

IMPACT OF PERSON JOB FIT, PERSON ORGANISATION FIT AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE

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Abstract *The present study aims to investigate the influence of three key independent variables – Person Job fit (PJ fit); Person Organisation fit (PO fit) and Job Satisfaction – on employee performance in the Darjeeling district of West Bengal. The participants are school teachers of Siliguri sub-division of Darjeeling district. The collected data has been analysed using multiple linear regression. The main objective is to discern the effect of PO fit; PJ fit and job satisfaction on the performance of the school teachers. The findings show a significant relation between PJ fit, PO fit and Job satisfaction, and teacher's performance. Enhanced employee attendance, reduced intention to leave and increased productivity are linked to strong alignment between employees and their jobs and overall organisational environment. The implication of these findings for educational institutes are profound, suggesting strategies to foster improved alignment between teacher attributes and skills, values and goals and organisational context, thereby enhancing overall teacher effectiveness and growth of the educational institutions.*

Keywords: *Person Job Fit, Person Organisation Fit, Job Satisfaction, Employee Performance*

INTRODUCTION

Every person possesses distinct qualities that set them apart from others. These individual characteristics, such as behaviour and traits, significantly influence how they interact and perform within an organisation. When individuals join a workplace, they bring with them a variety of differences, including their skills, personalities, values, emotions and moods. Organisations hire individuals who possess specific skills, knowledge, experience, personalities and values that align with the organisational goals (Sekiguchi, 2004). Workplaces thrive on the diversity individuals bring, encompassing unique skills, personalities, values and emotional attributes. The symbolic relationship between individuals and organisations involve a thoughtful matching process, ensuring a harmonious integration of diverse qualities for optimal performance and cohesion in the workplace.

Person Job fit refers to balance the abilities between the demand of a job and capabilities of an employee or desires of a person and attributes of a job (Sekiguchi, 2004). When alignment exists, leading to a strong PJ fit,

it significantly impacts job satisfaction, productivity and overall organisational success. This fit is intertwined with positive work attitudes such as satisfaction with the work environment, identification with the organisation and enhanced job performance.

The concept of Person Organisation Fit (PO fit) delves into the harmony between an individual's values, goals, and work style with the organisation's culture and values. A robust PO fit results in increased employee satisfaction, commitment and engagement while also curbing labour turnover within the organisation. Conversely, a poor PO fit brings about dissatisfaction, stress and de motivation among employees, leading to increased absenteeism, turnover rates and decreased productivity.

Job Satisfaction reflects the contentment of individual with various aspects of his job, work environment, fellow colleagues and tasks. Better job satisfaction is linked to high productivity, employee retention as well as improvement in the morale of the employee. This ultimately will lead to better employee performance. High job satisfaction among employees will help the employees to be motivated, committed and engaged to their job and workplace.

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Employee performance measures the effectiveness and productivity of the individuals within an organisation. It refers to the extent to which an employee successfully fulfils job responsibilities and requirements of a specific job. It involves evaluating and assessing the employees in the organisation which depends upon the satisfaction of the employees with the job, fit between the knowledge, skill and abilities of employees and job as well as between the personal values, goals and that of organisation.

Both PJ fit and PO fit play very crucial role in shaping employeesatisfaction,engagementandoverallorganisational performance. Ensuring a harmonious alignment between employees and their roles as well as the organisational culture, is indispensable for fostering a positive work environment and driving collective success. The intricate interplay between PJ fit, PO fit and job satisfaction lays a strong foundation for the employee performance. If

organisations prioritise these elements where individuals are focused on both their skills and knowledge as well their organisational value suited to that of the organisation, it will help in creating a positive environment where the employee performance will improve and it will lead to overall success of the organisation.

SIGNIFICANCE OF THE STUDY

The main objective of the study is to:

- Explore the relationship between Person job fit and employee performance.
- Understand the relationship between PO fit and employee performance.
- Examine the influence of job satisfaction on employee performance.

