1.1. Research Methodology:

This chapter projects the research objectives, hypothesis and research methodology incorporated in this study. The chapter gives a detail description of research design used in this research. This chapter also reflects the answer to the research question i.e.

- Is there a need for aligning an employee’s values with the organization values during recruitment and selection in order to enhance organizational effectiveness?
- Should Human Resource managers consider the congruence between employees’ knowledge and skills while assigning organizational tasks?
- Is there any correlation between person organization fit, job satisfaction and performance of the employees?

The chapter defines the operational definitions of the constructs selected for the research and discusses in detail methods used to integrate these constructs and answer the research question by testing the hypothesis developed from objectives of the research.

The present study attempts to develop a research design to find answer to the research question and test the hypothesis. The chapter discusses in detail the methods used in the study and justifies the usage of the same to resolve an objective of developing a conceptual framework of the study.

The proposed study is empirical in nature based on both primary as well as secondary data. The research is divided into quantitative as well as qualitative analysis of data collected from the primary and secondary sources. The primary data is collected through field survey of employees working in different sectors namely Auto and Auto Ancillary, Engineering and Machinery, Chemical and Pharmaceuticals, Rubber/Plastic and Textile, and Electrical and Electronics. From each sector more than 100 responses were collected. Out of total responses i.e., 507, 101 responses were collected from Auto and Auto Ancillary Industry. 102 responses were collected from Engineering and machinery Industry, 102 responses were collected from
Chemical and Pharmaceuticals Industry, 101 responses from Rubber/Plastic and Textile Industry and 101 responses from Electrical and Electronics Industry.

1.2. Design of the Research

A research design is a systematic plan to study any research problem, a detailed outline of how a research study will take place. It includes how the data is collected, what instruments are employed and the intended means for analyzing data collected. Research Design has been defined by Ahlstrom et al (2013) as ‘a plan, structure and Strategy of an investigation so conceived as to obtain answers to research questions or problems. The plan is the complete scheme the research. It contains writing the hypotheses giving their operational implications and analyzing the data’. Creswell (2012) states that ‘A traditional research design is a blueprint or a detailed plan for how a study is to be completed – operationalizing variables so they can be measured, selecting a sample, collecting data to be used as a basis for testing hypothesis, and analyzing the results’. Thus, the formulated design converts the research question and hypothesis into operational and measurable variables and specifies the process that would be followed.

Charmaz (2011) have stated the subtle difference between research design and research methodology. While research design provides the framework to seek answers to research questions, research method details the techniques utilized at various stages of the research. Keeping in view the above facts, the work plan including research design and methodology was prepared.

This study investigates whether there is a match between person organization fit and organizational values. It further seeks to assess whether person organization fit affects job satisfaction, organizational commitment and performance of employees of a manufacturing organization. This chapter first sets the conceptual framework for the study and states the research questions. Then, sections devoted to sampling, data collection, survey questionnaire and instruments detail the methodology. Choosing the right research design is vital to the whole research process. It is a plan or strategy for conducting the research, which spells out the basic strategies that are adopted by the researcher to develop the methodology which will lead to an accurate and interpretable analysis.
This chapter further deals with matters such as selecting respondents for the research and methods of data collection and the procedure of the study. Each step is explained:

1. Review of Literature
2. Establishment of Research Questions/Objectives
3. Development of the Framework of the Study
4. Variables used in the present study
5. Samples and Sampling Techniques used in the present study
6. Identifying the tool of Research / Questionnaire
7. Formulation of Hypothesis
8. Preparation of Final Questionnaire
9. Pilot Study
10. Data collection techniques used for the present study
11. Analysis of data
Problem Statement

Person-Organization Fit (POF) has a major influence on the job satisfaction and performance of the employees. The employee whose values fit the organization values can contribute more to the success of the organization. Person-Organization Fit makes perfect sense in that the greater the fit between the values of an individual and those of the organization, the more likely they will be to remain with that organization. A high Person-Organization Fit means a higher commitment and willingness to do extra work for the organization.

