

## SUSTAINING PERSON ORGANIZATIONAL FIT

Arfat Ahmad<sup>1</sup> and Dr. Riyaz Ahmad Rainaye<sup>2</sup>

<sup>1</sup>Research scholar, University of Kashmir, India  
Email: arfat.ahmed77@gmail.com

<sup>2</sup>Associate Professor, University of Kashmir, India  
Email: rizrainayee@yahoo.com

### ABSTRACT

*In today's technological environment, organizational attributes in matching person-organization are regarded as important for business survival and growth. As such, dynamic nature of a business organization directly or indirectly, affects person-organization fit. In essence this present paper explores the contribution of antecedents which are associated with the sustainability of person-organization fit. Person-organization fit has been correlated with training, working environment, remuneration and communication. The results reveal that training, working environment, remuneration and communication are major sources of sustainability of person-organization fit.*

**Keywords:** Person Organizational Fit, Training, Work Environment & Remuneration

### INTRODUCTION

When people join organisations they do so with the hope of finding their new jobs rewarding and satisfying. Furthermore, they hope to feel comfortable and get along well with their employer. In essence, "people select environments that fulfil their needs" (Cable and Judge, 1996: 294), where they feel they will 'fit'. Fitting the employees' with job and organizational demands some catalysts that could influence the level of employees' work engagement ( Siti et al., 2011). In fact the main problem of almost every business organization is not only ensuring person- organization fit but to persist it. This is because employees, who fit well with the job and organizational demands, continue enhancement in knowledge, skills, and abilities that motivate them to highly engage in their work role through effectively accomplishing work goal.

### LITERATURE REVIEW

Person-organization fit represents the level of compatibility of an employee with employee workplace. It also reflects a level of fulfilled aspirations and expectations of the work environment in its broad sense (Eran 2007). Person-organization fit takes place when the organization fulfils employee's needs, when the employee possesses and demonstrates the abilities to meet organizational demands (Kristof, 1996). Therefore the essence of management in this regard is to streamline the "compatibility between people and

organizations by analyzing how individual characteristics meet the demands of work environment (Munchinsky and Monahan, 1987). Specifically, characteristics include knowledge, skills, and abilities (KSAs) (Edwards, 1991) which required for meeting the demands of job.

Kristof (1996), building on Muchinsky and Monahan's (1987) theoretical paper, identified that fit could also be complementary. As the term suggests, complementary fit is said to exist when where the organisation meets the individual's needs in some way (needs-supplies fit) whereas in organisational complementary fit, the individual provides the organisation with key skills, knowledge or abilities for example, that the organisation is in need of (demands-abilities fit). Again these definitions indicate the importance of management practices with reference to congruence between employee and employer. Meanwhile, the organization will fulfill the employees' needs by providing salary and benefits

The findings of the study by Eran et al., (2007) demonstrate that this fit is important and that matching the individual with the policy and strategic view of the private organization may be useful in explaining job satisfaction, organizational commitment, and service climate. The importance of fit in social life and its implications for the study of performance was further advanced by Molm (1997) who suggested that those who better fit the organization will tend to develop positive perceptions towards their social and work environment.

Autry and Wheeler, (2005) suggest that, Organizations must choose the best training programs to fit the strategic goals of the organization that will differentially influence employee perceptions of P-O fit). Training takes many forms. Some training is quite informal in nature, consisting of having experience employees take new employees under their wings to show them how to do the job in question. Training is used not only to prepare new employees to meet the challenges of the jobs they will face, but also to upgrade and refine the skills of existing employees.

Again, compensation systems may act as signaling devices to job seekers, affecting job and organizational attractiveness by providing information about less visible organizational attributes (Gerhart & Milkovich, 1992; Rynes & Miller, 1983). Rynes (1987) suggested that "compensation systems are capable of attracting (or repelling) the right kinds of people because they communicate so much about an organization's philosophy, values, and practices".

Siti, (2011), suggests that employees need to enhance their level of knowledge, skills and ability in order to fit with job and organization's demands. However, the study conducted by Sutarjo (2011) provides insight for the organization to manage P-O fit effectively through the process of communication and socialization to find high degree of PO fit which in future will have a highly compatible between employees and the organization. The study further posits that the organization which is successfully measure the ideal working conditions will be able to develop action plan to narrow the gap and improve employee P-O fit and at the last the role of the leader will be critical and had significant effects on employee " motivation, commitment and employee's trust in the leader.

## **OBJECTIVES OF THE PRESENT STUDY**

Organizations supply financial, physical, and psychological resources as well as the task-related, interpersonal, and growth opportunities that are demanded by employees. When

these organizational supplies meet employees demands, needs-supplies fit is achieved. Similarly, organizations demand contributions from their employees in terms of time, effort, commitment, knowledge, skills, and abilities. Demands-abilities fit is achieved when these employee supplies meet organizational demands (Sitrajo 2011). Keeping these arguments in view this paper examine the extent to which training, remuneration, commutation and working environment helps organization to ensure the sustainability and persistence of person-organization fit. This study examines the relationship between training, remuneration, commutation and working environment and person organization fit. The central issue of this study is to assess the relative influence of selected antecedents on the person-organization fit.

## RESEARCH FINDINGS

The correlations in Table 1 show that meaningful statistical relationships are among dependent and independent variables understudy. All but working environment were found to have highly significant correlation with the dependent variable person organization fit. These findings support that training, remuneration, communication and working environment could enhance person-organization fit.

