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The Impact of Person organization Fit on Job Satisfaction and Performance of the Employees

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Abstract

Human Resource is considered to be a vital source of growth for the organizations, for best utilization of human resource it is essential to align the knowledge, skills and abilities possessed by the employees with the assigned roles in the organization. The present study reveals the relationship between person organization fit, job satisfaction and job performance. This study indicates that there is a relationship between person organization fit and job satisfaction and job performance. While the relationship between job satisfaction and job performance is also positive. Person organization 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).

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1. Introduction

Human Resource Management has drawn closer to be acknowledged as an intrinsic part of management, which is concerned with the human wealth of an organization. Objective of HRM is to maintain better human relations in the organization by the evaluation of policies, procedures and application, development and program relating to human resources to make effective their involvement towards the recognition of organizational objectives.

Human Resource Management helps in obtaining utmost individual development, effective working connection between employers and employees, employees and employers, and desirable molding of human resources. It is the recruitment, selection, utilization, development, motivation and compensation of human resources by the organization.

Humans are the widely accepted the most important asset of the organizations. Organizations use humans as strategic tool of competence. To drive best out of human resource it is essential to give them the task that is best suited to their efforts or competences. This study will add knowledge to existing body of knowledge by showing that how person organization fit affect job satisfaction and on job performance.

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 organization 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).

Person-organization (P-O) fit has been an area of interest among both researchers and managers during recent years whose concern is the antecedents and consequences of compatibility between people and the organizations in which they work. Literature on consequences of P-O fit has demonstrated significant relationships with important individual outcome variables such as job satisfaction, organizational commitment, performance, which will be explored in detail in the following sections.

Because of its relationship with individual outcome variables, P-O fit has important implications for selection practices of organizations, which is analyzed in the literature on antecedents of P-O fit. In terms of selection practices, P-O fit research is concerned with examining the phenomenon of hiring people for organizations not only for jobs (KSAs) (Chatman, 1989). Therefore, it offers a more comprehensive and flexible approach to employee selection.

The focus of this study will be the consequences of PO fit. Schneider's (1987) Attraction-Selection-Attrition (ASA) framework can be regarded as a milestone in the beginning of P-O fit research. According to this framework,

individuals are not randomly assigned to situations, but rather they seek out situations that are attractive to them. Finally individuals will be selected to be a part of that situation and help to determine the situation by remaining in that situation.

Schneider uses this framework in explaining the functioning of an organization. He argues that organizations are one situation that people are attracted to, selected to be a part of and remain with, if they are a good fit with the organization, or leave, if they are not a good fit with the organization. ASA framework can be placed within supplementary fit since it proposes that people and organization are attracted to each other based on similarity.

The concept of POF is not new in management's field. The roots can be traced back in 1950s in the work of organizational behavior scientist (Muthusamy, 2009). With the passage of time and a move in the focus of human resource management towards ensuring enjoyable working conditions for employees to reduce turnover and enhance performance level, many variables including person-organization fit received theoretical and empirical attention (Chernyshenko, *et al.*, 2009).

The concept of Person-Organization Fit (POF) deals with the congruence between the employee's own personal values and the values of the organization, according to the employee's perception.

Harris and de Chernatony (2001) were more specific regarding the relations between the POF and brand success, by determining as follows:

- The greater the congruence between the corporate values and the corporate brand values, the better is the brand performance;
- The greater the congruence between the employees' personal values and the corporate values (the POF), the better is the brand performance;

2. Objectives of the study

The overall objective of this study is to analyze the effect of person-organization fit and organizational performance. The objective of this study is:

- To identify the relationship between Person organization fit and Job Satisfaction.
- To identify the relationship between Person organization fit and Job performance.
- To identify the relationship between Job Satisfaction and Job performance.
- To identify that how Person organization fit effects on Job satisfaction and job Performance.

3. Significance of the Study

This study is important for several reasons: First, this study enabled the analysis of the relationship between P-O fit and several outcome variables in a public organization.

Second, it took into account major issues regarding the measurement of P-O fit by focusing on analyses at both the individual-level and cross-level as well as measuring fit by using different measurement methods in the literature; correlation, sum of differences, sum of absolute value of differences, sum of squared differences.

Third, the study investigates the effect of P-O fit on both attitudinal and behavioral outcome variables. Job satisfaction and organizational commitment are attitudinal outcome variables, while job performance is a behavioral outcome variable.

Fourth, it analyzes organizational commitment at three different levels; affective, normative and continuance commitment. By this way, whether each type of commitment is affected uniquely by the match between personal and organizational values can be analyzed. As noted previously, unique antecedents for each type of commitment has been clarified by some researchers.

Fifth, it analyzes job performance at two levels; task performance and contextual performance. By this way, whether each type of performance is affected uniquely by the match between personal and organizational values can be analyzed.

4. Job Satisfaction

Job satisfaction is how content an individual is with his or her job.

Job satisfaction refers to one's feelings or condition of mind according to the nature of work. Job satisfaction could be inclined by various factors such as kind of organization Policies, Supervision, Administration, salary and quality of life. However it is concluded in research (Porter, 1962; Smith, Hulin, Kendall 1969) that job satisfaction illustrates it is the difference between what people expect from the job and what they get in actual.

Job satisfaction is also visualized as an in general ranking or as the summation of numerous isolated dimensions of job distinctiveness (Stamps & Peidmont 1986; Mueller & McCloskey 1990; Traynor & Wade 1993).

