1.1. Conclusion, Limitations and Future Scope of Research

This chapter presents concluding remarks for the undertaken research. The chapter also highlights limitations of the study and paves the path for future scope of research. The chapter also covers managerial implications of the research findings which would be useful in defining the contribution towards theory and field.

In academic research, review of literature helps researcher understand the existing research and the research gap. A robust review of literature was done to serve the purpose of identifying research gap using various combinations of key words like person-organization fit, person-job fit, person-environment fit, person-group fit, job satisfaction, organizational commitment, employee performance, and competitive advantage. Several empirical studies done across the world suggest that if work environment is conducive and employees are assigned tasks according to their expertise and they tastes enhance their overall performance in the organization leading to its growth.

The utmost significance and importance of review of literature is a widely accepted fact across all disciplines of academic researches including the faculty of management. The review of existing research identifies the research gap that is expected to be bridged by the researcher in his/her proposed study being carried out. This also helps in developing new interpretations of the existing research. In fact the whole exercise of review of literature leads to intellectual progression in the field of ongoing study. To develop new arguments should be the main focus of a research and needless to say this research is also not an exception to the said law of academic research. To cater to the very need of understanding research gap the review of literature was done under following broad heads:

i. Introduction to the construct of Person-organization fit
   a. Person-organization fit and innovative climate
   b. Schneider’s Attraction–Selection–Attrition cycle
   c. Concept of conceptualizations and operationalizations
d. Concept of Organizational Culture Profile (OCP)

iii. The importance of person-organization fit
   a. Person job-fit and job-satisfaction
   b. The five factor model of personality
   c. Person-Organization Fit in Organizational Selection Decisions
   d. The relationship between person-job fit and job performance
   e. The Relationship between Person-job Fit and job satisfaction

iii. Job satisfaction and performance
   a. Contextual performance behaviours
   b. Striking a Balance between employee Job Satisfaction and Turnover Intentions

iv. Ways of Managing Person-Organization Fit Effectively

v. Research gap identified.

The researcher to the best of her capability conducted review of literature to cover various aspects of person-organization fit to understand the phenomenon of complex human behaviour influenced by various factors discussed here above. The review of literature helped the researcher immensely in understanding relationship between the nature of job and individual capability and interest. It was also found interesting to discuss how a suitable job enhances individual performance and then group performance of employees in the organization. The review of literature enabled the researcher to safely conclude that if right job is assigned to right person in the organization this does miracle in terms of enhanced performance by individuals working in groups.

The research gap identified in the review of literature gave the researcher to carry out her research in the right direction adding value to the existing literature in the said area. Once the research gap was identified by extensive review of literature the research framework and hypotheses were developed to bring the said research to logical conclusion.
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 effective outcomes:

![Figure 35: Research framework of this study](image)

Based on the review of literature two sets of hypotheses were formulated and tested. One set was of null hypotheses and the other set was of alternate hypotheses. All three null hypotheses were rejected using Spearman’s rank coefficient correlation. The rejection of null hypotheses suggested a strong and direct relationship between Person organization fit and employees’ job satisfaction, between Person organization fit and employee’s performance, and between Person organization fit and the employees’ commitment.

### 1.2. Objectives of the Research

As discussed above review of literature was done to examine existing literature, and research gap. The main objectives of the research were to bridge the gap identified in review of literature. 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:

1. To find out the existing conventional practices of Person-organization Fit.
2. To study how Person-Organization Fit has value for an organization.
3. To examine the relationship between Person-Organization Fit and employees’ performance.
4. To examine the relationship between Person-Organization Fit and employees’ job satisfaction.
5. To provide practical suggestions for Person-Organization Fit.

This research was planned systematically from defining problem statement to review of literature to defining research objectives to the development of research framework to variables used in research to sampling technique to the identification of research questionnaire to collect data in field survey to pilot study to formulation of hypotheses and their testing using Cronbach’s Alpha to designing final questionnaire based on the feedback received from respondents during pilot study. The pilot study helped immensely to refine questionnaire for final field survey.

The questionnaire was administered in field survey to collect responses from the employees working in different industries like Auto and Auto Ancillary, Engineering and Machinery, Chemicals and Pharmaceuticals, Rubber/Plastic and Textiles, and Electrical and Electronics.

There is an inverse relationship between the response rate and the non-response bias. If the response rate is high the chances of non-response is low and vice-versa. During the data collection in field survey it was observed that some of the employees (respondents) categorically opted not to respond some of the questions which were otherwise important for analysis. In order to minimize non-response bias those responses were removed and out of around 680 responses only 507 were considered for analysis. The use of Cronbach’s Alpha helped in testing reliability of scales as this test statistic is the numerical coefficient of reliability.
1.3. Results of questions related to Person Organization fit

The respondents were asked the questions on how they link their personal goals with the organization goals, whether there is any similarity between their values and the organizations values and whether they really felt that their organization challenges and achievements are their own. Person Organization Fit refers to the states of resemblance between the individual’s value and the perceived organizational values.

