

Job-individual Interaction: The Preceding Role of Personality Dynamism

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Recruitment is one of the organisation's most important tasks. Even before the actual recruitment process begins, an organization conducts extensive research into what characteristics may attract candidates and how to retain top talent. This paper tries to connect the psychological attribute-personality with the recruiting process and portrays the complex nature of the personality that evolves as an individual and his environment interacts. The paper brings forward a contrast between job outcomes through a model that explains how the development of interaction between a person and his job could bring about a state of submergence within each other, depending on the degree of interaction between the two. Managerial aspects of the model have also been discussed relating to attrition and person-job fit.

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Introduction

Western conceptualizations of individual personality differences can be traced back to at least 2,000 years, to the ancient typologies of Hippocrates and Galen. (Mc Adams, 1997). Humans, the only species with a highly functional brain region-the neocortex, was objectified as existing without the potential to modify. In contrast to the type approach, psychologists like Allport, Cattell, and Eysenck, introduced the trait approach to interpret personality (McAdams, 1997). Unlike the type approach, the trait approach considers personality as a dynamic construct wherein an individual's personality is assumed to be existing on a continuum and the personality differences are due to the varying degree of trait present among individuals. As a result, the traditional type approach to personality that did not provide room for individual improvement or development is contradicted. The disadvan-

tage is that such approaches (e.g., trait approach) are constrained in their implementation.

The application of these theories in the practical scenario is less frequent. e.g., the organisational sector is an area wherein the human and his actions are not explicitly studied, though every organisation is highly reliant on a manual workforce. Organizations all around the world work rigorously on their recruitment process to search, select, and hire employees based on the job requirements. The most difficult challenge in doing so is to find the best match (an individual) who could be a fit for the job offered. In the long run, the focus shifts towards retaining the hired employee. Several factors work over how an employee could be retained. Ensuring that the employee is provided with all the hygiene factors is the first area and the second is the motivational factors to be looked into. But the primary emphasis here is solely on physiological factors such as desirable remuneration, career advancement prospects, and working hours. This necessitates a minute monitoring of the perspective of the working climate, and in doing so the motivational factors are often overlooked. However, organizations focus on these attributes on priority assuming that an employee's primary focus is on physiological factors.

As discussed earlier, the human being is a complex entity and his personality - being a dynamic construct may change, as his interaction with his environment expands. Personality, as described by Allport, "is a complex

organisation within the individual of those psychophysical systems that determine his characteristics, behavior and thought" (Allport 1961; McAdams 1997). Drawing from the given definition of personality, it could be concluded that a person evolves as s/he works in the organization. Common job recruitment procedures often overlook this factor in the recruitment procedure, and this in the long run accounts for lower job participation, job satisfaction, and lower commitment towards the organization. Many studies have been conducted to investigate the causes of these negative job attributes, but the number of studies investigating the construct of dynamism of personality in recruitment is limited. Prior scholars in organizational psychology have worked majorly around exploring the fit between individuals and different job attributes. The person-environment (P-E) fit is one such example (Tomoki Sekiguchi, 2004). The origins of person-environment fit can be found in psychologist Lewin's interactionist theory of behavior (Chatman, 1989; Muchinsky & Monohan, 1987), which argued that behavior is a feature of both the person and his environment. The degree of congruence or match between personal and situational variables in producing significant outcomes is described as individual environment (P-E) fit (Muchinsky & Monahan, 1987). "Despite, or perhaps because of, the ambiguity of this description, many distinct forms of fit have drawn attention." (Brown, Christopher,

