

# Role of Person-job fit (P-J fit) in operations environment: A Bibliometric Analysis and Literature Review

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## ABSTRACT

The major aim of this research study is to measure the role of person-job fit (P-J fit) in development of operations environment using bibliometric analysis and literature review. The literatures published in the field of person-job fit (P-J fit) consider for this study. The 54 articles have been taken as a sample for this study. The major findings reveal that role of person-job fit (P-J fit) is the significant antecedents on improvement of operations environment in the organization

## Keywords

Person-Job Fit (P-J Fit), Operations Environment, Perceived Individual Climate and Organizational Climate

*Article Received: 10 August 2020, Revised: 25 October 2020, Accepted: 18 November 2020*

## Introduction

With the rapid development of technology and economic globalization, organizations face not only a posh and changeable external environment but also got to satisfy customers and stakeholders' diverse demands (Madrid et al., 2014). Therefore, modern organizations cannot solely depend upon traditional or standard rules and procedures to ensure success (Janssen, 2000). Instead, actions oriented toward effectively managing unforeseen work situations or exploiting new opportunities within the workplace are essential for achieving success (Kanter, 1988; West and Farr, 1990). During this context, employee innovation behavior, which is considered a resource of organizational innovation (Amabile et al., 1996; Ding et al., 2018), has attracted significant scholarly attention (e.g., Madrid et al., 2014; Mussner et al., 2017; Che et al., 2018; Kim et al., 2018). Since employee innovation behavior has long been considered a big determinant of organizational performance, competitive advantage, and long-term survival, many researchers have investigated the way to foster it (Tu and Lu, 2013; Madrid et al., 2014; Afsar et al., 2015).

These studies have generally focused on examining innovation behavior's antecedents in an organizational context; among those identified are organizational justice, job characteristics, the psychological contract, intrinsic motivation, rewards, leadership, and dealing relationship quality (e.g., Scott and Bruce, 1994; Dorenbosch et al., 2005; Ramamoorthy et al., 2005; Reuvers et al., 2008; De Jong and Den Hartog, 2010). However, they're limited by that specialize in either individual or job characteristics, instead of both. This is often unhelpful for predicting employees' innovation behavior, which frequently results from communication, friction, and interaction between individuals and their environment (Ashforth et al., 2007).

With more in-depth research on the subject of person-environment fit, attention has been gradually given to the effect of person-job fit, which emphasizes the match

between individual knowledge, skills, abilities, and job requirements (Zhou et al., 2011). Numerous studies report that an employee whose personal values fit better with the values of their description show higher levels of citizenship behavior (e.g., Goodman and Svyantek, 1999; Vigoda, 2000; Kristof-Brown et al., 2005; Farzaneh et al., 2014). Since innovation behavior may be a purely discretionary citizenship behavior, not mandated in formal job descriptions and roles (Janssen, 2000; Ramamoorthy et al., 2005), the effect of person-job fit on innovation behavior warrants exploration. Unfortunately, few empirical studies have explored the influence mechanism of person-job fit on innovation behavior (Zhao and Han, 2016). Afsar et al. (2015) and Lin and Ding (2017), respectively, adopted the attitude of innovative self-efficacy and innovation trust to explore the link between person-job fit and innovation behavior, indicating that there are multiple interpretations of this relationship. Their research also provides a reference for us to think about the mediating role within the relationship of job involvement, which has been considered because the key to activating employee motivation (Lawler, 1986) and a crucial mechanism for transforming inducing factors into the worker attitudes and behaviors expected by organization.

With the fast improvement of innovation and financial globalization, organizations face an intricate and inconsistent outside climate as well as need to fulfill clients and partners' different requests (Madrid et al., 2014). Subsequently, current organizations can't exclusively rely upon customary or standard guidelines and systems to ensure achievement (Janssen, 2000). All things considered, activities arranged toward adequately overseeing unanticipated work circumstances or abusing new chances in the working environment are fundamental for making progress (Kanter, 1988). In this unique circumstance, representative advancement conduct, which is viewed as an asset of organizational development (Amabile et al., 1996), has pulled in huge insightful consideration (Madrid et al., 2014). Since worker development conduct has for some time

been viewed as a huge determinant of organizational execution, upper hand, and long haul endurance, numerous scientists have examined how to encourage it (Tu and Lu, 2013). These investigations have commonly centered around looking at advancement conduct's forerunners in an organizational setting; among those distinguished are organizational equity, work attributes, the mental agreement, inherent inspiration, prizes, initiative, and working relationship quality (Scott and Bruce, 1994). In any case, they are restricted by zeroing in on one or the other individual or occupation attributes, instead of both. This is pointless for anticipating workers' advancement conduct, which frequently results from correspondence, grating, and association among people and their current circumstance (Ashforth et al., 2007).

