

Perception of IT sector Employees towards Person Job Fit

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ABSTRACT

Person-Job (PJ) fit is a match between a person and their job that happens when the individual has the skills and talents that the job requires. Every position in an organization has some degree of compatibility between the needs of the work and the abilities or values of the individual.

The goal of this study is to learn more about how people fit into their jobs as well as to learn more about management implications. The sample comprised of 408 employees working in IT sector. Findings of the study revealed that 60% of employees Aspirations in terms of need, interest, preferences were fulfilled by the IT sector organizations. 44% of employees Aspirations and interests are different from the organization due to lack of autonomy in IT sector organizations. 73% of employees felt that their attachment to organization depends on fulfillment of their aspirations.

RATIONALE OF THE STUDY

Work is necessary for social interaction. Work provides structure to a person's life, and working individuals are generally happier than non-working people. Everyone wishes to find a unique career that is a perfect match for their interests and abilities. Employees are less likely to perceive meaningful work if their self-concept and job tasks are out of sync. Jobs, on the other hand, are evolving in new ways as a result of changing technologies.

Person-Job (PJ) fit is a match between a person and their job that happens when the individual has the skills and talents that the job requires. Every position in an organization has some degree of compatibility between the needs of the work and the abilities or values of the individual. Characteristics of an individual, such as personality type and work skills, might either match or differ from those required for the job.

A person-job fit is a match between the tasks' qualities and the individual's capacity to complete them. Employee commitment to the job will rise if their abilities and job demands are a good match (Meyer & Allen, 1997). In the traditional basis for staff selection, Sekiguchi (2004) defines the idea of person-job fit.

The person-job fit is defined by Kristof-Brown, Zimmerman, and Johnson (2005) as the compatibility of individuals with jobs or tasks performed in the workplace. Edwards (1991) defines person job fit as matching an

individual's abilities to the demands of a work. According to Robbins (2006), some elements of person-job fit include:

The ability to do multiple duties in a job can be defined as an individual's capacity to do so. To put it another way, ability is determined by knowledge and skills.

An attitude is an evaluative statement about an object, person, or event that is positive or negative.

In the workplace, an attitude can influence workplace behavior. For example, if a worker believes he deserved a reward for his work performance but did not receive it, he will naturally develop an attitude that will affect his conduct at work.

The attitude that makes people happy about an object, a situation, or particular concepts is called interest. Feelings of enjoyment followed, as well as a desire to seek out objects that endeared it. Employees' interests are one of the determining elements in whether or not they will be suitable for various occupations.

The majority of IT companies encounter a conflict when it comes to retaining skilled staff. Organizations are rewarding their knowledge workers with preferential salary, increased bonuses, and unpaid vacation time. Companies and other organizations lose money, time, human capital, and productivity as a result of IT personnel skipping jobs. The goal of this study is to learn more about how people fit into their jobs as well as to learn more about management implications.

OBJECTIVE

Following was the objective of the study:

1. To study the perception of employees towards person job fit and its associated factors.

HYPOTHESES:

Following were the hypotheses of the study:

1. The responses towards aspiration factor of person job fit will be equally distributed.
2. The responses towards autonomy factor of person job fit will be equally distributed.
3. The responses towards attachment factor of person job fit will be equally distributed.

DELIMITATIONS

The present study is delimited to IT sector and 408 employees. It was also delimited in terms of variables in the study.

SAMPLE

The sample comprised of 408 employees working in IT sector. Over 71% of employees were male and 29% were female, 80% employees were from 18 to 35 years of age group, 15% were between 36 to 50 years of age group and only 5% belonged to above 50 years of age group, 47% employees were undergraduates whereas 50% were postgraduates and 3% had their level of education as Higher Secondary, 28% employees belonged to less than Rs. 3.00 lakh per year income, 25% were between 3 to 6 lakh rupees whereas 47% were earning more than 6.00 lakh rupees per year, 65% of employees were unmarried where as 35% employees were married, that 69% of employees belonged to middle management where as 15% and 16% employees belonged to lower and upper management levels respectively, and 59% of employees less than 5 years of experience where as 25% and 16% employees had more than 10 years and between 5 to 10 years of experience respectively.

RESEARCH DESIGN

The present study was survey in nature. Survey involves collection of responses related to research problem with the help of a research instrument from the research sample. It is the most popular method of data collection. In the present study randomly, selected employees were surveyed to measure their demography, Job Crafting, Person Job Fit and Job Satisfaction.

