

**Course Name: Organizational Behaviour: Individual Dynamics in Organization**

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**Week – 06**

**Lecture – 04**

Lecture 29: Person-job fit

Hello students. Namaskar. Welcome back to the course on Organizational Behavior, Individual Dynamics in Organization. We continue with module 6, lecture 4. Today, we look into person-job fit.

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So, we had discussed about values, the importance of values in the previous lecture if you recollect, we have looked into values that cut across different culture, was the relevance of each of these values in different culture context. Specific to that we bring the organization into the center stage today. We look into what do you mean by person-job fit, how a person, how an individual becomes relevant to the organization in the larger scheme of things.

Today's theme, “when people are in the roles that align with their strengths, they are more likely to contribute to fresh ideas and solutions to challenges”. When we look into person-job fit, let us understand specifically what do you mean by person-job fit.

Person-job fit refers to the compatibility between the individual's ability, skills and preferences and the requirements and characteristics of a particular job. So, when we looked into the different the tasks, duties and responsibilities of a particular job in one of the previous lectures, we also tend to analyze the KSA, the knowledge, skills and abilities of that particular individual.

So, when we are looking into individual and job, your KSA and your TDRs, your tasks, duties and responsibilities that is warranted by any particular job that should match with the knowledge, skills and abilities. This is the basis of person-job fit. When we look into person-job fit, achieving a good person-job fit is crucial for both the individual and the organization. Take a moment and think why this is critical. When we look into every single individual, he has been inducted in the organization for a purpose, some role, some

particular work that has to be done with a particular individual.

Let us say, let us look into different people and analyze this. Let us look into an informal worker being given a contractual position for some task to be undertaken. So, we specify the time limit, we specify the rate, whether it is piece rate, whether it is in terms of the number of hours spent or what is the task, whether that is more critical. That is one aspect of it, but that said we will always go for a person in terms of selection who is good at that particular work. Seldom we go for an individual who cannot accomplish the task, then that is common sense.

We also look into another aspect where a regular employee has been inducted or recruited to an organization, he has or she has been given proper training with respect to the roles and responsibilities that she or he has to do. Now, we tend to expect that she or he is going to perform in a desired manner, in a desired manner the desire is from the higher management. So, this is specifically the person job fit where we tend to understand or where we tend to expect rather that the abilities of a particular individual, the knowledge, the skill set, all are in perfect match with the responsibilities, with the requirements of the particular job. When we look into the person job fit, we have to understand and appreciate that there are two main components to consider for the person job fit. The first one is person organization fit, PO fit.

Another important aspect is person job fit which is PJ fit. Now, these two are two important things, these two are two different things. When we look into many a time, we make the mistake of considering PO fit is equal to PJ fit which is not that case. We have to understand that person has come into the organization, he has certain expectations with respect to what he is going to perform, what he has to do as part of his day-to-day work activity within the organization, there is no doubt about it. He or she will also have certain expectation in terms of the work environment, in terms of the support of higher management, in terms of the support from the co-worker, from the supervisor, from the subordinate, every single aspect because in a multi contextual organization, in a bigger organization in terms of the sales or in terms of the revenue, it is very difficult for an individual to actually perform individually. It has to be a collective effort, whatever said and done individualism will not take that person very far.

So there has to be some group that is coming into picture, there has to be a team that comes into the picture, it is a coordinated effort of all the individuals, all the elements within that particular group that drive the task altogether. So, this is where the person should introspect. I want you to introspect if you are a working professional, if you are a student also, please try to understand and please try to introspect whether you are a right fit for the organization. If you tend to expect some particular cultural aspirations, if you tend to expect some personal goal orientation, is the organization going to suffice or is

the organization satisfying that, not satisfying, satisficing that, that is more important in terms of co-fit.

When we look into PJ fit, it is altogether a different matter, person job fit and this is very much oriented towards a person and the job in hand. Sometimes we see there are individuals who come into the organization hoping that are creating an environment where they are the experts, they are the experts in the set field, they can do this with great ease, but once they are into the system we see them struggling very badly. Now this is a problem with the person job fit. What matching that was being planned or that was being thought of is not happening organization, once the individual is within the organization and she or he has seen the job and has started working the job. So, when you are looking into the person job fit you have to understand and appreciate there are two important aspects, one is the PO fit which is a person organization fit and another is a PJ fit which is the person job fit.

There are some key points to understand about person job fit. The first and the foremost one is skills and competencies. When you look into skills and competencies are the individual equipped for the particular job, that is more relevant when you are looking into skills and competencies. There are people who tend to fake these skills in their interview, in the selection processes and once they are into the organization they are going to suffer very badly. There are certain motivation and values that are required.

