

“Combined effects of person job fit and organization commitment on attitudinal outcomes such as job satisfaction and intention to quit”

Saqib Ilyas

UCP Business School, University of Central Punjab, Lahore, Pakistan.

saqib.ilyas@gmail.com

Abstract:

This research examines the relationship between person job fit, job satisfaction, job commitment, intention to quit. We hypothesized that person job fit is positively related to job satisfaction and negatively related to intention to quit. We also hypothesized that organizational commitment moderated the relationship between person job fit and outcomes. Data were collected from (N=170) employees of various organization of Pakistan. Results of our research suggest that organizational commitment moderates the relationship between person job fit and intention to quit. Whereas organizational commitment does not moderate the relationship person job fit and job satisfaction.

Keywords: Person-job fit, Job satisfaction, Intention to quit, Organizational commitment.

Introduction:

Person job fit, job satisfaction, intention to quit and organization commitment have been the topic of many studies but our research is providing new perspective regarding mentioned variables particularly in context of organizational behavior. The main purpose of our research is to identify organizational behavior through person job fit and its outcomes job satisfaction and intention to quit and organizational commitment as moderator.

According to Edward, 1991 “Person job fit is a fit between the abilities of a person and demands of the job and needs of the person and attributes of the job”. Job satisfaction is defined as “an affective variable that results from an assessment of an individual’s job experiences” (Brown & Lent, 2005).while intention to quit is described as the power of an individual’s belief that he or she will stay with or leave the organization in which he or she is presently employed(Boshoff, VanWyk, Hole&Owen,2002;Elangovan,2001).Organizational commitment is defined as “Multidimensional in nature, involving an employee’s loyalty to the organization, willingness to exert effort on behalf of the organization, degree of goal and value congruency with the organization, and desire to maintain membership” (Mowday, Steers, and Porter, 1979).

The significance of this research is that it will help managers to maintain an environment that will help employees to create compatibility with his/her abilities that match with the job and in turn increasing job satisfaction and reducing intention to quit. Moreover increased organization commitment will result in positive outcomes such as satisfaction and person job fit.

Literature review:

Person job fit:

According to Arora,(2000) person job fit is defined as “The extent to which the dispositions,abilities,expectations and performance contributions of an individual worker match the job demands, situational demands, expectations available and available Rewards of a particular job”(p.326).“Person job fit is a fit between the abilities of a person and demands of the job and needs of the person and attributes of the job” (Edwards, 1991).Person job fit is a type of person environment fit and the two basic domain of person job fit are: demands-abilities fit and supplies-values fit. Demands abilities fit occur when employees knowledge, skills and abilities are matched with the requirement of job

whereas supplies-values fit occur when employees needs, desires are fulfilled by the job which they perform (Brown, Zimmerman & Johnson 2005; Kristof, 1996).

The factors that can influence on person job fit are applicant self selection, employee selection procedure (Sekiguchi, 2006). The consequences are improved job performance, low intension to quit and job satisfaction (Edward, 1991). The insignificant level of person job fit leads to individual stress, low performance and frustration among employees (Arora,2000).

Outcomes

Job satisfaction:

According to Eskildsen,(2000) job satisfaction is defined as “Maintain a work environment conducive to the well-being and growth of all employees and how they measure employee satisfaction” (p.581).Job satisfaction can be defined as an affective variable that results from an assessment of an individual’s job experiences” (p.180, Brown & Lent, 2005).There are mainly three factors which focuses on job satisfaction and dissatisfaction, namely physiological, environmental and psychological (Hoppock, 1935). Job satisfaction is a positive attitude if an employee is satisfied then he will promote willingness and commitment towards his job (Gowda, 2009).Job satisfaction has an important linkage with the success of an organization (Tella,Ayeni&Popoola,2007)

One of the most important job satisfaction determinants is the relation between an employee and his supervisor (Callaway, 2007). Attractive work and encouragement from the leaders make an employee satisfied and on the other hand the factors that lead to job dissatisfaction are poor interaction between employee and supervisor (Etuk, 1989). Job satisfaction is a positive attitude when an employee is satisfied the outcomes are willingness and commitment towards his job (Gowda, 2009).

Intention to quit:

Intention to quit is defined as the power of an individual’s belief that he or she will stay with or leave the organization in which he or she is presently employed (Boshoff, Van Wyk, Hole & Owen, 2002; Elangovan, 2001). There is a linkage between job satisfaction and job performance to an individual’s intent to quit the organization (Glissmeyer, Bishop & Fass, 2007) .