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2005). In a vocation, much focus has been put on the match between people's needs and those of others (e.g., Holland, 1985). However, other forms of match have arisen as essential study realms, such as an individual's alignment with his or her workplace, organisation, work group, and supervisors. Although research on these other types of fit has been prolific, rarely have they been synthesized to draw conclusions about the true impact of fit on individual-level outcomes (Kristof Brown 2005). Many researchers have investigated the application and influence of Person-job (P-J) fit, Person-organization (P-O) fit, Person-environment (P-E) fit, Person-vocation (P-V) fit (Holland, 1997), Person-Person (P-P) fit (Van Vianen, 2000) and Person-Group (P-G) fit (Werbel & Johnson, 2001), but we did not find studies which investigated the synergic effect of these perceptions. Assessing an individual in isolation of all perceptions and typecasting him would eventually close all other realms of development, attracting feelings like lowered work satisfaction and job commitment, while integrating all these suits as one domain and considering it as a function of dynamic personality would open doors to change and progress. Previous research done in this area has neglected the role of dynamism in personality, and looked at job-individual fit as contributing factors in the recruitment process. This paper endeavors to highlight this gap, and tries to provide a theoretical basis for the role of the construct of dynamic personality in the organizational employee recruiting process. The current paper will contribute towards the literature of recruitment pro-

cedure by putting forward a new approach with the dynamism of personality as a new construct. Lastly, this paper will also help in exploring a new dimension of looking into the reasons for higher attrition rates and/or poor wellbeing of employees within the organisation.

Literature Review

Dynamism of Personality: From the time of Plato, there is the ongoing debate on whether the being, or the stable aspect of humans, is to be valued more; or should the becoming aspect, which refers to the possibility of growth and change (Tripathi & Sinha, 2009). Data from several multi-wave longitudinal studies have provided ample evidence supporting significant and meaningful mean-level changes in personality traits across the adult life span (Helson, Jones & Kwan, 2002; Mroczek & Spiro, 2003; Roberts & Mroczek, 2008). Such personality changes are a result of the interaction of an individual with his environment. A change in personality over a period of time is accompanied by changes in other psychological attributes as well, such as attitude and interest. Researchers investigating turnover intention have found several job attributes that play a significant role in turnover intention or intention to quit. Job involvement is among such attributes. "Job involvement is defined as the extent to which the individual

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psychologically identifies with his/her job, i.e., feels that the job represents the core of one's self-image" (Kanungo, 1982a). Job involvement as defined here is viewed as a construct that depends heavily on self-image, which may change with the evolution of personality. Thus, job involvement as assessed at the time of recruitment may not be the same at later times.

Similarly, "Organizational commitment is defined as the degree to which an employee identifies with a particular organization and its goals, and he/she wishes to maintain membership in that organization to facilitate reaching those goals" (Porter, Crampon & Smith, 1976). Searching for ways to heighten organizational commitment in an individual or looking for aspirants who are already high on commitment is a tedious task. Although, being high on commitment traits is not the only factor that accounts for an employee's retention in the organization. For example, Holland (1985) in his theory of vocational choice, talks about people who he considers being successful at job choices and assumes that these people are more attracted to the job that fits their orientation. A similar notion can be drawn from the Minnesota theory of work adjustment (Dawis, England & Lofquist, 1968), which talks about the degree of fit between an individual (in terms of abilities and needs) and his work environment (in terms of ability requirements and reinforcement system). If this degree of fit between the two is high, the person is likely to stay at his/her job for a longer period of time (Blau, 1987). Considering personality as

a stable attribute, a little change in the work environment will disturb the equilibrium, resulting in the generation of lowered job commitment and job satisfaction, and may inculcate turnover intention among employees leading to higher attrition.

Based on research on personality, this paper posits that personality could be viewed as a dynamic construct. An individual and his needs may change with time and across the situation. A human is a social being who evolves with the process of socialization and environmental interaction, and thus including this perspective in the recruitment process may help to find employees who will stay in the organization for a longer span, eventually leaving space for growth and expansion of an individual's personality and the organization.

