed to the organization (Vogel and Feldman, 2009). P-J fit can be a reasonable predictor of job performance because individuals with high p-j fit had found to have positive work outcomes (Edwards, 1991). Additionally, the theory of congruence 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 outcomes (Edwards, 1991) and this is eminent in order to have greater job performance. In an overview of person job literature and research, Edwards (1991) suggests that job and person operates as joint determinants of personal and organizational outcomes. Furthermore, a large number of empirical researches have established that person-job fit is important for positive 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 reduced intentions to leave (Cable & De Rue, 2002; Saks & Ash forth, 2002). Bhat (2014) also maintained that a positive change in the level of employee performance could be interpreted from the best fit of a person to the job.

Caldwell & O'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 et al., 1992). Interestingly Kristoff (1996) 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. 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, studies on the relationship between person-job fit and job performance has therefore yet to come to similar agreement (Taylor et al., 1984). Similarly past studies on the link between person-job fit and performance have contained mixed results (Lauer and Kristof-Brown, 2001; Cable and De Rue, 2002), 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. This discussion leads to the following hypothesis:

H1: Person-job fit positively impacts performance

Research Methodology

The study was conducted on 171 civil servants of 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. The questionnaire for person-job fit was adopted from Saks, A. M. and Ashforth, B. E. (1997). The questionnaire for performance was adopted from Koopmans, et al. (2011). A generic, two-dimensional conceptual framework was selected in which individual work performance consisted of task performance and contextual performance.

Results

Measurement Model

PLS-SEM was carried in two steps which involves separate assessments of the measurement model and the structural model. The first step taken was to examine the measures' reliability and validity, the second step involves an assessment of the structural model estimates (Hair, Ringle, & Sarstedt, 2011). We also examined the significance of path coefficients between the constructs of this study using the bootstrapping technique (500 re-samples) to generate standard error and t-statistics as PLS-SEM relies on a non-parametric bootstrap procedure (Efron & Tibshirani, 1993). The results of convergent validity of individual constructs, composite reliability and average variance extracted of all the study constructs are presented in Table I.

Table-I

Latent Variable	Indicators	Indicator Reliability	Composite Reliability	AVE
Job Fit (JF)	JF1	0.759	0.873	0.697
	JF2	0.820		
	JF3	0.918		
Task Performance (TP)	TP1	0.870	0.967	0.784
	TP2	0.860		
	TP3	0.864		
	TP4	0.929		
	TP5	0.916		
	TP6	0.825		
	TP7	0.902		
	TP8	0.911		
Contextual Performance (CP)	CP1	0.906	0.961	0.859
	CP2	0.947		
	CP3	0.939		
	CP4	0.914		

As is clear from Table I, all the estimated indices are above the threshold of 0.6 for Composite Reliability (CR) and 0.5 for Average Variance Extracted (AVE) thereby indicating that the constructs used in this study possess convergent validity and reliability. Taken together, the psychometric properties of internal consistency, reliability, convergent and discriminant validity are all established.

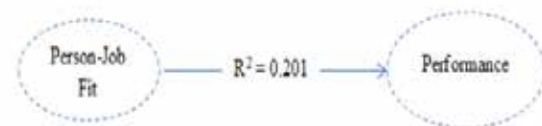


Figure-1

Structural model

Figure I demonstrate the path coefficients of the conceptual model of this study. The path coefficient is significant, supporting H1. The estimates from the statistics of this model reveal the model's R2 value, the main criteria by which model

fit is assessed in PLS analysis (Chin, 1998), is R2 = 0.201, t = 3.875, p < 0.05.