There are not many researched studies on person organization fit. Hence, the present study was undertaken to find out the role of Person-Organization Fit (POF) on the job satisfaction and performance of employees in selected organizations of the manufacturing sector in Pune. The focus of this study was to find out the consequences of Person-organization fit on the job satisfaction and performance of managers and supervisors in the manufacturing organizations selected.

a. Identification of gaps through Review of Literature

Extensive review of literature has been done on the topic selected to gain insight on how person organization fit impacts job performance and satisfaction of an employee. This has been presented in detail under Chapter-2 Review of Literature. Person Organization fit was found to be defined as the compatibility between individuals and organizations.

The review of literature revealed that if the knowledge, skills and abilities possessed by the employees are not aligned with the assigned roles in the organization, there is less job satisfaction and performance of the employee. The employee whose values fit the organization values can contribute more to the success of the organization.

The literature reviewed further revealed that there is a need for aligning an employee’s values with the organization values, which would be vital for the growth of the organizations. On identifying this gap the researcher was able to specify the scope of the study.

Hence this study deals with assessing the perfect fit between an employee and his organization. In summary, the literature review suggests that person organization fit
remains a strong factor in determining satisfaction, commitment, and performance of the employees.

b. Establishment of Research Questions / Objectives
The main purpose of the present study was to find out how Person-Organization Fit has a major influence on the job satisfaction and performance of the employees. Therefore the specific objectives of the study were:
   a. To find out the existing conventional practices of Person-organization Fit.
   b. To study how Person-Organization Fit has value for an organization.
   c. To examine the relationship between Person-Organization Fit and employees’ performance.
   d. To examine the relationship between Person-Organization Fit and employees’ job satisfaction.
   e. To provide practical suggestions for Person-Organization Fit.

c. Development of the Framework of the Study
The research framework was developed in accordance with the literature review. From the review it was perceived that there is a relationship between person organization fit and job satisfaction and performance of the employees. The framework comprised of dimensions of person organization fit and its affective outcomes.

Figure 7: Research framework of this study
d. Formulation of Hypothesis
Research hypotheses are the specific testable predictions made about the independent and dependent variables in the study usually the literature review given, has background material that justifies the particular hypotheses that are to be tested. Hypotheses are drafted in terms of the particular independent and dependent variables that are going to be used in the study.
Hypotheses were formulated in terms of the independent and dependent variables which are used in the study. Two series of hypotheses were formulated- one for null hypotheses and the other for research hypotheses based on the review of literature:

\[ H_01 = \text{There is no association between Person organization fit and employees’ job satisfaction.} \]

\[ H_{a1} = \text{High levels of person organization fit will increase employees job satisfaction.} \]

\[ H_02 = \text{There is no association between Person organization fit and employees performance.} \]

\[ H_{a2} = \text{High levels of person organization fit will increase employees performance} \]

\[ H_03 = \text{There is no association between Person organization fit and the employees’ commitment.} \]

\[ H_{a3} = \text{Person organization fit contributes to employees’ commitment.} \]

e. Variables used in the present study
A variable represents a quality that can exhibit differences in value, usually magnitude or strength. A variable generally is anything that may assume different numerical or categorical values. Since variable represents a quality that can exhibit differences in value, usually magnitude or strength, it may be said that a variable generally is anything that may assume different numerical or categorical values. Variables are broadly classified into two categories.

1. Independent Variable
2. Dependent Variable
**Independent variable:** The independent variable of the study is Person Organization Fit. Independent variable is defined as ‘A variable whose value determines the value of other variables.’ It can also be defined as ‘A manipulated variable in an experiment or study whose presence or degree determines the change in the dependent variable’.

**Dependent variable:** The dependent variable of the study is Job Satisfaction and Job Performance. The element of overall job satisfaction and job performance was used as a single item measurement. Dependent variable is defined as ‘A mathematical variable whose value is determined by the value assumed by an independent variable.’ It can also be defined as: ‘The observed variable in an experiment or study whose changes are determined by the presence or degree of one or more independent variables’.