Commoditization of Personality: The recruitment processes these days rely heavily on the one-to-one structure of recruitment, where companies enter the campus to choose a personality that would best suit the job that they have come to offer. The motive behind is that this will yield them the maximum out of a person and thus to their organization. This choice-making process shuts its door to understand and assess an individual's ability which may restrict an employee's growth opportunity, thus leading to the impending danger that could present itself in terms of turnover intentions or ultimate turnover. Research done in this area identifies the tenure after which the attrition rate is the highest; for example, the attrition rate is the highest during the

1 to 3 years of joining and is about 47.17% in the northern region of India (Mamta Mahopatra, Amisha Gupta & Nikita Lamba, 2017). The highest reported reason for leaving one's job is better working opportunities - this accounts for an overall 60% turnover, and that too during the first to sixth month of joining (Mamta Mahopatra, Amisha Gupta & Nikita Lamba, 2017). This match-making process could be a probable reason accounting for a high turnover during the early period of joining. A particular kind of job requires a particular type of personality. Organizations look for an apt personality that would best suit the target job, neglecting the possibilities of future demands that the changing role of a person will put upon him. The studies that try to define the numerous fits and focus on identifying the factors leading to turnover have limited their investigations up to certain aspects only, e.g. person-job fit is conceptualized as the match between an individual's knowledge, skills, and abilities (KSA) and demands of the job or the needs/desires of an individual and what is provided by the job (Edwards, 1991; O'Reilly, Chatman & Caldwell, 1991). Recruiters focus upon two concepts: person-job fit and person-organization (P-O) fit. (Riya Kumar, 2019). Also, "Before recruitment, an organization's HR department or recruiting department usually decides the criterion for selecting workers". Not only the criteria, the tools to be used for personality assessment are also decided beforehand. (Riya Kumar, 2019). The use of personality tools in the job recruitment process popped during World War II, however, personality testing resurfaced

at the forefront due to military needs in the recruitment of aviators and soldiers (Vinchur & Bryan, 2012). Earlier assessment for personnel selection was made using intelligence and aptitude tests.

Increasing organizational complexity elicited the need for more scientific methods of testing in the recruitment process, (Riya Kumar, 2019) and thus a number of personality assessment measures made their entry into the recruitment process. These assessments are done using various personality assessment tools. Tests like MBTI, TAT or Rorschach are regularly used and require proper training and practice for their administration. The interpretations of these tests are made purely based on the scoring manual. This scoring manual dependent evaluation accounts for a huge gap in the interpretation of situational factors, thus every response made on a particular test is considered as coming due to personality traits. Also, tests had a different purpose to serve when they were designed, as compared to what they are now used for, and this could be the reason as to why these tests are not reliable in predicting the required characteristics among individuals for a target job. One such test which is widely used these days to assess personality in the recruitment process, for example, is Minnesota Multiphasic Personality Inventory (MMPI). This was primarily designed to predict psychopathology and distinguish psychopaths from normal functioning individuals. It was not designed to assess personality types that do not come under abnormal behavior. Thus, the use of MMPI alone in the recruitment process

may not be beneficial. Supplemented with other instruments that cover dimensions other than psychotherapy, MMPI could be useful (Daniels & King, 2002). Such tests not only draw a line and label people based on personality but also neglect all the future aspects or roles a person can hold over a period of time, hence, shifted the attention from a long term employee-employer relation to a short term relation where both move in search of a better option, which turns into a never-ending quest. The earlier works in this area have primarily focused on job attributes and their relation with the person. In this approach, personality is viewed as a static construct and ignores its role as a dynamic construct. This paper endeavors to add a new dimension to view personality to the literature of the recruitment process. We herein propose a model that will help understand how viewing personality as a dynamic construct can open the doors for the expansion of an individual within the job for which he was hired. This model will help managers to understand and implement the necessary changes in the current recruitment process.