Many variables are affiliated employee turnover, it is typically recognized that job satisfaction, job commitment and intention to quit are the most important antecedents of employee turnover (Elangovan, 2001). If Person job fit increases then employee’s intent to quit will decrease and employees are more committed towards organization. (Henry, 2005).

Organization commitment:

Organization commitment can be defined as “Multidimensional in nature, involving an employee’s loyalty to the organization, willingness to exert effort on behalf of the organization, degree of goal and value congruency with the organization, and desire to maintain membership” (p.95, Mowday, Steers & Porter, 1979).Organizational Commitment has the strong relation between employee and organization.(Buchanan, 1974). There are three types of organizational commitment. Affective commitment, continuance commitment, and normative commitment. (Meyer & Allen, 1991).In Affective commitment the main focus is on emotional attachment, identification, and involvement of the employee with his organizations goal.” (Mowday et al., 1979)Continuance commitment enhances the employee commitment with his organization and makes it difficult for the employee to leave the organization (Reichers, 1985).Normative commitment is “the generalize value of loyalty and duty”(Weiner, 1982)

Person job fit and outcomes

Person job fit strongly influences the coworker’s satisfaction and relation between Person job fit and job satisfaction is positive. If Person job fit increases then employee’s intent to quit will decrease and employees are more committed towards organization. (Henry, 2005) Perception of person job fit in any organization strongly influences the number of outcomes such as job performance and job satisfaction. Person job fit plays very essential role in organization to increase the level of job performance and organizational commitment (Caldwell, David, O’Reilly, Charles, 1990; Silverthorne, 2004).Number of formal job information sources and self esteem has a positive impact on Person Job Fit that leads to job satisfaction and lowers the intention to quit (Saks & Ashforth, 2006). On the basis of above literature our study hypothesized that

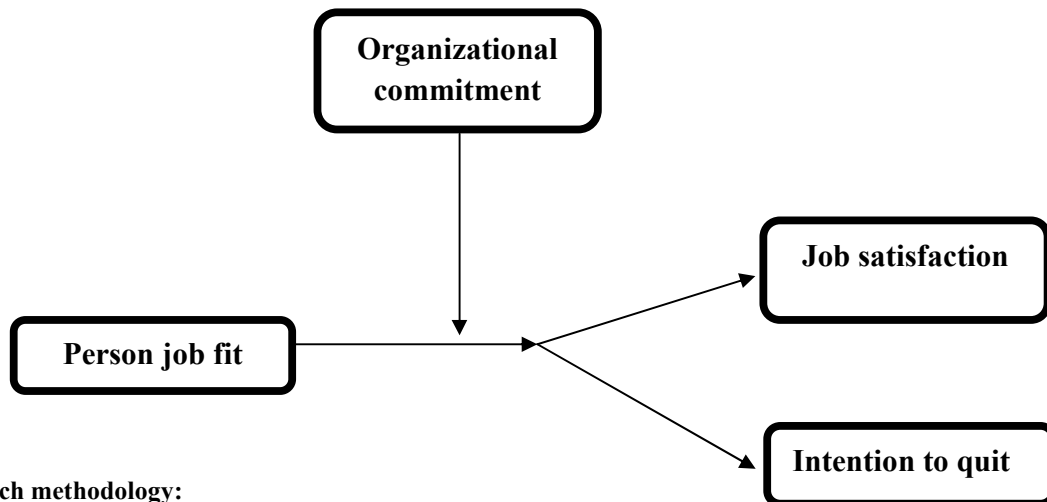
Hypothesis 1 Person job fit is positively related with job satisfaction.

Hypothesis 2: Person job fit is negatively related with intention to quit

Organizational commitment as moderator:

According to Baron & Kenny (1986) moderator has a capability to influence the relation between independent variable and dependent variable. When there is person job fit then there will be job satisfaction and in turn intention to quit will be low, so we can say that organization commitment influences this relationship and we can hypothesize that:

Hypothesis 3(a) is organizational commitment moderates the relationship between person job fit and job satisfaction. Hypothesis 3(b) is organizational commitment moderates the relationship between person job fit and intention to quit.

Model:**Research methodology:****Sample and Procedure:**

The survey procedure is consist of 11 different organizations from one of the organization is telecommunication and six were schools and universities. One of the organizations is well known textile mill and three were banks and insurance companies. At the top of the questionnaire we clearly mentioned the objective of our conducted research and ensure that any information obtained during this research, will remain highly confidential.

We have distributed 250 questionnaires among above mentioned organizations, we received 200 questionnaires in which some questionnaire were unfilled and some were unusable and we left with sample size of 170 with 68% response rate. The mean age of respondents were 33.66 with (S.D=9.42) in which 45% were males and 55% were females. This shows that female participation growth is increasing day by day in different organizations as compared to reported 6 % female participation by (Raja, Johns & Ntalianiset, 2004).