**f. Sample Design:**
Samples are measured in order to make generalizations about population. Ideally, samples are selected, usually by some random process, so that they represent the population of interest. In real life, however, populations are generally best defined in terms of samples, rather than vice versa; population is the group from which you are able to randomly sample.

Since the proposed study was exploratory in nature it was crucial to decide on the sampling design and size as an adequate size of sample could have led to sample bias and thus a biased conclusion. Therefore, to decide on the adequate sample size was of utmost significance in order to keep sample error at its lowest possible level, and to ensure stable and authentic results of the research undertaken.

Among various rules to determine adequate sample size, the one suggests that sample size to be determined as a function of the number of variables (Guadagnoli, 1988). By and large, statistical literature in this connection concludes that the sample size needed for stable results is directly proportional to the number of variables under consideration. On the basis of existing literature, Thorndike 1978 proposed two rules connecting the sample size and number of variables. One informal guide is that there should be at least 10 responses for each variable.
Thorndike observed that an addition of 50 more responses to the number obtained would ensure sufficient sample size for variables being considered for analysis. According to this rule the number of respondents (N) required is more than or equal to ten times of variables and an addition of 50 responses. The second rule proposes somewhat more stringent condition.

According to the second rule, the sample size should be equal to or greater than the square of the total number of variables (N is greater than or equal to number of variables square) and an addition of 50 more responses would serve the purpose. Therefore, in order to achieve stability of results, the second rule that is more stringent for sample size was followed in this study.

The sample size of this research was based on the following formula of Thorndike:

\[ N \geq 10 (43) + 50 = 480 \]

Thus this analysis based on number of variables satisfies both the rules proposed by Thorndike, 1978 relating to sample size. Since the numbers of manufacturing industries in Pune were too large they were categorized and the following five categories were selected for the study:

1. Auto and Auto Ancillary Sector
2. Engineering/Machinery/ Machine Tools
3. Chemical/ Pharmaceuticals
4. Rubber/ Plastics/ Textiles
5. Electrical/ Electronic

In each of these categories five manufacturing industries were identified. They were selected keeping in mind the accessibility to the researcher, the strength of managerial level employees and the reputation of the organization. The HR managers of these organizations were approached and the purpose of the research was explained in detail. In certain organizations the researcher was permitted to interact with the employees themselves. First a rapport was established with them explaining the purpose of the research.
The final list of manufacturing industries was selected as follows:

**Table 1: List of Manufacturing Industries selected**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Auto &amp; Auto Ancillary</th>
<th>Engineering &amp; Machinery</th>
<th>Chemical &amp; Pharmaceuticals</th>
<th>Rubber/Plast ic &amp; Textiles</th>
<th>Electrical &amp; Electronic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Bajaj Auto</td>
<td>Ajantha Marketing</td>
<td>Sudarshan Chemical Industries Ltd.</td>
<td>Sellowrap Mfg. Pvt. Ltd</td>
<td>Sansui Electronics Pvt Ltd</td>
</tr>
<tr>
<td>2</td>
<td>Tata Motors</td>
<td>Reico industries</td>
<td>Polychem Limited</td>
<td>Fine Dies &amp; Mould Pvt. Ltd.</td>
<td>Bharat Electronics Limited</td>
</tr>
<tr>
<td>4</td>
<td>Mahindra Two-Wheelers</td>
<td>Cummins Generator Technologies India Limited</td>
<td>Serum Institute of India ltd.</td>
<td>Finolex Cables Limited</td>
<td>BPL Engineers</td>
</tr>
<tr>
<td>5</td>
<td>Bharat Forge</td>
<td>ThyssenKrupp India</td>
<td>Lupin Laboratories Ltd.</td>
<td>Garware-Wall Ropes Ltd.</td>
<td>LG pvt Ltd.</td>
</tr>
</tbody>
</table>