The Job-individual Model

Interaction & Change: As mentioned earlier, personality is interpreted as a complex concept by multiple psychologists. It can however be also viewed as a feature of practice. The concept here is supported by Kurt Lewin's principle, which states that behavior is a combination of individual and environment and when the environment changes, so does a person's behavior; analogous is the

case for a person and his relationship with his job. Funder (2006) presents a person's behavior as $B=f(P, S)$, where he argues that behavior is a function of the person (P) and situation (S), he or she is in. He also conceptualized it in other ways, say $P=f(S, B)$ and $S=f(P, B)$, and concluded that these two functions will hold true if the interaction of the three variables - person (P), situation (S) and behavior (B) - are considered. The notion of how these three variables contribute to a person's behavior, or how these are interrelated, has never been a simple and straight discourse. The research on these variables majorly revolves around whether it is the personality, or the situation the person is in, has to be given more credit for the subsequent behavior. One hypothesis concerning the above concept is that the two variables do not operate in isolation, but they interact (Rauthmann, 2017). The change in behavior mentioned in this paper could be interpreted as changes in human mental processes manifested through behavior that includes his preferences, his experiences, his attitude, or his ideology. All these attributes together form the personality a person has, and therefore the personality of a person could be understood as a dynamic construct dependent on the changes in his surrounding, his socializing agents, evolves. Studies on the nature and nurture approach suggest that twins reared apart, with the passage of time and the growing interaction of an adopted child with his surroundings takes traits that are similar to the environment where he is brought up. Adoption studies on intelligence have suggested that as the child grows, his IQ level tends to fall into the

range of his rearing parents and moves out from the range of his biological parents. The same phenomenon could be encountered in personality studies as well, where the data reveals that personality changes with the change in the environment. Watson has advocated this phenomenon very strongly and stated: “give me a dozen healthy infants, well-formed, and my own specified world to bring them up in, and I’ll guarantee to take anyone at random and train him to become any type of specialist I may select- doctor, lawyer, artist, merchant-chief even beggar-man and thief, regardless of his talents, penchants, tendencies, abilities, vocations, and race of his ancestors” (Watson,1930), which contradicts the assumption that a particular kind of personality is suitable for a given work.

Today organizations believe that both personality and job range should be defined beforehand, and matching the two would yield the best results. This very assumption of such esteemed organizations lays the foundation for the phenomenon like turnover intentions and turnover ultimately. Many examples can be cited from today’s scenario of work-life imbalance, midlife crisis, switching careers; this phenomenon indicates a fundamental error in the system, which can be tweaked to make a better work environment.

A new Approach: An individual has space where he operates; his environment and his traits constitute the space surrounding him. Depending upon the traits and the environment he is exposed to, an individual develops specific char-

acteristic ways for survival, which forms his personality. Researchers dealing in human behavior and personality have focused on this in three different contexts: the whole person, motivation and dynamics, and the individual differences. At the same time, psychologists like Allport (1937: 312) have argued that ‘the ever-changing nature of traits and their close dependence upon the fluid conditions of the environment forbid a conception that is over-rigid or over-simple.’. Other researchers have focused on smaller scales: what people do to situations in their everyday lives (Ickes et al., 1997), which have been referred to as situation management strategies (Rauthmann & Sherman, 2016). Such strategies include maintenance (maintaining the situation as it is), construal (uniquely perceiving or cognitively restructuring mental representations of the situation), evocation (usually unwillingly eliciting responses from others), selection (seeking or shunning certain situations), modification (actively changing an existing situation into something else), and creation (pro-actively generating an entirely new situation). The repeated utilization of such strategies may result in long-term developmental regulation and personality development (Caspi et al., 2005). Based on similar grounds, this paper proposes a new approach where the notion of personality development with time is given due weightage in the recruitment process. The model tries to give new insights into the way personality is viewed by the recruitment departments of an organization and has also contrasted the effects of both the views of personality: the static and the dynamic.

Personality is dynamic and changes over time.

The model works on the premise that personality is dynamic and changes over time; owing to this an individual's job and his personality can submerge within that

Fig. 1 Job and Individual as Separate Entities.