Measures:

All the measurement of the items is collected through self reportation and the respondents respond on the 5 to 7 point likert scale. The medium we used for this questionnaire is English and we did not translate the questions into Urdu because English is medium in almost all the organizations and some studies are also conducted in Pakistan that used the English as a medium of questionnaire and not translate into Urdu (Raja et al., 2004).

Person job fit:

Person job fit were measured by Michael Kennedy, B.A (2005) .6 Item scale. The response were made on the seven point scale from 1=strongly disagree to 7= strongly Agree. A sample question is "My abilities and training are a good fit with the requirements of my job". Cronbach's alpha of this scale is (0.9).

Job satisfaction:

Job satisfaction were measured using Agho, Price and Mueller(1992).6 item scale and we used the five likert scale 1= strongly Disagree to 5=strongly Agree. A sample item is “I feel fairly well satisfied with my present job”. Cronbach’s alpha of this scale is (0.74).

Intention to quit:

Intention to quit was measured using Cammann,Fichman,Jenkins & Klesh(1982).03 item scale and response were on the five point scale ranging from 1= strongly Disagree to 5=strongly Agree. A sample item is “I often think about quitting this job””. Cronbach’s alpha of this scale is(0.7).

Organization commitment:

Organization commitments were measured Meyer and Allen (1997) 21 item scale. The response were made on the seven point scale from 1=strongly disagree to 7= strongly Agree. A sample question is “I would be very happy to spend the rest of my career with this organization”.. Cronbach’s alpha of this scale is (0.7).

Control variable:

As one-way Anova showed that among the demographics only organization has a significant effect on the dependent variable therefore we controlled the organization.

Results:

Table 1 shows the mean, standard deviation, correlation and reliabilities are given in parenthesis. Person job fit is positively correlated with job satisfaction($r = .65, p < 0.001$) and it support our hypothesis 1. Second hypothesis person job fit is negatively correlated with intension to quit ($r = .017, N.S$) which is not proved.

TABLE 1
MEAN, STANDARD DEVIATION, CORRELATION AND RELIABILITIES

Variables	Mean	SD	1	2	3	4	5	6	7	8	9
1.Age	33.6647	9.42171									
2.Designation	12.2294	9.41611	-.543**								
3.Qualification	3.7647	.72401	.184*	-.237**							
4.Experience	9.0853	8.63717	.935**	-.604**	.168*						
5.Organization	4.0824	2.75729	-.442**	.733**	.069	-.509**					
6.Js	3.7304	.71153	-0.24	0.091	-0.59	-0.83	0.046	(.748)			
7.I2q	2.9294	1.05546	-.148	-0.19	.017	-.189*	-0.008	-.135	(.7)		
8.Pjf	5.2784	1.16656	.053	-.006	.024	.016	-.087	.651**	.017	(.9)	
9.oc	4.6756	.57506	.108	-.050	-.016	.054	-.144	.519**	-.017	.587*	(.7)

Regression Analysis:

The main purpose of regression analysis is that it confirms the direct relationship of variables. In the first step of regression analysis we control organization as a control variable because it significantly affects the dependent variables. In second step we take person job fit as an independent variable.

Job satisfaction:

The first hypothesis predicts that person job fit has a positive relation with job satisfaction and it is supported by ($\beta = .65, p < 0.001$).

Intention to quit:

The second hypothesis predicts that person job fit has negative relation with intention to quit and it is not support by the regression analysis. ($\beta=.02$, N.S.)

Table 2

N=170 Organization was used as a control variable. *** $p<.001$, ** $p<.001$, * $p<.05$

Regression Analysis for PJF AND Outcomes

Predictors	<i>JS</i>			<i>I2Q</i>		
	β	R^2	ΔR^2	β	R^2	ΔR^2
Model 1:						
Main effects						
Step 1						
Control Variable(Org.)		.001			.001	
Step 2						
PJF	.65***	.42	.42	.02	.001	.001

Moderation analysis:

We predict that organizational commitment moderates the relationship between person job fit and its outcomes such as job satisfaction and intention to quit. In order to check the existence of moderator we firstly created interaction term. In step one we control organization and in second step we added the independent variable (person job fit) and moderator (organization commitment).In the last we added the interaction term.

Existence of organization commitment as a moderator between person job fit and job satisfaction:

Organizational commitment does not moderate between person job fit and job satisfaction because the beta in front of the interaction term is insignificant ($\beta=.83$, N.S.)it rejects our hypothesis.