Literature Review

PJ fit hypothesis gives a reasonable structure to catch candidates' necessities satisfaction (Cable and DeRue, 2002). At its center, PJ fit is characterized as a match between a traits present or saw in the work and the degree to which people might want or need this quality to be available (French et al., 1982). PJ fit is customarily partitioned into the requests capacities fit and the necessities supplies fit (Kristof-Brown et al., 2005). The previous happens when the information, abilities and capacities of the people coordinate those of the work, and the last when the requirements, wants or inclinations of the individual are met by the work. The current paper is just centered on the requirements supplies fit.

PJ fit has been applied to different settings, for example, stress or execution (Kristof-Brown et al., 2005), yet in addition candidate fascination and occupation decision (Chapman et al., 2005). With regards to candidate fascination, PJ fit places that candidate's contrast the credits of the work with their own requirements in regard to these ascribe. The consequence of this correlation is a view of fit, and is probably the most grounded indicator of candidate fascination (for example work pursuit and acknowledgment aims) (Chapman et al., 2005) just as occupation fulfillment (Yu, 2016). For instance, candidates who care about corporate social obligation will be more pulled in to work ads that show such qualities (Zhang and Gowan, 2012).

The effect of PJ fit on candidate fascination has been found across various credits, for example, values, capabilities, area, pay and benefits (Billsberry, 2007). This allure of PJ fit is much more significant in individualistic and altruistic arranged societies, as fulfilling people's necessities is especially significant in these societies (Peretz et al., 2018). Contingent upon the ascribes, fit may not really allude to a precise correspondence among saw and required credits. For instance, alluring credits, for example, pay, esteem or independence are seen as fitting in any event, when they surpass the person's requirements (Edwards et al., 2006).

In any case, fit isn't seen when the apparent credits miss the mark regarding the necessities. At the point when this is the situation, candidates feel their base prerequisites are not met, and the work is considered insufficient (Osborn, 1990). The work is then turned down (Osborn, 1990), except if candidates are willing or compelled to bring down their

requirements to fit the work all things considered (Vansteenkiste et al., 2016).

Methodology

The major aim of this research study is to measure the role of person-job fit (P-J fit) in development of operations environment using bibliometric analysis and literature review. The literatures published in the field of person-job fit (P-J fit) consider for this study. The 54 articles have been taken as a sample for this study.

Table 1 – Test of heterogeneity

Q	9.635
DF	7
Significance level	P=0.025
I <sup>2</sup>	14.05%
95% CI for I <sup>2</sup>	0.00 to 64.23

Q is the weighted amount of squares on a normalized scale. It is accounted for with a P esteem with low P-values showing presence of heterogeneity. This test anyway is known to have low ability to identify heterogeneity and it is proposed to utilize an estimation of 0.10 as a cut-off for importance (Higgins et al., 2003). Alternately, Q has an excess of force as a trial of heterogeneity if the quantity of studies is huge.

Table 2 – Publication bias

Intercept	2.365
95% CI	-1.235 to 2.36
Significance level	P=0.016
Kendall's Tau	0.265
Significance level	P=0.256

**Egger's test is a test for the Y capture = 0** from a direct relapse of standardized impact (gauge separated by its standard mistake) against exactness (complementary of the standard blunder of the gauge).

**Begg's test** surveys if there is a critical connection between's the positions of the normalized impact sizes and the positions of their fluctuations.

Results and Discussions

The consequences of the various examinations, with 95% CI, and the general impact (under the fixed and arbitrary impacts model) with 95% CI are shown in a diagram called "woods plot".

