

## The Impact of Person Job Fit on Job Satisfaction and its Subsequent Impact on Employees Performance

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**Abstract:** *Humans Resource is considered to be a vital source of growth for the companies, for best utilization of human resource it is indispensable 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 job fit, job satisfaction and job performance. This study studied and analyzed the responses of 251 respondents from various universities in twin cities i.e. Islamabad and Rawalpindi. Results indicated that there exists relationship between person job fit and job satisfaction and job performance and the result is positive. While the relationship between job satisfaction and job performance is also positive.*

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

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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 as contrasted with substantial resources. It is the recruitment, selection, utilization, development, motivation and compensation of human resources by the organization. The HR function provides momentous support and guidance to line management. The maintenance, attraction and development of far above the ground caliber people are a foundation of competitive advantage for our enterprise, and are the responsibility of Human Resource Management.

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. In general job demands typically contain the skills, abilities and knowledge (SAKs) is necessary to perform at the job and the suitable fit is essential between the two (Caldwell & O'Reilly, 1990; Sackett, 1996 & Wilk). Researches indicated that job fit leads to job satisfaction which is ultimately a way to employee performance. (Schneider & Nygren 1970; O' Reilly, 1977; Hollenbeck, 1989; Chatman et al, 1994).

## 2. Significance

### 2.1 For Researchers / Academia

As there is no such significant research in literature which shows the relationship between Person Job fit, Employee satisfaction and job performance and in Pakistani scenario there is no such research. This study will add knowledge to existing body of knowledge by showing that how person job fit affect job satisfaction and on job performance.

### 2.2 For Managers/Universities

This study will guide for managers to understand the phenomena of Person job fit in order to keep their fitment of job competencies against individual characteristics to deliver the quality education to their organization and thus making them a tool of strategic competence.

## 3. Research Question

1. Is there any relationship between Person job fit, Job satisfaction and Job performance?
2. How Person job fit affects on Job satisfaction?
3. How Person job fit affects Job performance?
4. How Job satisfaction affects on Job performance?

## 4. Research Objectives

The objectives of current study are;

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

## 5. Literature Review

### 5.1 Person Job Fit

Edward (1991) described the P-J fit with its two perspectives: first one is need-supplies and second is Demand-Abilities. Factors of "Needs Supplies Perspectives" contain the wants of individuals' attributes and characteristics of the job that may well gratify those wants. Individuals' wants contain Goals (Shaw, Locke, Saari & Lathan, 1981), Psychological Needs (Lofquist & Dawis, 1984), Interests (Hansen & Campbell 1981) and values (Locke, 1976), Pay (Lawler, 1981) and other job attributes. The "Demands Abilities Perspective" contains the demand for job that is necessary to do the job and individual's abilities that can be equivalent to the job requirement.

In general job demands generally contain skills, abilities and knowledge (SAKs) is necessary to complete at the job (Caldwell & O'Reilly, 1990; Sackett, 1996). Abilities contain experience, employee' aptitude, knowledge and skills (French Caplan, & Harrison, 1982 Dawis & Lofquist, 1984; O'Reilly & Caldwell, 1990). In recruitment and selection process tactics to judge the P-J Fit are resumes, interviews, tests, reference checks and several of other selection tools (Webel & Gulliland, 1999).

### 5.2 Job Satisfaction

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.

Stress and dissatisfaction of job creates susceptibility to leave the job and high turnover rates.(Cavanagn 1990, Lrvine & evans 1995) (Coffin & Cavanagh 1992)

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).

### 5.3 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 perception's 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).

In research conclusions job performance is positively relate to the social information processing and job design (Hackman & Oldhan, 1976; Salancik & Pfeffer, 1978). Job design examiners concluded in their research work that significance of redesign the job is directly relate to job performance and perceptions of task significance(Mowday & Steers 1977).

