

## Person Job Fit and Person Organization Fit in Educational Institutions: Keys to Organizational Success

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### ABSTRACT

In the modern era, the growth of the organization is not confined to only the financial aspect but the outlook has changed that the reputed organizations are those which value their employees in terms of their needs and play a significant role to draw a compatibility between employee and their job, organization, environment. The paper aims to significantly emphasise the relevance of person job and person organization fit as the key components for the success of the organization. Decreased absenteeism, low intention among the employees to leave as well as improved productivity has been associated with a good fit between the employee and its job as well as employee and its organisation. It also overviews the relevance of the Person job fit and Person Organization fit in the field of education by over viewing the behavioural traits of a teacher in order to fit with their teaching job and school. A positive fit among teacher and its job brings teaching satisfaction among them, thereby improving the teaching learning outcome among students. The paper further explains the concept of various fit theories in the dimension of Organization Behaviour including Person Job fit, Person Organization fit, Person Supervisor fit, Person Family fit, Person Group fit and Person Environment fit.

**Keywords:** *Person Job fit, Person Organization fit, Job Satisfaction, Intention to leave, Employee performance.*

Every individual has his /her own unique characteristics which make them different from the rest. It is their behaviour and traits which affects how they behave and perform in an organization. Individuals bring a number of differences to work in terms of their unique skills, personalities, values, emotions and mood. The organization, too, hire these individuals who have certain skills, abilities, personalities, values to match to the description of job.

Person job (PJ) fit is the degree to which an individual's knowledge, skills, abilities match to the specific requirements of a job. A person placed in the right job as per his knowledge, skill and abilities will result in better job satisfaction, productivity and overall organizational success. This process of Person job fit evaluates individual's knowledge, skill and abilities

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## Person Job Fit and Person Organization Fit in Educational Institutions: Keys to Organizational Success

(KSA) against the job requirements to determine a good fit. Person job fit is related to a number of positive work attitudes such as satisfaction with the work environment, identification with the organization, job satisfaction and job performance. A success of the organization largely depends on the behavioural performance of the employees in the organization. These performances of the employees, in turn, are dependent on the satisfaction of the employees which ultimately leads to the root that an employee needs to be placed in roles aligned with their skills and abilities in an organization.

The bigger picture also contributes to the fact that an employee who is satisfied with his organization in terms of value, culture, perception, leads to a better result. Person Organization (PO) fit is a concept that describes the degree of compatibility between an individual and organization. It refers to the extent to which an employee's value, goals and work style are in alignment with those of the organization. With a good Person Organization fit, employees are more satisfied, committed and engaged in their work, it also reduces the labour turnover in the organization. With poor PO fit, employees may feel dissatisfied, stressed and experience a lack of motivation which in turn leads to higher rate of absenteeism, turnover and decreased productivity.

The PO fit of job applicants can be assessed during the hiring process by examining their values, personality trait and style of working. In the organization itself the existing employees 'PO fit can be improved by creating a work environment including appropriate training and developmental opportunities and aligning the organizational goal with the individual goals of the employees.

A survey by Robert Half, a staffing agency, showed that 91% (U.S.) and 90% (Canadian) managers reported that a fit between an employee and organization culture is more important than its skills and experiences. Deloitte's Talent 2020 report reveals that 72% of employees who feel their talents are being utilised, plan to stay while among the employees who plan to leave, 42% do not believe their skills are being utilised effectively.

The success of any organization lies mostly in the quality of employees being hired by the organization. If the employee's skill, knowledge and abilities match up to the specifications of the job as well as values of the organization, 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 organization.

### **STUDY OF RELATED LITERATURE**

A good fit between an employee's skill, knowledge and abilities and specifications of job demand is very crucial in the modern era. A balance of right person at right job at right time and right place makes the selection process complete and fulfilled leading to an efficient workforce in the organization. Some of the studies done on person job fit and person organization fit are:

Ermis et al. (2021) has investigated the role of PJ fit and PO fit in the field of education. 'PO fit scale' developed by Netemeyer (1997) and 'Perceived PJ fit scale' was used on Turkish academicians. The study establishes a positive correlation between PO fit and PJ fit and the latter is a predictor of the first. It further highlighted that the gender criterion did not play much role in this sector of education.