RESEARCH TOOL

Research tools were developed by the investigator included demographic profile, Job Crafting, Person Job Fit and Job Satisfaction. Each part as a tool was developed separately by the investigator to study the demographic profile, Job Crafting, Person Job Fit and Job Satisfaction.

Person Job Fit Scale:

Person Job Fit scale was developed by the investigator. Ten items were included in this scale. Each item was rated on the five-point scale. The options were from strongly agree, agree, undecided, disagree and strongly disagree. The standardization of tools was done by item analysis, reliability and validity. After content validation by the experts' item analysis was done through item total correlation. No item was rejected. Split half reliability was established and it was found to be 0.805.

Job Crafting:

Job Crafting scale was developed by the investigator. Fifteen items were included in this scale. Each item was rated on the five-point scale. The options were from strongly agree, agree, undecided, disagree and strongly disagree. The standardization of tools was done by item analysis, reliability and validity. After content validation

by the experts' item analysis was done through item total correlation. No item was rejected. Split half reliability was established and it was found to be 0.859.

Job Satisfaction:

Job Satisfaction scale was developed by the investigator. Twenty five items were included in this scale. Each item was rated on the five-point scale. The options were from strongly agree, agree, undecided, disagree and strongly disagree. The standardization of tools was done by item analysis, reliability and validity. After content validation by the experts' item analysis was done through item total correlation. No item was rejected. Split half reliability was established and it was found to be 0.908.

PROCEDURE OF DATA COLLECTION

The data were collected by adopting random sampling technique. The research tools developed by the investigator was given to 408 randomly selected employees of IT sector. The employees were surveyed using online and offline mode. For the online mode tool was created using Google Docs technology and a web link was provided by the Google Docs to access and fill the responses online. This web link was mailed to randomly selected sample. While in offline mode printed research tool was distributed amongst randomly selected sample and collected back their responses.

ANALYSIS OF DATA

The collected data was analyzed with the help of correlation and frequency, percentage and chi square.

RESULTS AND INTERPRETATION

PERCEPTION TOWARDS PERSON JOB FIT

The objective of the study was to study the perception of employees towards person job fit. The data related to this objective were analyzed with the help of frequency, percentage and Chi square. The results are given in following tables:

Table 1.1.0: Frequency, Percentage and Chi Square for Aspiration factor of Person Job Fit

		SD	D	UD	A	SA	Chi Square Value	
1.	My needs as a person are being met by my organization	F	12	20	126	162	88	209.745*
		P	2.9	4.9	30.9	39.7	21.6	
2.	I get all that I desire from my place of work.	F	12	30	136	152	78	189.16*
		P	2.9	7.4	33.3	37.3	19.1	
3.	My preferences are met by the job that I do in my firm.	F	12	20	138	142	96	192.09*
		P	2.9	4.9	33.8	34.8	23.5	
4.		F	6	44	120	134	104	145.24*

	My interest is in alignment with what this organization has to offer.	P	1.5	10.8	29.4	32.8	25.5	
5.	The level of force that binds me to this organization is determined by the fulfillment I drive from my organization	F	6	26	132	152	92	201.12*
		P	1.5	6.4	32.4	37.3	22.5	

* Significant at 0.01 level

From the above table it can be seen that all the chi square values are significant at 0.01 level with degree of freedom equals to 4. Therefore, the hypothesis namely, *the responses towards aspiration factor of person job fit will be equally distributed is rejected*. It means the responses are not distributed equally.

Further,

- 60% of employees perceived that their needs are met by the organization.
- 57% of employees felt that they get what they desire in the organization
- 59% of employees' preferences are met by the organization.
- 58% of employees' interests were aligned with the organization.
- 60% of employees' felt fulfilment in the organization

From the above findings it can be concluded that around **60% of employees Aspirations in terms of need, interest, preferences were fulfilled by the IT sector organizations. However, 30% were undecided about fulfilment of their aspirations.**

Table 1.2.0: Frequency, Percentage and Chi Square for Autonomy factor of Person Job Fit

			SD	D	UD	A	SA	Chi Square Value
1.	I do not see my aspirations being fulfilled in my present job.	F	80	92	126	66	44	45.82*
		P	19.6	22.5	30.9	16.2	10.8	
2.	I do not have the intention to remain in this firm for a long time.	F	80	100	102	70	56	18.96*
		P	19.6	24.5	25.0	17.2	13.7	
3.	I am not inclined to do things that will be of favors to the organization because our interests are different.	F	100	72	118	78	40	42.88*
		P	24.5	17.6	28.9	19.1	9.8	

* Significant at 0.01 level

From the above table it can be seen that all the chi square values are significant at 0.01 level with degree of freedom equals to 4. *the responses towards autonomy factor of person job fit will be equally distributed is rejected*. It means the responses are not distributed equally.