Twenty five middle level managers were selected from each of the organizations listed above. Hence a total of seven hundred and fifty questionnaires were distributed to the respondents. In each organization some questionnaires had to be discarded due to invalid responses. Finally the researcher collected valid responses from each organization. This made a total of five hundred and seven (507) responses whose data has been presented and analyzed.

g. **Identifying the tool of Research / Questionnaire**
The questionnaire is in line with the research objectives. It comprises of questions relating to demographic data hence, the descriptive association could be easily studied. The framing of the questions incorporated simple words which were mostly positive in nature. Also, special care was taken such that the questions were short and did not lead to ambiguous answers (Dilamn, 2000; Zikmund, 2003; Rattray & Jones, 2007; Sanchez, 1992).

For primary data collection field surveys were conducted administering sector wise different set of questionnaire by going to their respective work places. Their responses were collected and compiled for analysis and interpretation. A structured questionnaire was developed. It had five major sections (Refer Appendix A for questionnaire).

The questionnaire consisted of five main parts:

- **Section I** consists of a demographic detail of respondents.
- **Section II** consisted of questions related to person Organization Fit.
- **Section III** consisted of questions related to organization Commitment and Culture Profile.
- **Section IV** consisted of questions related to job Satisfaction of the employees.
- **Section V** consisted of questions related to performance of the employees.

A proper sequence was followed with the order of the questions so that it progressed gradually from easy to more difficult. The wordings of the questions were kept simple so that respondents could easily understand and respond.

The options were measured on the Likert scale which was as follows:
1-Strongly disagree, 2-Disagree, 3- Neutral, 4- Agree, 5- Strongly agree.

**h. Pilot Study**

A pilot, or feasibility study, is a small experiment / survey / study designed to test feasibility of the study and gather information prior to a larger study, in order to improve the latter’s quality and efficiency. A pilot study can reveal deficiencies in the design of a proposed experiment / survey / study and these can then be addressed
before time and resources are expended on large scale studies. A good research strategy requires careful planning and a pilot study is often be a part of this strategy. A pilot study is normally small in comparison with the main experiment and therefore can provide only limited information on the sources and magnitude of variation of response measures.

Before the survey, the questionnaire is ideally pre tested with a small sample size so as to revise and reform it (Lancaster et. al, 2004; Collins, 2003). Therefore, pre-test and pilot study forms an integral part of research design, especially if the study is quantitative in nature (Blair et. al, 2013; Wills, 2004). Pre-test and pilot study is conducted before the actual data collection is done as it ensures the validity and the non ambiguity of the instrument. It gives a rough idea about the questionnaire in terms of its’ content, layout, framing and positioning of the questions (Wills, 2004; Beatty & Willis, 2007; Blair et. al, 2013).

Furthermore, conducting a pilot study reveals useful information on as how to present research findings once the final data has been received. To check the feasibility of the study and the problem statement, the researcher conducted a pilot study by giving the questionnaire to employees of two manufacturing organizations in Pune, which were Bajaj Auto Limited and Finolex Cables Limited. A total of 50 structured questionnaires were distributed among the employees at supervisory and middle level managers of Bajaj Auto Limited and Finolex Cables Limited.

The questions asked were based on the relationship between Person organization fit, Job satisfaction and Job Performance. From the Pilot study, it was found that for employee job satisfaction, it is essential that the tasks and responsibilities assigned to the employees must match his or her competencies. Further it was revealed that 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, person organization fit is also an important variable that leads to job satisfaction.

The pilot study revealed that job satisfaction ultimately leads to the job performance. The study revealed that when a person has responsibilities that best match his abilities, he will perform satisfactorily and show greater results or higher performance. The study also revealed that Human Resource managers must be aware
of this fact, they must consider employee’s capabilities while drafting the job descriptions of their employees.

Conducting the pilot study gave the researcher an opportunity to fine tune the questionnaire and correct those questions which were confusing and ambiguous.