Discussion

The empirical results established that person-job fit perceptions improve the quality of employees' work performance, providing empirical support to our proposed hypothesis. Person Job fit was found to enhance both task performance and contextual performance (β = 0.201, p < .05). Results here are consistent with findings in prior research that employees with knowledge, skills, and abilities that match the KSAs requirements of their jobs are expected to perform their jobs effectively (Hoffman and Woehr, 2006; Kristof-Brown et al., 2005; Bhat, 2014). A large body of empirical research has supported the effect of P-J fit and important work attitudes and behaviors. For example, P-J fit has been found to be positively related to job satisfaction, organizational commitment, organizational identification, task performance, and contextual performance (Cable and De Rue, 2002). A growing body of research at the individual level has found that task performance is better predicted by ability and work experience, whereas contextual performance is better predicted by personality factors (e.g., Hattrup et al., 1998; McManus & Kelly, 1999; Motowidlo & Van Scotter, 1994). When P-J fit has been operationalized as the match of employee skills and personality with job demands, a positive relationship between performance and P-J fit has generally been supported (Lauver and Kristof-Brown, 2001). Research by Motowidlo and colleagues (Motowidlo et al., 1997) suggests that different individual characteristics affect task and contextual performance.

Conclusion

The present study examined the influence of person-job fit on performance. It further presents that organizational performance is significantly determined by the level of job fit perceived by the employees or in other words, person-job fit is an important antecedent of performance. Performance of an organization relies on the employee competence which in turn depends on the HR policy of recruitment. The study of relationship of job fit with performance is important for today's policy makers because modern administration demands more efficiency, accuracy and effectiveness in less time and cost and this can be achieved only proper recruitment strategies.

It may conclusively be stated that job fit to a significant extent leads to improved employee's performance but still it is not the sole factor which leads to good performance. Future research could study different factors affecting civil servants' performance like training needs assessment, training programs design, development, & deployment are important to study for knowing their effects on the resultant employees' performance.

References

- Bhat, Z. H. (2014). Job Matching: The Key to Performance. *International Journal of Research in Organizational Behavior and Human Resource Management*, 2(4), 257-269.
- Cable, D. M. & De Rue, D. S. (2002). The convergent and discriminant validity of subjective fit perceptions. *Journal of Applied Psychology*, 87(5), 885-893.
- Caldwell, D. F., & O'Reilly, C. A., III (1990). Measuring person-job fit with a profile-comparison process. *Journal of Applied Psychology*, 75, 648-657.
- Edwards, J. R. (1991). Person-job fit: A conceptual integration, literature review, and methodological critique. In C. L. Cooper & I. T. Robertson (Eds.) *International review of industrial and organisational psychology*. pp. 283-357. New York: Wiley.
- Efron, B., & Tibshirani, R. J. (1993). *An introduction to the bootstrap*. London: Chapman and Hall.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing Theory and Practice*, 19, 139-151.
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Schaufeli, W. B., de Vet Henrica, C. W., & van der Beek, A. J. (2011). Conceptual frameworks of individual work performance: a systematic review. *Journal of Occupational and Environmental Medicine*, 53(8), 856-866.
- Kristof, A. L. (1996). Person-organization fit: An integrative review of its conceptualizations, measurement, and implications. *Personnel Psychology*,

- 49, 1-49.
9. Lauver, K. J., & Kristof-Brown, A. L. (2001). Distinguishing between Employees' Perceptions of Person-Job and Person-Organisation Fit. *Journal of Vocational Behaviour*, 59, 454-470.
 10. Li, C. H., & Hung, C. H. (2010). An examination of the mediating role of person-job fit in relations between information literacy and work outcomes. *Journal of Workplace Learning*, 22 (5), 306-318.
 11. Mosley, D. C. (2002). The influence of person-job fit, person-organisation fit, and self-efficacy perceptions on work attitudes, job performance and turnover. (Doctoral dissertation). Retrieved from Pro-Quest Dissertations and Theses database. (AAT 3043161).
 12. Motowidlo, S. J., & Van Scotter, J. R. (1994). Evidence that task performance should be distinguished from contextual performance. *Journal of Applied Psychology*, 79, 475-480.
 13. Saks, A. M. & Ashforth, B. E. (2002). Is job search related to employment quality? It all depends on the fit. *Journal of Applied Psychology*, 87(4), 646-654.
 14. Vogel, R. M. & Feldman, D. C. (2009). Integrating the levels of person-environment fit: the roles of vocational fit and group fit. *Journal of Vocational Behavior*, 75(1), 68-81.
 15. Werbel, J. D., & Gilliland, S. W. (1999). Person-environment fit in the selection process. In G. R. Ferris (Ed.), *Research in personnel and human resources management*, Vol. 17 pp. 209-243. Stamford, CT: JAI Press.