Are you intrinsically motivated to work in that particular job or is some extrinsic motivation like let us say the salary or let us say some of your peers working there or friends working there, you do not have an inherent liking towards the job but it is moreover a kind of forced fit arrangement is that driving you to the particular organization. Are you in the organization because somebody has pressurized you? Are you in the organization because there is some external motivation that is triggering you? You are not there in the organization because of intrinsic motivation. So, I want you to introspect when you are looking into motivation and values.

Another important aspect which has been detailed in the previous lecture is the cultural fit. Whether there are different cultural aspirations within the group, there could be possible cultural orientations in the entire organization but if you recollect the concluding point, the concluding remark in the previous lecture, I had mentioned that there are certain situations or there are certain core values that emerge as homogeneous values within the organization.

So there could be differences among people in terms of cultural orientation, there could be differences among people in terms of language, there could be differences in terms of the way they perform, way they act but are they going into all these values coming into

one core set of elements, some homogeneous values which categorically define the organization. So that is the cultural fit.

Another important aspect is the personality fit. Sometimes you are introvert, sometimes you are more open towards change, sometimes you are prone to emotional instability, all these aspects are personality dimensions which define you. Is any single element in counter purpose with the objective of the organization? Is that, if that the case then you are not the right fit in terms of personality. So, personality fit also happens to be one of the most important aspects when you consider the person job fit.

What is the significance of person job fit? The first and important aspect, why is person, why we are advocating person job fit, why we want people to be the right match for the particular job. Many a time we see that forced fit arrangements do not yield the necessary job satisfaction. If I am not enjoying the job, if I am not getting the right vibe in that particular job, then I may not feel like continuing in the job. You look into your friends, you look into yourself, if you have jumped or if you have moved from one organization to another, one reason could be that you are not satisfied with the job. It could be the requirement of the job. It could be that you are not feeling the interest in the job anymore. It was enticing, it was interesting, it was encouraging in the beginning but not anymore. So that could be the reason the job satisfaction would have dipped.

Another important aspect could be employee performance. When you are looking into person job fit, the right person in the right job, you feel that you see that the employees perform in a very great manner. Sometimes you feel that this is the person who is for the job. Sometimes you see statements made like that. So, what happens is that after so many years there is one person that is coming into let us say leadership of something, he drastically or she drastically changes the whole working of the office because person job fit.

Another important significant aspect of person job fit is reduced turnover. You are more satisfied, you are more interested, you are more keen with the organization, seldom do you feel that you have to move out of the organization. So, there is this reduced turnover also coming as a significance of person job fit.

Another important aspect is organizational commitment. You are into the organization, the organizer, you understand, you feel that the organization is appreciating your efforts, organization is taking care of your needs, the organization is supporting you in wherever possible, the organization is very keen on your personal as well as the professional development, you feel that this is the organization I was searching for in my entire job search and you ultimately feel the commitment towards the organization.

Another important or significant aspect could be employee engagement. People tend to feel that the organization, the person I am being the right fit for the job, I feel that I have

to put my maximum effort. I feel that if I put my maximum effort, I am going to get the maximum return. So that is where employee engagement becomes more significant in terms of person job fit.

Another important aspect could be job crafting and adaptability. Now this is very significant especially in the present scenario, where the changing job environments are you in a position to adapt, are you in a position to make use of the skills and knowledge and match in terms of the requirements of the job. This is the relevance of job crafting.

There could be also situations of workplace well-being. Sometimes you feel that the job gives you a lot of time to relax, the job gives you a lot of family time, the job gives you a lot of time to enjoy or pursue your other passions or hobbies etcetera, still you are not satisfied. It could be that you are not enjoying the job. It could be that the individual who is under consideration might not liking the primary task he is doing. If he or she is not enjoying the primary task which is the job in hand, whatever be the relaxation, whatever be the benefits, whatever be the fringe benefits, the organization is showering upon that particular individual, they are not going to enjoy or they are not going to appreciate the workplace well-being. It gives the entire set of relaxation in terms of facilities, in terms of time, in terms of all the benefits, fringe benefits etcetera, but still the workplace well-being is significant only when there is person job fit.