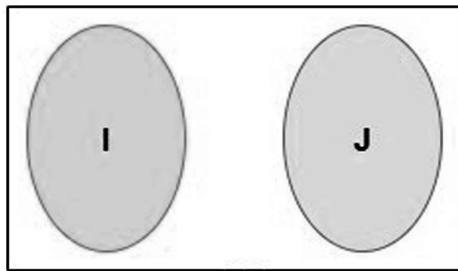
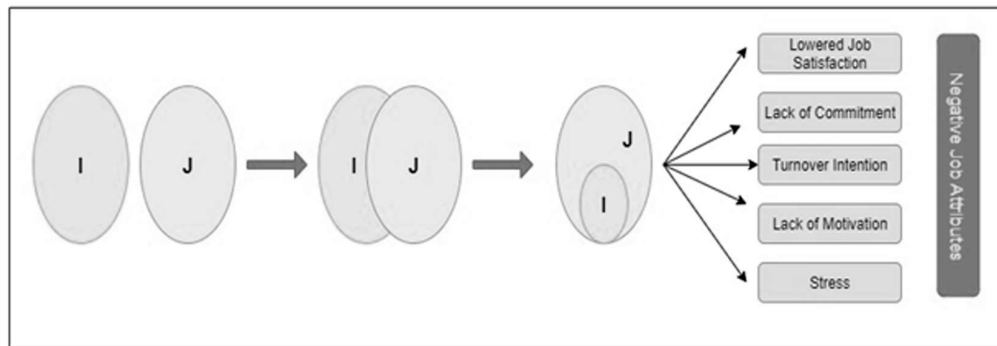


Fig. 2 Personality Viewed as a Static Process



Personality variations occur as a result of interaction between an individual's characteristics and his environment. Wrzus and Roberts (2016) discuss recursive sequences of triggering situations, expectancies, state/state expressions, and reactions (TESSERA), which account for incremental changes in personality as a result of everyday

period of change. The first figure shows no interaction between an individual and his job. The two operate separately and are least affected by the change in the nature of the other. Later the model presents a contrast between the job outcomes when personality is viewed as a static construct and when it is viewed as a dynamic construct.

Initially, I and J started to interact. With time the interaction deepens and one entity tries to overpower the other. Whether personality remains static over a period of time, or it changes, as discussed in this paper, will determine whether the individual will be submerged within his job i.e., I within J or otherwise job becomes a part of his life i.e., the submergence of J within I.

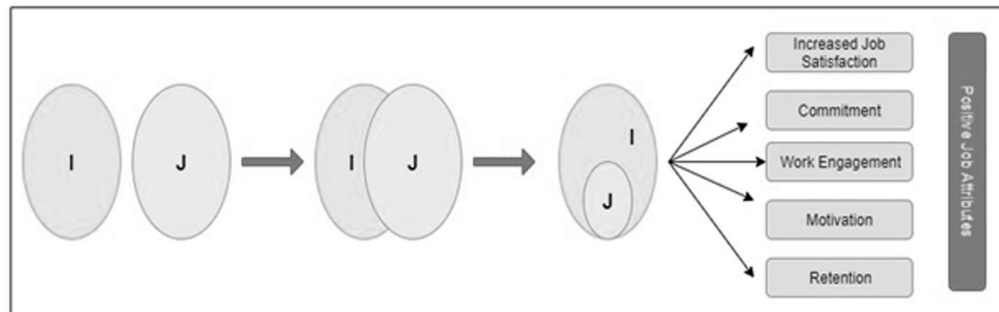
interactions. Similarly, when the individual starts to interact with his work environment on a day-to-day basis, personality changes. The nature of the job over a period of time remaining the same creates hindrances in personality growth, and this may motivate an individual to engage in job search behavior; the same personality, which was once fit for the job, will

not be committed towards it anymore. This approach has often been overlooked in previous research. The previous studies have primarily focused on investigating the best fit for the organization, assuming the matched personality will remain productive all through its tenure. This paper adds a new dimension to the existing literature by suggesting that personality is dynamic in nature and a recruitment system, based on making a match between personality and job type, will end up having less committed employees who have lower job satisfaction and thereby leading to higher turnover intentions and eventually higher turnover. Previous researchers have also found that frustration and dissonance are related to intention to quit and job search behaviors (Doran, Stone, Brief & George, 1991; Spector, 1997). Fig 2 depicts how once an employee joins his job, the interaction starts. The personality will

evolve with this interaction; but since this is overlooked, there will be no change made in the nature of the job. Thus, the individual will completely be subsumed in the job in order to cope up with the job. This may affect his wellbeing or may compel him to engage in job search behavior.