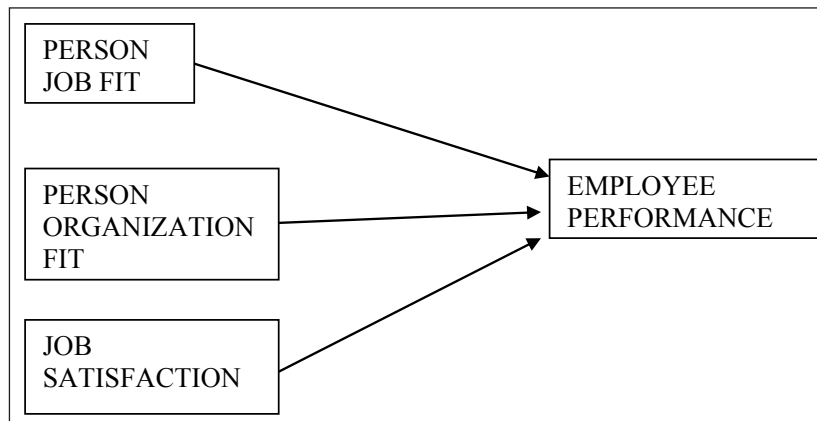


Fig. 1: The Conceptual Model

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The Relationship between Person Organisation Fit and Employee Performance

Person-Organisation (P-O) fit has been an important area of interest among both researchers and managers whose concern is the former and latter compatibility between people and the organisations where they prefer to work. P-O fit is defined comprehensively as the compatibility between people and organisations that occurs when at least one entity provides what other needs, or, when they share similar fundamental characteristic or both, in the model (Karakurum, 2005). Employee Performance is the extent to which an employee performs his/her task responsibly associated with the job role. The performance of the employees help the organisation reaches its objectives and also leads to overall success. Some researchers claim that if the values of the employee are better fit with values of organisation, the performance

of the employees are improved to a great extent (Johnson & Zimmerman, 2005). Miller et al. (2021) found out that PO professional fit was positively associated with Early Career Teacher's decision to stay or leave their school. A strong positive relation between Newly Qualified Teacher and school should be considered while hiring process. An employee performance evaluation is necessary for several reasons such as compensation, promotion, and employee training and feedback and personnel research. A happy worker is a productive worker. A high degree of commonality between the individual values of the employees and the organisational values will create culture and values with which the employees will feel comfortable and this in turn will reflect and be transferred in making of happy customers. (Farooqui & Nagendra, 2014). Noura et al. (2023) examines the interplay between P-O fit, organisational justice, job satisfaction and turnover intention, particularly within the context of Saudi Arabia. By investigating the mediating roles of organisational justice and job satisfaction, the study aims to deepen our understanding of factors influencing turnover intention. The findings are expected to offer valuable insights

for organisational policies and practices aimed at reducing turnover, enhancing employee well-being and improving organisational effectiveness. Wibowo and Aryoko (2024) confirm the study of employees of BPR Syariah in Indonesia that there is a significant influence of PO fit and perception on job characteristics on performance through mediator organisational commitment. According to Alieh et al. (2024), utilising the Person-Organisation (PO) fit theory, certain specific areas of misalignment, including technical skills, software proficiency and project management capabilities have also been identified. Yamazaki (2024) investigates the impact of person-organisation (P-O) fit dynamics, within Japan's lifetime employment and internal labour market context, on innovation stifling and the consequences of individuals expressing misfit concerns.

H1: There is Significant Relationship between Person Organisation Fit and Employee Performance.

The Relationship between Person Job Fit and Employee Performance

Person Job fit is the alignment of an individual's characteristics to the description of the job. Two primary conceptualisations characterise the research on Person Job fit. Need Supplies fit – it explains the fit between the need of the employees and supplied attributes of the job. If the job supplies fall short of the expectation of employees, it leads to negative consequences such as job dissatisfaction whereas when the supplies matches with needs of the employees, a positive fit can be observed. Demand Abilities fit – it occurs when the individual possesses the abilities to meet job requirements.

When the demand of the job is not in line with the abilities of a person, it results in negative consequences such as overburdened, dissatisfaction. Person-job fit had found to be positively related to job satisfaction, organisational commitment, employee performance (task performance and contextual performance), acceptance of job offer, tension reduction as well as intention to leave (e.g. Lauver & Kristof-Brown, 2001; Cable & DeRue, 2002; Saks & Ashforth, 2002; Cable & Edwards, 2004; Kristof-Brown et al., 2005). The study by Rajper et al. (2020) aims to understand the relationship between Person job fit (PJF), Person Organisation fit (POF) and Employee Job Performance (EJP). It also measures the relationship between POF and EJP as well as PJF and EJP among the staff of public health sector in Sindh. The results show that a correlation exists between the constructs – POF, PJF and EJP. PJF is positively related to EJP at 78% while POF is significant and positively related to EJP at 65%. Ariyani et al. (2023) in their study examines the relationship between person-job fit, job crafting and turnover intention among contract employees. It highlights the importance of aligning employee qualifications with job requirements and

providing opportunities for skill development to mitigate turnover intentions. The study contributes to existing research by emphasising the significance of both person-job fit and job crafting in reducing turnover intention among contract employees. Merdiaty (2024) examines the relationship between PJ fit and employee engagement with meaningful work as a mediator among regional bank employees in Indonesia. PLS-SEM was incorporated to find out that work engagement was directly impacted by PJ fit and indirectly by meaningful work.