### i. Preparation of Final Questionnaire

Based on the results of the pilot study, the final questionnaire was developed. On the basis of the pilot study the researcher realized that flexibility should be given to the respondents. Hence the five point Likert scale was used for every question, which ranged from Strongly Agreed, Agreed, Neutral, Disagree and Strongly Disagree.

To check the reliability of the scale developed, the researcher performed *Cronbach alpha* test to find out the reliability of all the items. *Cronbach alpha* value was found to be 0.886. Since *Cronbach alpha* is greater than 0.7, it indicates that the items of the scale were reliable.

#### Table 2: Cronbach Alpha Reliability Test

<table>
<thead>
<tr>
<th>Reliability Statistics</th>
<th>Cronbach's Alpha</th>
<th>Cronbach's Alpha Based on Standardized Items</th>
<th>No. of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cronbach's Alpha</td>
<td>.886</td>
<td>.891</td>
<td>72</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Scale Statistics</th>
<th>Mean</th>
<th>Variance</th>
<th>Std. Deviation</th>
<th>No. of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>532.3524</td>
<td>1584.528</td>
<td>39.80613</td>
<td>72</td>
</tr>
</tbody>
</table>

The responses of the questionnaire were kept confidential. All the items were checked carefully for the missing items. Therefore, there is no missing item in the questionnaire data. A questionnaire survey was used in collecting data, within a two month collection period. To ensure the completeness, accuracy and reliability of collected data before analysis, the questionnaires received were checked to make sure they were ready for coding and transfer to data storage.
j. Data collection techniques used for the present study

Questionnaire was used to collect primary data from middle level managers and supervisors. The questionnaire consists of questions based on Likert scale.

**Primary Data collection:** A structured questionnaire was used to collect primary data from middle level managers and supervisors. The questionnaire consisted of questions based on the Likert scale. The researcher visited the selected organizations. The HR managers of each organization selected were approached to explain the nature of the study. The HR manager identified middle level managers and supervisors. An initial rapport was established with them and thirty questionnaires distributed randomly amongst them. The researcher collected the responses after one week. It was found that in some of the responses some questions were unanswered hence they were discarded as invalid. From every organization twenty valid questionnaires were selected for final data analysis.

**Secondary data collection:** The secondary sources can be classified into two categories via published and unpublished sources. An extensive literature review was conducted from the reputed databases such as EBSCO, EMERALD and PROQUEST. The researcher also visited various libraries such as Jayakar library of Pune University, Central library of Symbiosis International University. Past PhD thesis related to the topic were also studied.

1.3. Presentation of the Data collected

Data was collected and tabulated as mentioned above. The responses from each section were coded on a five point scale. The data collected have been presented in the form of tables and figures. From each section of the questionnaire certain questions were selected as these addressed the objectives of the study. These are represented graphically followed by discussion on responses obtained for that question. Wherever the results obtained were similar to the results found in the review of literature, they have been linked.

1.4. Statistical Analysis of Data
The analysis of data is conducted on the basis of statistical methods with the help of Statistical Package for Social Science (SPSS). The researcher has solicited responses from the employees of manufacturing sector. The responses were coded on a five point scale. In order to predict employees satisfaction based on controlled variables mainly values, commitment, person organization fit, multi variable linear regression analysis was carried out.

**Multiple linear regression** analysis was used to assess the association between Person Organization Fit as an independent variables and Job Satisfaction and Job Performance as a dependent variable. Every value of the independent variable is associated with a value of the dependent variable. As both the variables were measured on ordinal scales, **Spearman’s rank correlation coefficient** was thought to be the most appropriate test. A Spearman's correlation coefficient was employed in order to determine the relationship between Person organization fit and job satisfaction, organizational commitment and performance of employees.

1.5. **Conclusions and Recommendations**

Based on the findings of the research, conclusions and recommendations have been drawn. These are presented under the chapter of conclusion.

1.6. **Final Report writing**

The last step of the research study is the presentation of the different stages into a final report. It is very important that the final report contains all the necessary elements regarding the research study. The final report also includes specific discussion of the extent to which each objective has been achieved. The final report writing is done according to the index given in the table of content.