### 5.4 Person Job Fit and Job Satisfaction

P-J 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). Kalleberg with Griffin and Losco (1977;1978;1980;198) incorporated the following explanations in social action approach, (why it has been incorporated)

- 1- The employees fill the targeted nature for the jobs (e.g. job feature, Structural job and its extent of control).
- 2- Motivation of the employees and the subjective analysis of job features.
- 3- Job rewards and values are major independent (self-governed) variables of job satisfaction, which directly related to satisfaction. 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. Rewards for employees (job rearwards) for example, pay, promotion, and job security etc. are directly inter-associated with job satisfaction. (Vroom 1964; Nord 1977; Taber and Seashore 1975; Farrell & Rusbult 1981:).

*H1: Person Job Fit has a positive impact on Job Satisfaction.*

### 5.5 Person Job Fit and Job Performance

According to the literature in this relation, P-J fit and Job performance there is contradictory results overall. (Sexton, 1967) described in his research that there is no association was originate between P-J fit on "Need for Achievement" and job performance nor involving P-J Fit on "job Enrichment" and Job performance. (Cherington and England, 1980). Therefore, when P-J fit has been outfitted as compare of employee's skills and job demand with personality. So here, the direct relationship of P-J fit among the job performance comes in progress. (Ivancerich 1979) verified that performance of employee is highest when his/her willingness for decision making coordinated the sum of decision making on hand on the job. In addition, (Caldwell and Reilly 1900) conclude that managers' performance was more than their abilities and skills fit the summary necessary for the job.

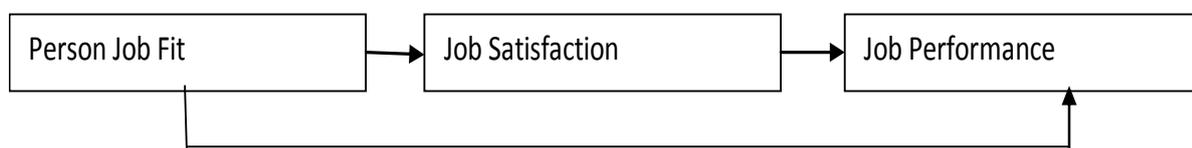
*H2: Person Job Fit has a positive impact on Job Performance*

### 5.6 Job Satisfaction and Job Performance

Endeavoring to be aware of the temperament of job satisfaction and its consequences on job performance is difficult. Organizational and industrial researcher has been grappling with difficulty of the relationship between job satisfaction and job performance for minimum 50 years. Psychologist and researchers have put a considerable effort to demonstrate these two are directly related in meticulous manners; "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 specially 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. "Korman 1976,1977, 1988" and others "Greennews & Bassin, 1974; waters & Roach 1972, Weiner 1973" give advance determined support to argue this research. However when we define job satisfaction theoretically, it comes to know that, it have including cognitive, effective, dimensional, and conative components. So that in general job satisfaction cannot epitomize all attitude dimensions adequately and does, it cannot foresee job performance sufficiently. Cummings and Schwab agree with this concept that "performance implication may well differ depending upon the type of satisfaction under studies 1970 p.423".

*H3: Job satisfaction has a positive impact on Job Performance*

## 6. Theoretical Framework



### 6.1 Dependent Variable

Job Satisfaction and Job Performance

### 6.2 Independent Variable

Person Job Fit

## 7. Study Design and Methodology

### 7.1 Sample & Procedure

This research scrutinizes the relationship between P-J Fit, Job satisfaction and Job Performance. The industry we choose to investigate the association between variables, is educational institutes - universities. The research investigation based on statistics collected from various universities, including SZABIST, IIUI, Bahria, QAU, FJWU & NUST.

A total of 357 structured questionnaires are conveniently distributed among the above mentioned randomly selected universities. Out of 357 questionnaires 251 are returned. The response rate is 70.5%. The number of respondents responded from different universities are as follow;

Name of University	Questionnaire Distributed	Responses Collected
SZABIST	70	38
International Islamic University	100	81
NUST	50	39
Bahria University	50	41
Quaid-e-Azam University	50	31
FJWU	37	21
<i>Total</i>	<i>357</i>	<i>251</i>

### 7.2 Sample Characteristics

The sample consists of 58.96 % male and 41.04 % female. 25.9% of the employees are in the age bracket of 21-25 years. 27.5% are in the age bracket of 26-30 years. 29.5% are in the age bracket of 31-35 years. 8.8% of the respondents belong to the age category of 36-40 years. While 8.4% are above from 40 years.