H2: There is Significant Relationship between Person Job Fit and Employee Performance.

The Relationship between Job Satisfaction and Employee Performance

An empirical research has demonstrated that employees who experience high level of P-O fit and P-J fit show high level of commitment and satisfaction, and are more likely to exhibit positive emotions to the organisation's actions and behaviour towards them thus encouraging good employee performance. (Cable & DeRue, 2002). An employee who has a good fit both including organisational commitment and job abilities and skills, are more content with their job and in turn exhibit high performance. The success of any organisation lies mostly in the quality of employees being hired by the organisation. If the employee's skill, knowledge and abilities match up to the specifications of the job as well as values of the organisation, the employee's satisfaction is improved which in turn reduces the absenteeism rate and improves productivity? This ultimately leads to higher profits and prolonged survival in the economy and improves the overall image of the organisation. Ellis et al. (2017) found out that high level of Person Organisation fit and Person Job fit were linked to higher satisfaction among the teachers. Safia (2015) aims to study the value of PO fit to the organisation and examine the impact of PO fit on employee job satisfaction as well as impact of PO fit on employee performance and employee commitment. The results showed that there is a strong person organisation fit between organisational value and individual values. There is 99% strong correlation between PO fit and employee's job satisfaction. The finding further supported that there is significant relationship between PO fit and job performance and also PO fit and employee commitment. Ohlson (2018) aims to study the relationship between PJ fit and PO fit with the employee's sense of job satisfaction and turnover intention. The results show that job satisfaction was positively related with PJ fit as well as PO fit whereas intention to leave showed a negative correlation among the same. Narimawati et al. (2023) stated that individual job suitability, job satisfaction, organisational commitment and intention to move were directly or indirectly linked to lecturer performance behaviour. Su and Jiang (2023)

examine the relationship between work-family conflict and job satisfaction among female university teachers in China, highlighting the challenges posed by balancing work and family responsibilities. Drawing from conservation theory, the study proposes a moderating mediation model, finding that work-family conflict negatively impacts job satisfaction, mediated by job burnout, while perceived organisational support mitigates this effect. Juari (2003) in this study investigates the relationship between talent management, labour force participation, job satisfaction, Organizational Citizenship Behavior (OCB) and Person-Organisation (P-O) fit. Drawing upon previous research, it highlights the positive impact of talent management and P-O fit on job satisfaction and OCB, emphasising the mediating role of P-O fit in the relationship between talent management and employee outcomes.

H3: There is Significant Relationship between Job Satisfaction and Employee Performance.

The existing literature emphasises the importance of PO fit, PJ fit and job satisfaction showing there is perceived relationship but lacks empirical evidence to support the claim. The research gap identified from the provided text underscores the need for further empirical research that rigorously examines the relationships between P-O fit, P-J fit, job satisfaction and employee performance. The present study has been conducted to address this research gap and to the best of knowledge of the authors is a maiden attempt in India.

METHODOLOGY AND DATA COLLECTION

The researcher used an online survey to collect data for this study conducted in Darjeeling district of West Bengal. The survey was designed using Google Forms. It consisted of 40 questions, including multiple-choice questions and took approximately less than 10 minutes to complete. The respondents were school teachers affiliated to West Bengal Board of Secondary School Education (WBBSSE) from Siliguri sub division of the Darjeeling district of West Bengal. Four schools were taken into consideration and selection of school teachers were through simple random sampling. The questionnaires were sent to 100 respondents, out of which 65 school teachers responded and met the requirements. There were 32 male teachers and 33 female teachers who responded. The demographic variables included were gender, age, marital status and experience of participants.

Most of the respondents had completed their post-graduation after B.Ed programme. All were highly qualified. Employees with higher educational backgrounds desire a better job, position, respect and salary (Prawitasari, 2016).