Correlations					
	1	2	3	4	5
Person-Organization Fit	1				
Training	.587**	1			
Remuneration	.716**	.637**	1		
Communication	.739**	.472**	.555**	1	
Working Environment	.481**	.397*	.453**	.634**	1

**Note:** \*\*. Correlation is significant at the 0.01 level (2-tailed), \*. Correlation is significant at the 0.05 level (2-tailed)

With reference to Table 2, the model variables were able to explain .65% of the observed variations in person-organization fit ( $F = 19.247$ ). All the variables, which include training ( $\beta = 0.132$ ), remuneration ( $\beta = 0.381$ ), communication ( $\beta = 0.508$ ), and working environment ( $\beta = 0.066$ ) have significant and positive relationships with person-organization fit.

Independent Variables	$\beta$	$R^2$	F	Sig.
Training	.132	.658	19.247	.000
Remuneration	.381			
Communication	.508			
Working Environment.	.066			

**Note:** a. Dependent Variable: FIT

## CONCLUSION

For skill-driven jobs such as manufacturing and warehouse positions, a systematic and comprehensive training program will result in greater fit with the organization. It is suggested that providing employees with the knowledge, skills, and abilities needed to excel on the job through training programs, remuneration, effective communication and flexible

working environment may enhance fit. Since these independent variable were able to explains high variance of ( $R^2 = .658$ ). It is therefore believed that there are sources of organisational fit, originating mainly from organisational procedures, policies or practices and management interventions. Again, significant positive correlation among dependent and independent variable reveal that employees who fit with their job and organization, could get influence by the managerial orientation and attitude toward training, remuneration, communication and working environment. The variable under study confers the tools for both complementary fit on part of the organization which in turn could lead to the supplementary fit.

## LIMITATION

Although this study has generated some interesting findings, its limitations need to recognise. The study was conducted on a fairly small scale. Because limitations of the sampling and the small number of participants, it is not known as to what extent the findings from this study are generalizable. It is possible that the findings are specific to the call centres HR Division or to the HR profession. In order to establish whether this is in fact the case, further research with a larger, more diverse sample would be more profitable.

## REFERENCES

1. Autry, C.W. and Wheeler, A.R. (2005), "Post-hire Human Resource Management Practices and Person-organization Fit: A Study of Blue-collar Employees" , Journal of Managerial Issues, Vol. 17. No.1, pp. 58-75
2. Cable, D. M. and Judge, T. A. (1997) Interviewer Perceptions of Person-Organization Fit and Organizational Selection Decisions, *Journal of Applied Psychology*, 82 (4), 546-561.
3. Edwards, J. R., 1991. Person-job fit: a conceptual integration, literature review, and methodological critique. *International Review of Industrial and Organizational Psychology*, 6, pp.283-357.
4. Eran vigoda-gadot 1 and sagie meiri (2007). New public management values and personorganization fit: a socio-psychological approach and empirical examination among public sector personnel.public administration vol. 86, no. 1, 2008 (111-131)
5. Greenberg, J. and Baron, R.A. (2008). Behavior in Organizations. 9th Ed. Pearson Prentice Hall. Upper Saddle River, New Jersey. 774p
6. Gerhart B, Milkovich GT. (1992). Employee compensation: Research and practice. In Dunnette MD, Hough LM (Eds.), *Handbook of industrial and organizational psychology* (2nd ed.. Vol. 3, pp. 481-569). Palo Alto, CA: Consulting Psychologists Press.
7. Malcolm C. McCulloch\* and Daniel B. Turban (2007) .Using Person-Organization Fit to Select Employees for High- Turnover Jobs. *International Journal of Selection and Assessment* Volume 15 Number 1 March 2007
8. Molm , L.D . 1997 . *Coercive Power in Social Exchange* . Cambridge : Cambridge University Press .
9. Muchinsky, P.M. and Monahan, C.J. (1987) What is person- environment congruence: supplementary versus complementarycomplementary models of fit. *Journal of Vocational Behavior*, 31, 268-277.

10. Newstrom, J.W. (2010). *Organizational Behavior: Human Behavior at Work*. 13th Ed. McGraw-Hill Education (Asia). Singapore. 554p.
11. Kristof, A.L. (1996) Person–organization fit: an integrative review of its conceptualizations, measurement, and implications. *Personnel Psychology*, 49, 1–49.
12. Li, Ji (2006), 'The interactions between person-organization fit and leadership styles in Asian firms, an empirical testing', *The International Journal of Human Resource Management*, Vol. 17 No. 10, pp. 1689 - 1706
13. Rynes SL. (1987). Compensation strategies for recruiting. *Topics in Total Compensation*, 2,185-196.
14. Rynes SL, Miller HE. (1983). Recruiter and job influences on candidates for employment. *Journal of Applied Psychology*, 68,147-154.
15. Siti Norasyikin Abdul Hamida, Khulida Kirana Yahya (2011).” Relationship between person-job fit and person-organization fit on employees’ work engagement: a study among engineers in semiconductor companies in Malaysia.” *Annual Conference on Innovations in Business & Management London, UK, 2011*
16. Sutarjo 2007.Ten Ways of Managing Person-Organization Fit (P-O Fit) Effectively: A Literature Study *International Journal of Business and Social Science Vol. 2 No. 21 [Special Issue – November 2011] 226*
17. Van Vianen, A.E.M., De Pater, I.E. and Van Dijk,F. (2007). “Work value fit and turnover intention: same-source or different-source fit”, *Journal of Managerial Psychology*, Vol. 22, No. 2, pp. 188-202