Another significance could be team dynamics. You tend to be more engrossed in working in the team. Sometimes you feel that the day is not passing. You feel that okay let us assume that the work hours is from let us say 9 to 6. You feel that it is taking a year to complete this 9 o'clock to 6 o'clock, but there are days when you are working with a team, you are working with a set of 3 or 4 people, you do not know when the whole day got completed and you have to go back. So, there are these situations of team dynamics that happens when you are the right fit for the right job because you are enjoying the job. You are enjoying every single finite element of that particular job.

Another important aspect could be cost savings not only with respect to the organization, with respect to the individual. When you enjoy the task, you tend to be in the right job. You do not see every single shift in terms of employment brings in an opportunity cost as well as a relative cost not only with respect to the organization. Organization will definitely have to incur the cost. If an individual who has been trained, nurtured by the organization suddenly moves out of the organization, it is inevitable that the organization has to take a toll in terms of the cost. But if you look into the flip side, the individual also it is not easy for him or her to actually move from an organization to another. He or she might have a certain opportunity cost. He or she might also incur certain costs in terms of family, in terms of the assets, in terms of the movement, in terms of the transport etc. So, person job fit also happens to be a significant aspect there.

And one of another important aspect could be innovation and creativity. If you are in the right job, you tend to have a more relaxed mind. You tend to have a more free mind. You tend to be more happy and more relaxed, more fresh, more flushed with ideas. You tend to be more innovative. You tend to be more creative. So, these are some of the significances of person job fit.

Now, let us look into a theory of John Holland. When we look into John Holland's personality job fit theory, it categorically states that the effort to match job requirements with personality characters is best articulated by the theory.

Now, let us look into John Holland's personality theory which ultimately underscores the effort to match job requirements with personality characteristics. Holland presents six personality types and proposes that satisfaction and the propensity to leave a position depend on how well individuals match their personalities to a job. The theory also argues that satisfaction is highest and turnover lowest when personality and occupation are in agreement. So, John Holland's theory signifies the relevance of personality.

Let us look into Holland's theory in detail in terms of different personality types, in terms of different characteristics that are being embodied and finally in terms of some of the occupations that are congruent to each particular type and personality characteristics.

The first and the foremost one is realistic. When you are looking into the first type of realistic, they prefer physical activities that require skill, strength and coordination. Now, the people of realistic type personality the characteristics are generally shy, genuine, persistent, stable, confirming and practical. When we look into this type and this personality characteristics of being realistic, the congruent occupations because they are more persistent with the task, they are more stable, they are more confirming, the congruent occupations happen to be mechanic, drill press operator, assembly line worker, farmer etcetera.

So, you see that in realistic there is use of physical activity people tend to prefer more of physical activities that require the skill, strength, coordination etcetera. They are more persistent; they are more confirming in terms of their personality characteristic. So, ultimately the congruent occupations are something like assembly line worker, farmer etcetera.

The second important aspect is investigative. The second important type is investigative which prefers activities that involve thinking, organizing and understanding. So, here we look into a different aspect unlike the realistic where we prefer thinking, organizing and understanding. So, we see that personality characteristics like analytical, original, curious, dependent are coming into picture and the congruent occupation happens to be either a biologist, economist, mathematician or even news reporters because they prefer

to involve themselves into thinking and organizing and understanding the activities of the world that go around them even the case of economist or mathematician is no different in terms of the type and in terms of the personality characteristics.

The third important type would be social, social which prefers activities that involve helping and developing others. So, as it is a functional world it is more of existing for the society existing for others that is the personality type the characteristics being sociable, friendly, cooperative and understanding. So, you see that such individuals who are more sociable, more friendly, more cooperative they tend to be in the field of either a social worker, mainly teachers, counselors, clinical psychologist etcetera.

Hardly will you see a teacher who is not sociable, who is not friendly because that is a demand of the job a teacher has, that is a demand a counselor should have, that is a demand a clinical psychologist job has that he or she should be friendly, sociable and cooperative otherwise their work itself goes for a toss.

Another important type would be conventional which prefers a ruled regulated orderly and unambiguous activities and mainly the personality characteristics are confirming efficient, practical, unimaginative and inflexible. So, you see that the individuals of this type they prefer rule regulated orderly you know they want the activities to be very clear there should not be any ambiguity obviously the options would be accountant, corporate manager, bank teller, file clerk etcetera. They do not work in any ambiguous situations, they do not work or bring in terms of or do any activities which are not confirming in its origin, they are not inefficient, they are very efficient, they are very practical, but they are not imaginative as required.