On the contrary, Fig. 3, pertaining to the approach of this paper, suggests that personality will evolve as it interacts with the environment. If this approach is implemented while recruiting employees, and instead of relying on making a match between personality type and job type, the focus will be shifted on working towards expansion of the nature of the job and will lead to a number of positive job outcomes. In this case, J will submerge within I, it will not be viewed as a job, but as part of the individual himself, thereby creating room for creativity and dedication.

Fig. 3 Personality as a Dynamic Process



Survival instinct has always driven human species to seek out ways to improve their quality of life - not only to live a life but a good life. Therefore, from the Palaeolithic era to the present, humans have grown and continue to evolve. The growth was not only witnessed in terms of participating in any work for the

sake of simple survival, but it was also seen in the nature of the work they are engaged in, whether related to their self-esteem or social status, as the hierarchy built its jungle. Starting from early times and considering primary jobs that people got engaged into like hunting, agriculture, laborer, had little to do with personal at-

tributes because people in such cases were paid not for the work they did but actually for the amount of physical labor they got engaged into. There was no contact between the work and the employee here, so the level of participation is almost non-existent. As one moves up the job ladder and as the role assigned to an individual becomes more skill-dependent rather than labor-dependent, the relationship between job and worker begins to evolve and expand. When skills are acquired, the relationship between I and J emerges; the greater the degree to which the work-required qualities are absorbed within the individual, the greater the interaction, which leads to job involvement/engagement. Our approach has been centred on higher-order occupations where talents are more important than labor, and thus worker engagement—the degree to which workers feel excited about their employment, are committed to the company and bring discretionary effort into their work—forms the model's core. Employee expectations have shifted in recent years. When an employee spends his or her expertise and resources in a career, he or she wants a return on his or her investment. George Homans' social exchange philosophy advocates the notion that all behaviors are the product of an exchange mechanism. The aim of this transaction is to optimise gains while minimising costs. Retaining top-tier talent has become more challenging. Organizations must work around the clock on employee retention plans in order to retain their workforce. According to studies, a company of committed workers recovers more rapidly from financial losses. Organizations that implement ef-

fective employee retention programmes are much more efficient at maintaining and recruiting top talent. When the workplace environment, as well as the evolving attitude of the worker, are considered, the characteristics of employee engagement may be worked on. According to the researchers, a human and his environment cannot be analysed separately. We should not research people and circumstances individually, but rather pay attention to their combined consequences (i.e., interactions) (John F. Rauthmann, 2017). The model here attempts to highlight the same situation, which illustrates how a person progresses from becoming completely uninvolved to eventually being interested in the work and then, on an optimistic note, attempting to get the job into oneself. The model attempts to understand how seeing the personality as a complex construct will lead to a situation in which the individual engrosses the job inside himself and thus works as a free-spirited being, as in the case of an artist, rising well above all organizational terminologies such as job frustration and attrition intentions.

Discussion & Conclusion

Approaches like this are not commonly employed, but a few organizations known for their work ethics and pool of development potential are observed adopting them. To begin, the concept of "Googliness" might be viewed as a guide for those who have the essential aptitude rather than a certain sort of personality. Googliness refers to the characteristics that a U.S.-based firm seeks in its employees before admitting them to the dis-

tinguished institution. In googliness, certain conditions are utilised, such as “doing the right thing—not doing anything that would harm or disadvantage others.” Second, striving for excellence—giving one’s utmost to whatever task is assigned. Keeping an eye on the horizon—striking a balance between long-term and short-term goals and assigning equal weight to each. Being optimistic means being one step ahead of the game and having the ability to evaluate problems from multiple angles. They go above and above to resolve any customer issues that occur. Doing something kind for someone without expecting anything in return—being nice to others without expecting anything in return. Being friendly and courteous to both friends and customers. Users and co-workers are cherished. Rewarding great outcomes, being humble and letting go of the ego (at times), being clear, candid, and realistic, and having a sense of humor.