57.4% have the work experience of 7 years or less. 26.7% fall in the category of 8-14 years. 13.1% have the work experience of 15-21 years. While remaining 2.8% have work experience above 22 years.

Only 60.6% have above 16 Years of education and remaining 39.4% have completed 16 years of education. The following table shows the detailed characteristics of population studied.

		Frequency(f)	Percentage	Cumulative Percent
Age	21-25	65	25.9%	25.9
	26-30	69	27.5%	53.4
	31-35	74	29.5%	82.9
	36-40	22	8.8%	91.6
	Above 40	21	8.4%	100
Gender	Male	148	58.96%	59
	Female	103	41.04%	100
Qualification	Bachelors(under 16 years)	99	39.4%	100
	Masters(16 years)	152	60.6%	60.6
Work Experience (Years)	0-7	144	57.4%	57.4
	8-15	67	26.7%	84.1
	16-22	33	13.1%	97.2
	22 above	7	2.8%	100

Table 1 - Sample Characteristics

## 8. Findings and Conclusion

### 8.1 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Age	251	.00	4.00	1.4502	1.19353
Education	251	.00	1.00	.3944	.48970
Experience	251	.00	3.00	.6135	.81857
Gender	251	.00	1.00	.4104	.49288
Job Fit	251	3.80	5.00	4.2112	.30964
Job Satisfaction	251	4.00	5.00	4.1303	.31003
Job Performance	251	3.70	5.00	4.2562	.32716

### 8.2 Reliability Analysis

Table – 2 shows the Cronbach's Alpha of the variables which shows the reliability of the data. The values show that the data is highly reliable.

#### Reliability Analysis

Variable	Cronbach's Alpha
Person Job Fit	0.774
Job Satisfaction	0.905
Job Performance	0.736

Table 2 - Reliability Analysis

### 8.3 Correlation Analysis

Table -3 shows that a positive but weak correlation exists between three variables i.e. job fit, job satisfaction and job performance as evidenced through table. Correlation values between job fit and job satisfaction is  $r = 0.110$ , job fit and job performance is  $r = 0.230$  and between job satisfaction and job performance is  $r = 0.201$ .

#### Correlations

	Age	Education	Experience	Gender	Job Fit	Job Satisfaction	Job Performance
Age							
Education	**0.386						
Experience	**0.489	**0.711					
Gender	-0.043	*-0.143	0.048				

Job Fit	0.066	-0.019	0.027	0.012	<b>0.775</b>		
Job Satisfaction	0.013	-0.037	0.032	-0.021	0.110	<b>0.905</b>	
Job Performance	0.012	-0.066	0.001	-0.015	**0.230	**0.201	<b>0.736</b>

*Independent Variable: Job Satisfaction*

\*\*Correlation is significant at the 0.01 level (2-tailed).

\*Correlation is significant at the 0.05 level (2-tailed).

#### 8.4 Regression Analysis

In Table where independent variable is job fit value of R square is 0.012 depicting that the variation in Employee satisfaction and job performance is explained up to 1.2% through variation in job fit which shows that job fit is very weak predictor of job performance and employee satisfaction in the universities.

##### Regression Analysis (A)

	R Square	B	F	t	P
Person Job Fit	0.012	0.110	3.039	13.771	0.083

*Dependent Variable : Job Satisfaction*

In Table where independent variable is job satisfaction value of R square is 0.041 depicting that the variation in job performance is explained up to 4.1% through variation in job satisfaction which shows that job performance is predicted by job satisfaction.

##### Regression Analysis (B)

	R Square	B	F	t	P
Person Job Fit	0.053	0.230	13.898	11.897	0.000
Job Satisfaction	0.041	0.201	10.510	12.455	0.001

*Dependent Variable : Job Performance*

#### 9. Conclusion & Recommendations

From the above research 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 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.

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