Further,

- 42% of employees perceived that their aspirations are not met by the organization.

- 45% of employees felt that they do not want to stay long in the organization
- 43% of employees' their interest different from the organization.

From the above findings it can be concluded that around **44% of employees Aspirations and interests are different from the organization due to lack of autonomy in IT sector organizations. However, 30% were undecided about autonomy provided.**

Table 1.3.0: Frequency, Percentage and Chi Square for Attachment factor of Person Job Fit

		SD	D	UD	A	SA	Chi Square Value	
1.	I will be more loyal to my organization if I see my aspirations being fulfilled in it.	F	8	24	70	108	198	283.27*
		P	2.0	5.9	17.2	26.5	48.5	
2.	My level of engagement to my work depends on whether my interest is being met by the organization.	F	12	26	82	148	140	193.08*
		P	2.9	6.4	20.1	36.3	34.3	

* Significant at 0.01 level

From the above table it can be seen that all the chi square values are significant at 0.01 level with degree of freedom equals to 4. *The responses towards attachment factor of person job fit will be equally distributed is rejected.* It means the responses are not distributed equally.

Further,

- 76% of employees perceived that their loyalty depends on fulfilment of their aspirations met by the organization.
- 70% of employees felt that engagement to work depends on whether interest is being met by the organization

From the above findings it can be concluded that around **73% of employees felt that their attachment to organization depends on fulfillment of their aspirations.**

FINDINGS

- 60% of employees Aspirations in terms of need, interest, preferences were fulfilled by the IT sector organizations. However, 30% were undecided about fulfilment of their aspirations.
- 44% of employees Aspirations and interests are different from the organization due to lack of autonomy in IT sector organizations. However, 30% were undecided about autonomy provided.
- 73% of employees felt that their attachment to organization depends on fulfillment of their aspirations.

DISCUSSION

Person–job fit is generally regarded as a positive element in the workplace. Amabile (1988) asserts that an individual’s knowledge and skills in a certain field are key to their creative performance and action in that field. Person–job fit is defined as the degree of alignment between the individual and the job. The fit perception involves a cognitive process, in which an individual compares his needs, aspirations and abilities to the work environment. Usually formed during individual’s work experience, such perception is influenced by several sources such as job characteristics, organizational characteristics and the individual’s interactions with other staffs within the organization. It however has been subsequently accepted when researchers found that individuals who could fit into their jobs are more able to solve various work-related work behavior issues (Forbes & Barret, 1978). Person–job fit perception covered several aspects such as individual’s readiness to carry out job demands; the sense of how well individual’s abilities and skills are fully utilized in current job; and how much the job is perceived by individual to provide the opportunity in practicing his or her best skills. First is the fitness between job demands and individual’s personal skills. Second is the fitness between individual’s ability and training with the job requirements. And third is the fitness between individual’s personal skills and educational level with his or her job demands. Recent studies have shown the importance of person-job fit perception to newcomer’s competency. A correct form of fit perception helps a new employee to uphold right status of mind and strategies when caught with uncertainties at work. It makes the employee more comfortable and confident in meeting new job requirements and organizational objectives.

IMPLICATIONS:

Employer

Organizational should focus on both, person-job fit and person-organization fit. Person-job fit is generally the most common, and involves a candidate's suitability for tasks required to succeed in a specific job. This can include their skills, knowledge levels, and abilities. Generally, the abilities looked are (i) Ability to verbally communicate with persons inside and outside the organization (ii) Ability to work in a team structure (iii) Ability to make decisions and solve problems (iv) Ability to plan, organize, and prioritize work and (v) Ability to obtain and process information. Thus, employees with a closer demands-abilities fit are more likely to be competent at their job and adapt to the job more quickly; they are also less likely to experience work pressure, resulting in greater job satisfaction

Employee

Person-job fit is important for work because it has strong implications for individuals well-being. It impacts job satisfaction, as well as satisfaction with your co-workers and supervisor. One can also expect increase in organizational commitment and identification when it fits well with the job.

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