5. Job Performance

Job performance means the effectiveness of employees activities that make a payment to organizational goals (McCloy, Campbell, & Cudeck, 1994; cf. Motowidlo, 2003). Employee perceptions about his tasks and

responsibilities were not associated to employee's self-ranking of his very own performance. (Lawler & Hall, 1970). Researchers present the job importance as a subjective ruling and interpersonal interactions, in the hunt for to enhance the job performance (Griffin, 1983).

Previous studies examined the organizational performance, effect on productivity, efficiency and employee turnover (Huselid 1995), and financial performance (Huselid, *et al.*, 1997). The goal of any organization is to enhance higher financial performance or maximization of wealth for the shareholders (Becker and Huselid, 1998). Delery (1998) indicated organizational performance indices such as:

- Effectiveness - if the firm meets its objectives.
- Efficiency –if the firm uses minimum resources to achieve its objectives.
- Development –if the firm is developing their requirements to meet future opportunities and challenges.
- Satisfaction –satisfied all the internal and external members of the firm.
- Innovation - for product and processes.
- Quality - high product quality.

6. Person organization Fit and Job Satisfaction

P-O fit has a significant effect on Job satisfaction. According to (Smith et al -1969), various researches put forward that, in general, Job satisfaction is powerfully inclined by employees' assessment of the job and assignments they execute, which are the vital components of P-J fit. Researchers concluded in their researches that p-O fit and P-J fit should co-relate to evaluate job satisfaction. (Schneider & Nygren 1970; O'Reilly, 1977; Hollenbeck, 1989; Chatman et al, 1994) Because the both variables the person job fit and the person organization fit have strong impact on job satisfaction. Enlighten of job satisfaction usually put emphasis to measure it in individual are according to work nature or organization factors (Mortimer-1979).

Nevertheless, when remuneration or rewards are controlled job values will relate indirectly to the job satisfaction. Employees who have high value assured then they feel more dissatisfied with job. Then, those do not think the characteristics more important. Therefore, it is concluded that there is no only definite job characteristics but also the perceptions of employee, which is, connected with the satisfaction levels.

7. Person organization Fit and Job Performance

According to the literature in this relation, P-organization fit and Job performance there is contradictionary results overall. A happy worker is a Good Worker, (<http://ezine.com/activites>) the practical aspect status of the argument that the inter association of job performance among job satisfaction especially greater for greater self-esteem

workers than for those who have low self-esteem; the co-relation between job satisfaction and performance is explained directly by different researchers.

Job satisfaction has a positive impact on Job Performance



Job satisfaction is somehow essential that the tasks and responsibilities assigned to the employees must match his or her competences. The tasks which are not suited to the abilities of employees will lead towards job dissatisfaction. With the rewards and benefits that determine the level of job satisfaction, job fit is also important variable that leads to job satisfaction. Job satisfaction is thus ultimate leads to the job performance. When a person is having responsibilities that best match his abilities, he will perform the satisfactorily and shows the greater results or higher performance. So Human Resource managers must be aware of this fact, they must consider employee's capabilities while drafting the job descriptions of their employees.

A high degree of congruence between the individual values of the employees and the organizational values may create culture and values with which the employees will feel comfortable, and when the brand values that the management wishes to transfer to the customers reflect the organizational culture and values, the employees will perceive these values as congruent with the organization's values and will be more ready to transfer them to the customers. This readiness of employees is promoted by a high POF, while a high POF means a higher commitment and willingness to do extra work for the organization. As a result the customers will perceive the brand values similarly to the way the employees perceive them; as a consequence the brand positioning will be strengthened.

8. Summary

This paper will be useful as an insight for the organization to manage P-O fit effectively through the process of hire, communication and socialization to find high degree of PO fit which in the future will have a highly compatible between employees and the organization. Intervening culture and comprehensive training conducted by the organization will develop better attachment between employee and the organization. Organization which is successfully measure the ideal condition and actual situation of culture and values will be able to develop action plan to narrow the gap and improve employee P-O fit. A clear career development management process for the employee will reduce turn over, career development and career planning have a great impact on whether organizations can meet corporate goals and individuals meet personal goals. Only those organizations that negotiate careers will survive into the next century, while maintaining diversity in employees assists in keeping the organization fluid to external market demands. Focusing on both the individual and the culture of the organization in which employees share the organization's values will be more likely to help the larger causes of the organization

and at the last the role of the leader will be critical had significant effects on employee“ motivation, commitment and employee’s trust in the leader.

From the above study it is evident that for the job satisfaction it is somehow essential that the tasks and responsibilities assigned to the employees must match his or her competences. The tasks which are not suited to the abilities of employees will lead towards job dissatisfaction. With the rewards and benefits that determine the level of job satisfaction, job fit is also important variable that leads to job satisfaction. Job satisfaction is thus ultimate leads to the job performance. When a person is having responsibilities that best Person Organization fit is the compatibility of individual values of the employee and values of the organization.

Employees will like to work in organizations where they feel that the values of the organization are aligned with their own values and also organizations will try to recruit those employees whose values are consistent with the values of the organization match his abilities, he will perform the satisfactorily and shows the greater results or higher performance. So Human Resource managers must be aware of this fact, they must consider employee’s capabilities while drafting the job descriptions of their employees.

In summary, the current literature review suggests that P-O fit remains a strong factor in determining Person organization Fit, Job Satisfaction and Performance of the Employees... Overall, despite the ever-changing work place and shifts in generational work attitudes, person-organization fit remains a significant influence in determining Job Satisfaction and Performance of the Employees.

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