In addition to googliness, simulation may be one option for minimising situational errors in personality evaluation with a personality test.

In addition to googliness, simulation may be one option for minimising situational errors in personality evaluation with a personality test. There are several advantages to using modelling in employee selection and labor effectiveness. Simulations are less susceptible to deception and psychological desire than self-reports. A participant in a simulation must demonstrate how they would be-

have in a job-related event utilising their technological skills, attitude, and cognitive ability (Boyce, Corbet & Adler, 2013). These characteristics might be utilised in addition to personality assessment. Looking for a certain characteristic for a specific function does not guarantee that the employee will retain that feature for the duration of his or her career with the organization. Furthermore, the individual’s task is changed. As a consequence, requiring attributes like those stated under “Googliness” for occupations can assure the selection of a focused workforce that can be honed and polished with preparation and coaching.

Despite the fact that we have a whole division of research devoted to the study of humans and their behavior, human behavior is complex, and its prediction is much more difficult. This paper attempts to collect knowledge about the organizational sector’s understanding of personality and to propose some of the explanations and how personality could be perceived as a dynamic construct. The paper attempts to provide a new perspective to the conventional notion of the person in relation to his work, arguing that the job should be perceived from the individual’s viewpoint rather than through the prism of personality typology. Personality, according to narrative, is a trait of one’s surroundings that grows through time. This opens up an entirely new world for recruiters to focus on and recruit in terms of “googliness,” which looks for aptitude rather than attractiveness. This will enable the organization to invest in its staff and establish long-term

employer-employee connections. Some of the outcomes of such a model include higher organizational involvement, work satisfaction, and high levels of optimism, all of which contribute to increased organizational success and decreased turnover intention.

Managerial Implications

It is important for an organization to grasp the human behavior-organization link in order for it to function properly and stand firm in a competitive market. Organizational behavior is one of the areas where thorough research has been performed to determine how a firm and its employees should work together to guarantee orderly and efficient operations. In this situation, we have a large number of fits that must be tested on a regular basis. The recruitment process examines an individual's temperament and, in certain circumstances, personality until they are hired. When an organization hires a person, it expects that his personality will remain constant throughout his life. This paper tries to explain how an individual's personality may change as a result of interaction with the environment. As a consequence, the preceding idea might be a predictor of turnover aim and subsequent turnover. According to this paper, seeing personality as a dynamic organization will contribute to the submergence of an individual's job within himself, decreasing the employee's pressure. Personality as a dynamic organisation would enable exploration and discovery. Organizations should perform simultaneous research of personality changes amongst individuals,

rather than focusing just on improving workplace working conditions, and regard all other elements as a consequence of the complex essence of personality. This would very definitely reduce the complete efforts that businesses undertake to discover where job opportunities and other factors are lacking, resulting in employee turnover or other unfavourable behavior. Keeping employees' characteristics in mind throughout time will assist the employee and the firm stand out as a significant institution in society.

Limitations

Certain criteria for the submergence of job within individual have been proposed in this paper. One such prerequisite is sufficient flexibility in the workplace, such as that enjoyed by self-employed persons. When we look at an organizational structure, we see that it is mostly hierarchical and may entail group work, which limits the variety of behavior that may be practised in this environment. This might potentially become an impediment to the paper's suggested idea. There is no recommended solution to this necessary flexibility. The paper also fails to provide any alternatives to personality tests that should be considered throughout the recruiting and selection process. These restrictions may be a focus for future study in this field.

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