Hypothesis 3(a) organizational commitment moderates the relationship between person job fit and job satisfaction.

Existence of organization commitment as a moderator between person job fit and intention to quit:

Organizational commitment moderates between person job fit and intention to quit because the beta in front of the interaction term is significant ($\beta=1.77$, $p<.01$) and it supports our hypothesis.

Hypothesis 3(b) is organizational commitment moderates the relationship between person job fit and intention to quit.

TABLE 3
RESULT OF MODERATOR REGRESSION ANALYSIS

	JOB SATISFACTION			INTENTION TO QUIT		
	β	R^2	ΔR^2	β	R^2	ΔR^2
STEP1 Control variable		.00			.00	
Step 2 Independent(Pjf) Moderator(Oc)	.52*** .22**	.46	.46***	.04 .04	.00	.00
Step 3 Interaction term (pjf*oc)	.83	.47	.01	1.77*	.03	.03*

N=170 Organization was used as a control variable. ***p<.001, **p<.001, *p<.05

Discussion:

The main purpose of our research is to analyze the organizational behavior through person job fit, organization commitment, job satisfaction and intention to quit. Our total hypotheses are three. Our 1st hypothesis person job fit has a positive relation with job satisfaction is proved. While our 2nd hypothesis person job fit has a negative relation with intention to quit is not accepted. The hypothesis 3(a) organizational commitment moderates the relationship between person job fit and job satisfaction is not proved but the hypothesis 3(b) Existence of organization commitment as a moderator between person job fit and intention to quit: is proved.

Limitation:

We have collected data from one specific city Lahore having same culture. We have taken organizational commitment as a whole variable rather than taking into its three dimensions i-e affective, continues and normative commitment.

Future directions:

In future this model can be tested in various cultures and outcomes. We have discussed job satisfaction and intention to quit as dependent variable and in future the outcomes can be changed as job performance and organizational commitment and perception of politics can be discussed as moderator.

Bibliography

Adeyinka Tella, C. A. (2007). Work Motivation, Job Satisfaction, and Organisational Commitment of Library Personnel in Academic and Research Libraries in Oyo State, Nigeria. *Library Philosophy and Practice*, 1-16.

Amy I. Kristof-Brown, R. D. (2005). Consequences of individuals' fit at work; a meta analysis of person-job, person-organization, person-group, and person-supervisor fit. *Personnel psychology*, 281-342.

Amy I. Kristof-Brown. (1996). Person-organization fit; and integrative review of its conceptualizations, measurement, and implications. *Personnel psychology*, 6-10.

Amy I. Kristof-Brown. (2000). Perceived applicant fit; distinguishing between recruiters' perception of person-job and person-organization fit. *Personnel psychology*, 643-659.

- Arora, R. (2000). *Encyclopaedic Dictionary Of Orgainzation Behaviour*. Sarup & Sons .
- Buchanan, B. (1974). Building organizational commitment: The socialization of managers in work organizations. *Administrative Science Quarterly* , 533-546.
- Daniel M.Cable, D. S. (2002). The Convergent and Discriminant Validity of Subjective Fit perception. *Journal of Applied Psychology* , 875-884.
- E, E. M. (1989). job attitude of junior staff in Nigerion University libraray. *Annals of Library science and Documentation* , 41-47.
- Elangovan, A. R. (2001). Causal ordering of stress, satisfaction and commitment, and intention to quit... *Leadership & Organization Development Journal* , 159-165.
- Judge, L. M. (2004). Employee Attitudes And Job Satisfaction. *Wiley Periodicals, Inc.* , pp. 395-407.
- Meyer, J. A. (1991). A Tree-component conceptualitazation of organizational commitment. *Human Resource Management Review* , 61-89.
- Mowday, R. S. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior* , 224-247.
- Michael Glissmeyer, J. W. (2007). Role Conflict, Role Ambiguity, And Intention To Quit The Organization: The Case Of Law Enforcement Officers'., (pp. 458-469). Mexico.
- R, H. (1935). *Job satisfaction*. New York: Harper and Brothers Publishers.
- Sekiguchi, T. (2004). Person organization fit and person-job fit in employee selection:A review of the literature. *Osaka Keidai Ronshu* , 179-196.
- Reichers, A. (1985). A review and reconceptialitziion of organizational commitment". *Academy of Management Review* , 465-476.
- Steven Douglas Brown, R. W. (2005). *Career development and counseling:putting theory and research to work*. John Wiley and Sons.
- Bibliography Weiner, Y. (1982). Commitment in Organization: A Normative View. *Academy of Management Review* , 418-428.