It was found that majority of the respondents agreed that there was a good fit between what their job offers and what they are looking for in a job. High majority of the respondents found that there is a good fit between their personal interests and the kind of work they perform in their occupation. Most of the respondents really felt as if the organizations challenges and achievements are their own. Majority of the respondents disagreed to the fact that felt very little loyalty to their organization. Most of the respondents agreed to the fact that their job enables them to do the kind of work they want to do.

It was found that there is a strong Person organization fit or a higher perceived congruence between the organizational values and the individual values of the respondents. A higher Person organization fit leads to a higher identification of the employees with the organization objectives and values. It was also found that a good person organization fit also encourages employees to make more efforts and do extra work.

The result showed that when employees do not share the organization’s values they are less likely to identify with the organization and would be less willing to help the organization with extra-role contributions. It was learnt that a high degree of congruence between the individual’s and organizational values enhances extra-role behaviour of the employees in the organization.

1.4. Results of questions related to Job Satisfaction of the employees
The respondents were asked the questions on whether they are satisfied with the benefits they receive. The questions were asked that those who do well on the job stand a fair chance of being promoted. Whether they felt a sense of pride in doing their job and they like the people they work with.

It was found that majority of the respondents agreed to the fact that when they do a good job, they receive the recognition for it. Most of the respondents agreed that they are appreciated for the work they do.

The results of this analysis revealed that overall job satisfaction partially mediates the relationship between values, culture and turnover intention among employees of manufacturing organization in general. It shows that job satisfaction refers to one’s feelings or condition of mind according to the nature of work.

Job satisfaction is inclined by various factors such as kind of organization Policies, Supervision, Administration, salary and quality of life.

From the findings it is evident that for the job satisfaction it is essential that the tasks and responsibilities assigned to the employees must match his or her competences. The tasks which are not suited to the abilities of employees will lead towards job dissatisfaction.

Job satisfaction is thus ultimate leads to the job performance. When a person is having responsibilities that best match his abilities, he will perform the satisfactorily and shows the greater results or higher performance. Findings show that there is 99% strong correlation between Person organization fit and employees’ job satisfaction.
1.5. **Results of questions related to Performance of the employees**

The respondents were asked the questions whether they perform tasks that are expected from them, whether they try to make innovative suggestions to improve the organization, whether they support and help the group function as an effective unit and they adequately complete assigned duties or not?

It was found that majority of the respondents agreed to the fact that they adequately complete assigned duties. Most of the respondents agreed to the fact that they try to institute new more effective work methods for the organization.

It was observed that when the employees are involved in the decision making process their performance was high. This study revealed that that there is a significant positive relationship between person organization fit and the job performance of the employees.

The findings of this study suggested that when fit exists between employees and the job that they are doing, they tend to exert more effort in carrying out their duties which may lead to greater job performance.

This finding further supported the fact that person-job fit is a good source of motivation to employee job performance as found by Barrett’s congruence theory (1978) as cited by Lawrence (2004) that the congruence that exist between one’s preference and the KSAs leads to motivational outcome.

Accordingly this study had shown that there person organization fit is a significant predictor to job performance, hence it would be necessary for owners and managers of the manufacturing sectors to consider person organization fit in their attempt to hire employees.

Job performance of employees plays a crucial factor in determining an organization’s performance. Highly performing individuals will be able to assist organisation to achieve its strategic aims thus sustaining the organisation competitive advantage. This study revealed that that there is a significant positive relationship between person-organization fit and job performance.
Thus the findings of this study suggested that when fit exists between employees and the job that they are doing, they tend to exert more effort in carrying out their duties which may lead to greater job performance.

1.6. Results of questions related to Organization Commitment and Culture Profile

To develop a profile of an organization’s culture, respondents were asked to rate the 9 value items according to the extent to which the items are characteristic of the current organization on a five-point Likert scale. On the other hand, individuals were also asked to rate these items based on the extent to which these values are characteristic of their ideal organization.

The questionnaire is comprised of questions such as innovation, achievement orientation, security of employment, enthusiasm for the job, an emphasis on quality and being team oriented. It was found that 80% of the respondents agreed to take advantages of opportunities. Majority of the respondents were agreed that they give an emphasis on quality at their work.