Enterprising is yet another important aspect which prefers verbal activities in which there are opportunities to influence others and attain power, but the personality characters would be something like self-confident, ambitious, energetic and obviously domineering. So, you see that when you want people to be enterprising where they have importance given to verbal activities where there is inherent liking towards influencing others and attaining power. We see people like lawyers, real estate agents, public relations specialists, small business managers, what we call a street-smart attitude. All these people are enterprising before they because they tend to prefer verbal activities, they tend to prefer opportunities, they tend to look into situations where they can influence others and attain power.

And the final type would be artistic who prefers to be ambiguous and unsystematic activities that allow creative expressions. The personality characteristics specifically would be imaginative, disorderly, idealistic, emotional and impractical. When you look into artistic people needless to say we have we have painters, we have musicians, writers, interior decorators who prefer you know ambiguity, who prefer lack of systematic

approach. They are more random; they are more unsystematic which allows a creative expression in their actual predisposition.

So, these were some of the typical Hollon's typology of personality and congruent occupations that said we have to understand the Hollon's job fit theory, the relationship among occupational personality types with the help of this hexagon. We have gone into detail with respect to the different personality types, their job characteristics and what are the jobs which generally come under these specific personality types and characteristics but when we look into Hollon's job fit theory the conclusion is this hexagon where you see realistic, investigative, artistic, social, enterprising and conventional being marked as a different points corner points of the hexagon. Interestingly Hollon's job fit theory states that the aspects which are nearby let us say conventional and realistic, they tend to go hand in hand. Similarly let us say social and artistic there are some aspects of being social congruent to being artistic but when we look into the diametrically opposite components.

Let us look into somebody who is very realistic and somebody who is very social, they might not gel well, they might not be better suited for the same job. Realistic people are totally in opposition in terms of their abilities, in terms of their skill sets when you are comparing them with social. Similarly, if you are an enterprising person, you will not tend to have level of liking for investigative jobs, you do not tend to get impressed by people who are more investigative. Similarly with respect to conventional and artistic, so if you are in the diametrically opposite dimensions then Hollon's job fit theory says that you are not gelling well or you are incongruent whereas if you are similar, if you are adjacent to each other let us say you are conventional and enterprising. There are situations where people can gel together when they are adjacent to nearby or they are adjacent like conventional and enterprising. So this is what the Hollon's job fit theory specifically mentions whereas when we understand the job fit theory we have to also understand and appreciate there are certain disadvantages.

It is we have only seen about the advantages, there are certain disadvantages of the absence of job fit which is the fitting conclusion for all these aspects. One is job dissatisfaction; whatever we have discussed we have to just look into the opposite of that. Another could be the decreased performance every individual. If I am having a personal understanding that I am not the right fit for the particular job then definitely my performance is going to get affected, I am becoming more dissatisfied with the job ultimately my performance is going to get affected. There is an increased turnover possibility, burnout and stress becomes very common within the organization, there is a reduced organization commitment. We have seen everything in the positive stride, but in the absence of a person job fit we see that there is a reduced organizational commitment. We see that there is negative impact on team dynamics. We tend to see that people are not becoming or are not the right fit for the particular job and obviously there are missed innovation and creativity chances because you are not flush with ideas which I have



already mentioned. You are not feeling that you are in the right job, you are not feeling that you are the person for the particular job in those contexts, in those situations you tend to be disappointed, dissatisfied, your performance suffers and moreover there is no room for innovation and creativity. That said we conclude this lecture.

I would like to stress on one important aspect in the Holland's theory if you have seen. Try to introspect yourself where you belong. Are you a realistic person? Are you an artistic person? Are you more investigative in nature? Are you more conventional in nature? You tend to introspect within yourself within the Holland's personality dimensions where you stand.

What type of personality you are? With respect to that you tend to see those characteristics. With respect to that you tend to analyze whether you are in the right job. Sometimes you might be performing well only because you are extrinsically motivated because you need the money, you need the required money to run the family for the maintenance maybe to pay some EMI's etc. But you are not inherently satisfied with that particular job. Try to introspect within your organization, in your field, in your job. Are you the right person? Are you the right fit for the particular job? Are you having a personality which is strikingly different from what the job demands? Maybe it is just a good marriage right now but it eventually will break down.

So please tend to introspect with this lecture that where you stand. So, there is a practical orientation I would like to give with this lecture. Not only theoretical understanding but also the level of practicality associated with your job. I am giving you a chance to introspect within yourself with respect to the Holland's theory. Where do you stand? Are you in a job which is the right fit for you? That's all from lecture today. We will see you in the next class with more information on the values as well as the importance of job fit.

Thank you for listening to me patiently. See you in the next class. Till then take care. Bye bye.