About 30% of the sample study had been in their institution for more than 10 years, 32% had been for more than 5 years and less than 10 years while 38% had been in the institution for 3–5 years. Longer the length of service, more will the individual be aligned with the goals and value of the organisation and also gain more expertise in their role. However, these relationships depend on other factors too such as personal development, organisation culture, changing job roles, etc.

Measures

We used these measures for each variable in the study, where responses are obtained using a 5-point Likert-type scale ranging from 1 = strongly disagree to 5 = strongly agree.

- Person-Organisation Fit (POF): Person-Organisation Fit scale by Person Organisation fit Scale (Netemeyer et al., 1997).
- Person Job Fit (PJF): Person Job fit scale by (Brkich, Jeff & Carless, 2002).
- Job Satisfaction: Job Satisfaction scale by Job Satisfaction index (Thompson & Phua, 2012).

Data Analysis

The data collected from the survey was exported from Google Forms and regression analysis was conducted using Microsoft Excel and SPSS.

RESULT

Table 1: Descriptive Statistics

	Minimum	Maximum	Mean	Std. Deviation
PJ	25.00	45.00	33.785	5.683
JS	24.00	40.00	32.308	3.992
PO	23.00	40.00	32.477	4.476
EP	28.00	45.00	38.508	3.850
Valid N (listwise)				

Table 1 illustrates the descriptive statistics of the variables, including the mean and standard deviation. As shown in the

table, the employee performance is the highest with a mean of (38.5077), followed by the other variables.

Regression Analysis

Table 2

	F	P	R Square
PJF-EP	14.079	0.001	0.170
POF-EP	17.049	0.001	0.200
JS-EP	35.779	0.001	0.352

As displayed in Table 2, the regression analysis result indicated that person-job fit affects employee performance ($p = 0.001 < 0.05$). Person-job fit was found to contribute to the employee turnover by 0.170 (17.0%). This result indicates that teachers whose job suits their knowledge and skills exhibit good employee performance. When employees' quality, aptitude, and skills align with their job, they may perform their job well.

The regression analysis result also indicated that Person Organisation fit affects employee performance ($p = 0.001 < 0.05$). It contributed to the employee performance by 0.200 (20.0%). In other words, when individuals values and goals match up to that of the organisation, their performance level increase.

The regression analysis result also indicated that job satisfaction affects employee performance ($p = 0.001 < 0.05$). It contributed to the employee performance by 0.352 (35.2%). In other words, when a teacher is satisfied and content with his job, his performance level improves.

DISCUSSION

The results above show that there is a significant relation between Person Job fit and Employee Performance, Person Organisation Fit and Employee Performance and Job Satisfaction and Employee Performance. Recognition of these fits is crucial for enhancing overall employee performance and organisational productivity. Employers should prioritise understanding the compatibility of employee needs with job and organisational requirements. Simultaneously, efforts should be directed towards refining these alignments for existing staff, aiming to mitigate issues like absenteeism and labour turnover, ultimately fostering a more stable and productive work environment. These insights underscores the importance of strategic personnel management practice for fostering teacher satisfaction and optimising educational outcomes in the context of the schools of West Bengal. Further studies can be done taking vast area into consideration and also show how the mediating effect of job satisfaction have an influence on employee performance with Person Job fit and Person

Organisation Fit as independent variables. Various types of schools (government schools and private schools) could also be taken into consideration for further research.

CONCLUSION

The present study sheds light on the intricate dynamics of person job fit, person organisation fit and job satisfaction and their impact on the performance of school teachers in West Bengal. The paper concludes that there is a significant relation between Person Job fit and Employee Performance, Person Organisation Fit and Employee Performance and Job Satisfaction and Employee Performance. When the recruitment procedure is carried out, the independent factors - PJF, POF and Job Satisfaction should be taken into consideration to improve the performance of the employees. The employers should focus on the skills, capabilities and expertise of an individual to have a good set of performers. Also the employers should take care of the values and goals of an individuals and be aligned with that of an organisation. Job satisfaction equally plays an important determinant of enhanced employee performance. Optimal alignment between teachers, their respective schools and teaching roles heightened satisfaction and reduced intentions to leave. Recognition of these fits is crucial for enhancing overall employee performance and organisational productivity. Overall, the application of research on PJ fit, PO fit, and employee performance can inform various HR practices and organisational strategies aimed at enhancing employee-job and employee-organisation alignment, improving performance outcomes and promoting a positive work environment. By leveraging insights from research in these areas, organisations can better recruit, develop and retain talent, ultimately leading to improved organisational effectiveness and success.

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