It was observed that when organizations promote a certain set of values, like respect for people and high pay for good performance they create a social energy or motivation that influences employees’ attitudes and behaviors. For instance, Peters and Waterman (1982) found excellent organizations held values about quality, service, and the importance of people as individuals, and innovation that motivated employees to improve performance and increase their morale, satisfaction, and commitment.
Table 28: Statistical Analysis of data using Spearman Rank Correlation Coefficient (Rho)

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Research Hypothesis (Hₐ)</th>
<th>Significance level</th>
<th>Spearman rank correlation coefficient (Rho)</th>
<th>Null Hypothesis (H₀)</th>
<th>Result-Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>High level of person organization fit will increase employees’ job satisfaction.</td>
<td>0.01.</td>
<td>.309</td>
<td>Rejected</td>
<td>There is an association between Person organization fit and employees’ job satisfaction</td>
</tr>
<tr>
<td>2</td>
<td>High levels of person organization fit will increase employees’ performance.</td>
<td>0.01</td>
<td>.728</td>
<td>Rejected</td>
<td>There is an association between Person organization fit and employees’ performance.</td>
</tr>
<tr>
<td>3</td>
<td>Person organization fit contributes to employees’ commitment.</td>
<td>0.01.</td>
<td>.977</td>
<td>Rejected</td>
<td>There is high correlation between Person organization fit and the employees’ commitment.</td>
</tr>
</tbody>
</table>

Almost every single empirical study reviewed during this research had the same findings that suggested a strong direct relationship between a strong and direct relationship between Person organization fit and employees’ job satisfaction, between Person organization fit and employees’ performance, and between Person organization fit and the employees’ commitment.
1.7. Managerial Implications

A professionally managed organization is always known for its efficiency and effectiveness and. The efficiency and effectiveness are measured by its growth potential. Among all factors of production human factor is believed to be the most crucial and complex. In practice also we often observe that a small organization does better than the multimillion dollar organization because of its motivated human factor. The researcher in her research found that strong and direct relationship between Person organization fit and employees’ job satisfaction, between Person organization fit and employees’ performance, and between Person organization fit and the employees’ commitment lie there. The said research will help the top management of an organization in increasing its productivity.

1.8. Limitations of Research

There is no research work without any limitations. This research is also not an exception to the said law. There are five main limitations of the study. First, data was collected from only manufacturing sector and the majority of the respondents were supervisors or middle managers. The findings and conclusion of the study therefore, may not be applicable to other industries. Thus, generalizability of the results of the study is limited. Future research could avoid this limitation by collecting data from multiple sectors and industries which could allow for investigation of validity across different work contexts. Second, data were collected at a single time point, which hindered the investigation of possibility of reverse causality between fit and individual outcomes. For instance, it is possible that organizational commitment can cause employees to alter their values towards better fit. However, there are theoretical reasons to believe that similarity in personal and organizational values can result in changes in attitude and behaviour.

As noted by Rokeach (1973), values and beliefs influence attitudes and behavioural intentions since they are more general and stable when compared to attitudes and
behavioural intentions, which are more time specific and directed more toward particular objects.

Third, the present study relied on supervisory judgments for measures of task and contextual performance. Although it is presumed that supervisory judgments are good measures of performance there is always the potential for bias in perceptual processes. Therefore, future research might address this issue by including both supervisors and peer ratings in their studies or using more objective performance measures if available.

Fourth, common method variance is a potential limitation of the study. Since data regarding personal values and organizational values were collected from the same source, results obtained about the relationship between Person organization fit measures and outcome variables could be a reflection of this. Future research could address this limitation by collecting data on personal and organizational values separately from different groups of organization members. For instance, data on organizational values could have been collected from employees with relatively high tenures or top managers who were presumed to have a satisfactory level of knowledge on organizational culture, whereas, another group of employees could be asked only to provide data on their personal values. The present study was limited to managers and supervisors of selected manufacturing sector organization, thus the findings of the study couldn’t be generalized.

Fifth, the data was collected from the same source which had been studied so the results may be biased and also because of the time horizon cross-sectional study was done. A longitudinal study may refine the results in future.

1.9. Future Research Direction

Manufacturing organizations were selected for this study because they seemed more conducive to Person organization fit. Recruiters can ensure Person organization fit by
tailoring recruitment strategies such that only individuals, who shares the fundamental characteristics of the organization such as values and goals are attracted and selected. The values and goals of the organization can be made clear and salient in recruitment advertisements or realistic job previews can be conducted, for instance, in campus presentations. By this way, candidates can have a prior knowledge about the valued characteristics or behaviours and assess the congruence between his/her values in determining the attractiveness of the organization. In addition to these, a questionnaire assessing the fit between the values of the person and the organization can be filled out by individuals in the attraction stage, and individuals with misfit can be eliminated from the candidate pool.