Figure 1 – Meta Analysis – Odds ratio for fixed effect

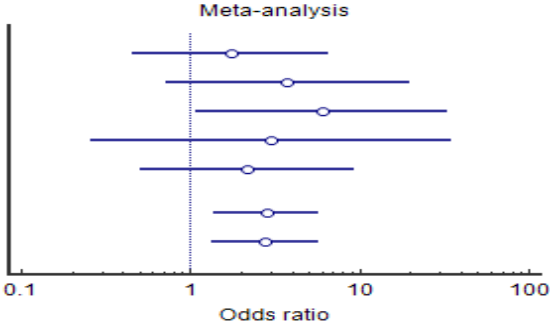
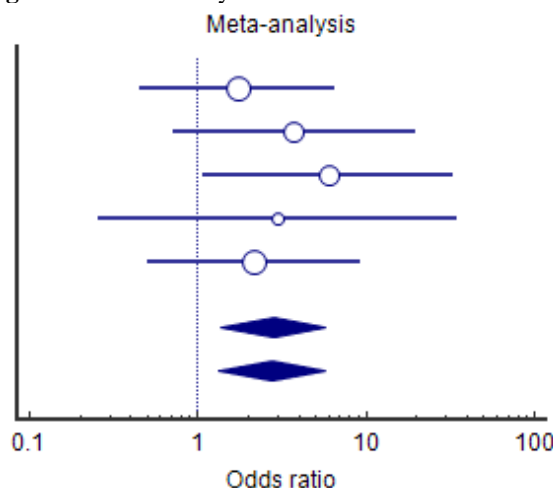


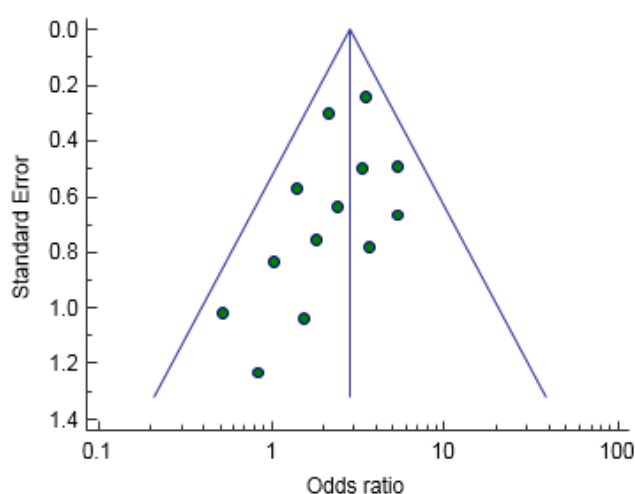
Figure 2, represents with the impact size all have a similar size. Alternatively, the marker size may fluctuate in size as indicated by the loads allotted to the various investigations. Moreover, the pooled impacts can be spoken to utilizing a jewel. The area of the jewel speaks to the assessed impact size and the width of the precious stone mirrors the exactness of the gauge,

**Figure 2** – Meta Analysis – Odds ratio for random effect



A funnel plot (Egger et al., 1997) is a graphical instrument for distinguishing predisposition in meta-investigation. In a funnel plot treatment impact is plotted on the even hub and MedCalc plots the standard mistake on the vertical hub (Sterne and Egger, 2001). The vertical line speaks to the rundown assessed inferred utilizing fixed-impact meta-investigation. Two slanting lines speak to (pseudo) 95% certainty limits ( $\text{impact} \pm 1.96 \text{ SE}$ ) around the outline impact for every standard mistake on the vertical pivot. These show the normal circulation of studies without heterogeneity or of choice predisposition. Without heterogeneity, 95% of the examinations should exist in the funnel characterized by these askew lines.

**Figure 3** – Symmetrical funnel plot



## Conclusion

The study also makes several implications for HR practitioners. To begin with, the discoveries have indicated

that the greater adaptability is referenced in occupation commercials, the more it is seen. The more it is seen, the more it "fits" candidates' requirements for adaptability and, in this manner, pulls in them. This suggests that associations may build candidate fascination by offering more adaptable working game plans and promoting them all the more expressly in their work notices. Adaptable working plans that are not promoted are probably not going to add to view of adaptability fit, which may bring down candidate fascination. Offering adaptable working courses of action to representatives likewise has a few preferences other than candidate fascination. Adaptable working game plans will in general improve work fulfillment, authoritative responsibility (Chen and Fulmer, 2018) and maintenance (Kr  ollet al., 2018). They can likewise improve the prosperity of representatives – ladies specifically (Uglanova and Dettmers, 2017) – and of society all in all, through improved work–life balance (Bayazit and Bayazit, 2017) and fulfillment through recreation time (Uglanova and Dettmers, 2017). Second, the discoveries have indicated that candidates' adaptability needs work as a base to reach. Subsequently, deciding candidates' adaptability needs would give off an impression of being essential to ensure candidate fascination. Such necessities can be found through studies utilizing scales like the ones utilized in the current investigation.

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