## **Person Job Fit and Person Organization Fit in Educational Institutions: Keys to Organizational Success**

A study by Miller and Young (2021) found out that the PO fit perception of first year teachers with their colleagues was the strongest predictor of teacher retention.

Miller et al (2021) aims to find that 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.

The study by Rajper et al.(2020) aims to understand the relationship between Person job fit(PJF) , Person Organization 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%.

Sarah 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.

Ellis et al. (2017) found out that high level of Person Organization fit and Person Job fit were linked to higher satisfaction among the teachers.

Bhat et al. (2016) aims to examine the direct and indirect relationship between employee training and performance with Person Job fit acting as a mediating role. Structural Equation Model using PLS approach was used. The results confirmed that the employee training is directly related with an improvement in individual's job performance. The study also found that job fit did not mediate the effects of training on employee performance. Five-point Likert Scale was used for all the scale measurement. Training was found to effect the perception of person job fit which in turn was found to influence employee performance to a significant extent.

Safia(2015) aims to study the value of PO fit to the organization 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 organization fit between organizational 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.

Grogen and Youngs (2011) explains how teacher's mobility is related to teacher's perception of 'fitting in' with the goals and values of the organization, job requirements and their close colleagues. The study was a multinomial logistic regression model. The results showed that a good fit with the school leads to lower intention to leave as well as a positive fit between Early Career Teacher and their close colleagues leads to decrease in teacher turnover.

Carrie Anne Rodger (2000) aims to study whether PO fit is predictive of job choice decisions above and beyond PJ fit. The second objective of the study assessed the perceived PO fit as a hidden construct of four dimensions including value congruence, goal

## Person Job Fit and Person Organization Fit in Educational Institutions: Keys to Organizational Success

congruence, personality/ climate congruence, need/supplies fit. A correlational research design was used to promote transparency. Likert scale was used to measure the points on various fits. Structural model in EQS was used to confirm that the four dimensions were indicators of perceived PO fit. The perceived PO fit predicted job choice intentions more than PJ fit which in turn was found to influence PO fit.

Sakila aims to examine the relationship between PO fit and its impact on job satisfaction in IT sector in Chennai. The findings stated that PO fit is a construct of competitiveness, social responsibility, supportiveness, innovativeness, rewards, performance orientation and stability. It concluded that more positively the respondents fit with the organization, more positive will the job satisfaction level be.

### ***Objective of the Paper***

The present study aims to understand the concept of person job fit and person organization fit. The paper focuses to synthesize and analyse the existing research on the concepts of PJ fit and PO fit with a special emphasis in the field of education. This research paper is an attempt of exploratory research, based on the secondary data sourced from websites, journal, articles that helped to study the relevance of Person Job fit and Person Organization fit among the organizations in the modern era.

### ***PJ fit and Education***

Person Job fit refers to the degree of alignment of person's knowledge, skills, abilities with the requirements of a job. When it comes to teachers in schools, PJ fit plays a vital role for the success of both the teacher as well as the school. The various factors or attributes that establishes a good fit between Teacher and job includes:

- *Educational Qualification* – A degree of teaching job indicating a teacher is eligible to teach a particular subject in his / her expertise shows the minimum requirement to assess a good teacher job fit.
- *Styles of teaching*- A teaching style of a teacher in alignment with the culture, value and philosophy of school shows a good fit between teacher school fit.
- *Subject area*- A teacher expert in a particular field given a job to teach in the same field will lead to good fit between teacher and its job.
- *Personality trait* – A teacher need to be patient, compassionate and organised which reflects the characteristics of a teaching job.
- *Training and Development*- Regular trainings through workshops, developmental programmes, seminars bring the individual development of teachers in line with the development of the schools thereby leading to a good fit between teacher- school.
- *Age group (students)*- Teachers may prefer educating young children, middle school students or higher school students. A job with a preferred age group will bring overall job satisfaction.
- *School Culture* – The culture, value, philosophy of school has to be in line with the teacher's own unique culture, value and philosophy to create a positive teacher school fit theory.
- *Interpersonal skill*- Skill requirement such as communication skill, lectureship skill, conflict resolution skill would indicate a better fit among the teachers.
- *Passion for teaching*- A passionate teacher will understand his student and can go beyond boundaries in explaining the concepts related to his subject. He cares about his student and is more likely to be a good fit for a school.

## Person Job Fit and Person Organization Fit in Educational Institutions: Keys to Organizational Success

- A positive teacher job fit leads to job satisfaction among teachers which can have a positive impact on the teaching learning outcomes of a student and overall success of a school.

### **DIFFERENT FITS IN ORGANIZATIONAL BEHAVIOUR**

**Person Job fit** – An 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 match 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 Organization fit**- According to A. L. Kristoff (1996), PO fit is defined as compatibility between people and organizations that occur when a) at least one entity provides what is the need of the other and they share similar fundamental characteristics or both. PO fit refers to the level of compatibility between an individual and the organization in which they work in terms of values, goals, personality and cultural fit.

- *Values* refer to the stable life goals that people have. Values are established throughout one's life as a result of accumulating life experiences and tend to be relatively stable.
- *Goals* – the specific targets set by the organization has to be in alignment with the individual goal.
- *Personality* refers to the stable feelings, thoughts and behavioural pattern a person has. The five big personality traits include: Openness, Conscientiousness, Extraversion, Agreeableness, Neuroticism
- *Cultural fit*- refers to how well an individual's values, beliefs and behaviours align with those of a particular organization or community.

A good PO fit leads to satisfied employees, committed and loyal employees and low absenteeism and turnover in the organization.

**Person supervisor fit** – A degree of compatibility between an employee and employer. It refers to how well their styles of work, values and goals are in sync with each other. Regular communication and feedbacks between the employees and supervisors can help improve the degree of fit between employee and its supervisor. According to a report by Robert Half (2019), among the 28 U.S. cities in the study, Sacramento (66 %) and Miami and Tampa (58%) had most of the workers leaving their job because of poor bosses or supervisors.

**Person family fit** – is a degree to which a person's values, goals and personality traits match with those of their family members. A good fit between employee and his family members are more likely to understand and support each other and live together in harmony which in turn leads to family mental peace among the employees.

**Person group fit** – is a degree to which the person's skills, abilities and personality traits match the needs and culture of a particular group or community they are working with. A

## Person Job Fit and Person Organization Fit in Educational Institutions: Keys to Organizational Success

good person group fit can mutually help the employees and their group to have increased job satisfaction, improved performance and greater overall success.

*Person environment fit* – is defined as the compatibility between individuals and their environment. A study by Yu (2013) found that individuals prefer consistency in their job, wish to have control over their life, reduce the level of uncertainty and also strive for happiness and satisfaction. A good person environment fit ensures the same.



*Fig 1. Different types of Organizational Fits*

### CONCLUSION

On the basis of available literature in this field, it is observed that PJ fit and PO fit are the needs of the organization which cannot be overlooked any further. Without these fits, an organization can never be able to retain its employees in the organization for long time and ultimately will lead to its decline. A good fit among the teacher -school and its teaching job leads to increased satisfaction and lower intention among the teachers to leave the school. In order to improve the employee performance and productivity of the organization, these fits have to be considered well. It is important for employers to take note of compatibility of the employee needs with that of the job and organization and also simultaneously improve the fits for existing employees in order to reduce absenteeism and labour turnover.

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## Person Job Fit and Person Organization Fit in Educational Institutions: Keys to Organizational Success

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### **Conflict of Interest**

The authors show no conflict of interest regarding this research paper.

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