

THE IMPACT OF PERSON-JOB FIT, AND PERSON ORGANIZATION-FIT ON JOB SATISFACTION: A CASE STUDY OF A TEXTILE FIRM

Azeem Khan¹, Jahanzaib Nabi², Muhammad Waqas³, and Waqas Bin Dilshad⁴

Abstract

It is believed that the HR department in any organization plays a vital part in planning and controlling in operations of organizations. The Human resources department manages employees and enhances their skills to work efficiently and effectively to execute the organization's objectives. The main reason to work on this topic is to examine how person-job fit (PJF) and person-organization fit (POF) affect the job satisfaction of employees. We used the sample probability method to create a chance that every skilled employee of a textile firm gets an opportunity to participate. The size of the sample is 300 skilled employees of A Textile Mills Limited. For this purpose, the questionnaires were taken from previous same studies. The data was collected through the primary source, the source is that the questions were asked from the employees through the questionnaires. Moreover, collected data was run in the SPSS software to analyze it and find out the result. This research study analysis is based on descriptive statistics, regression analysis, reliability analysis, and correlation analysis. All these analyses were performed to calculate the impact of person-job fit (PJF) and person-organization fit (POF) on job satisfaction. In end, the finding of this study revealed that there is a vital connection between dependent and independent variables. The results are meaningful for the HR department and for the operational managers to set direction, and it is also useful to improve the planning method.

Keywords: Person-Job fit, Person-Organization fit, Job Satisfaction

INTRODUCTION

The concept of Human Resource Management (HRM) emerged in the nineteenth century and the goal of Human Resources is to manage people in an organization as well as to implement a consistent approach to organizational management for long-term sustainability to ensure smooth production (Shah & Ayub , 2021). Human resources are essential for achieving high performance in an organization, and their significance is prioritized in our society. However, negative situations for example job exhaustion and turnover are common in organizations, and job satisfaction is viewed as the main key factor that can minimize these negative situations (Jin & Hahm , 2019). Humans are widely regarded as an organization's most assets. Humans are used as a strategic tool of competence by organizations, to get the most out of human resources, and assign them tasks that are best suited to their efforts or competencies (Iqbal, Latif, & Naseer, 2012). Organizations recruit for employees whose skills match the requirements of the job, and whose values and goals align to the organization. Employees will bring a variety of expectations to the organization, and some will be drawn to, some selected by, and some remain in a domain with people who are alike to them. The employees of an organization who have a poor person-environment fit may develop negative attitudes and behaviors at work (Yen & Chihyung, 2021).

The connection between PJF and POF of employees and their surroundings enlarges certain emotions, points of view and behaviors (Memon, Salleh, & Baharom, 2015). Organizations are mainly based on human

¹Scholar, Benazir School of Business, Benazir Bhutto Shaheed University Lyari, Karachi, Pakistan. Email:azeemshehzei98@gmail.com

²Scholar, Benazir School of Business, Benazir Bhutto Shaheed University Lyari, Karachi, Pakistan. Email:bizenjo456@gmail.com

³Scholar, Benazir School of Business, Benazir Bhutto Shaheed University Lyari, Karachi, Pakistan. Email:mohammadwaqas11034@gmail.com

⁴Assistant Professor, Benazir School of Business, Benazir Bhutto Shaheed University Lyari, Karachi, Pakistan. Email:link2waqas@gmail.com

order and projects get done effectively by working as a team. Similarly, it is supposed to make a reasonable arrangement of the work among the employees to get the objective of the organization with the distribution of work by the management (Robbins, 2006). If the organization wants to achieve goals, then the organization has its needs of multiple resources. There are many resources that an organization needs to operate its functions, these resources can be natural resources, human resources, financial resources, and technology resources and in all these resources human resources are the most valuable and essential resources (Wirawan, 2009). The organization not only needs able and skilled employees but also needs those employees who have the ability to do efforts to get work done, fully engage themselves in the given task, use proactive strategies to be ready every time for any situation, and have a great reduction to meet a high-performance level and this can be achieved when the employees are satisfied with their jobs and organization culture and environment (Bakker, Arnold, Simon, & Michael, 2011). In the recruitment and selection process, organizations seek those candidates who have a good person-job fit and have a similar attitude and vision fit (person-organization fit) with the organization (Chuang & Sackett, 2005). Employees belong from different areas and different cultures, come together in one organization and work for a long duration. All these employees create an environment that has a good fit between employees and the organization (Schneider, 1987).

Research Problem

The textile industry of Pakistan is renowned for creative designing, innovative work, growth, production, and distribution of yarn, fabric, and home-useable bed sheets and their components. A textile firm started work by putting the production unit at the industrial hub of Karachi Pakistan. Basically, it came to set in 1998 by the association of the A brothers' group. The idea of establishing a textile firm was brought by the late Abdul Razzak Tappa (Shaikh et al., 2022).

In the textile sector of Pakistan, it is seen that employees usually switch from one company to another, which causes employee turnover and reduces employee retention. This may include many factors, for example, they may do not compensated according to their work, the tasks they are assigned are more than their capabilities, abilities, and skills, and they do not like the organizational culture of the textile industry. Therefore this study has been conducted in a textile firm to know which independent factors affect the most employees' job satisfaction and discourage them to work with a textile firm for a long period.

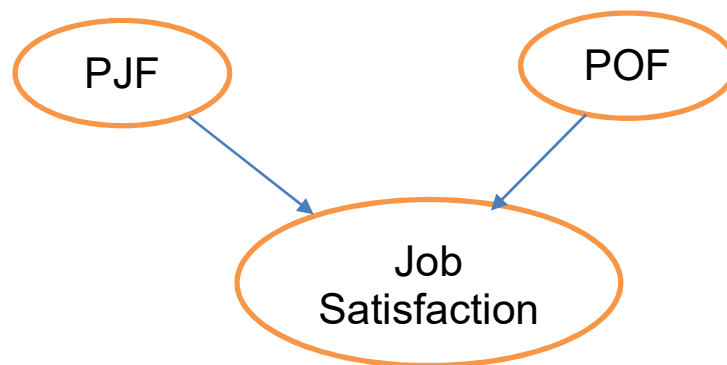


Figure 1: Conceptual Framework

Questions of Research

Q1) is there any significant connection between person-job fit (PJF) and job satisfaction?

Q2) is there any significant connection between person-organization fit (POF) and job satisfaction?

Research Objectives

- ✓ To find the connection between person-job fit (PJF) and job satisfaction.
- ✓ To find the connection between person-organization fit (POF) and job satisfaction.

Research Justification

Earlier research has shown that this kind of research study is helpful for the textile industries to know the reason for employees' rapid switching and control their employee turnover.

Research Limitations

All information and data have been collected from a textile firm company of Pakistan. The research survey will be conducted among the three hundred experienced and skilled employees of the a textile firm

Research Scope

This study only focuses on how person-job fit (PJF), and person-organization fit (POF) can satisfy the employees and how this will increase employees' job satisfaction.

LITERATURE REVIEW

Person-Job Fit (PJF)

Person-Job fit (PJF) is defined as the connection between the knowledge, skills, and abilities (KSA) of an employee and the requirements of the job, or it can also be defined as the connection between needs or desires of an employee and what the job give back (Carless, 2005). Person-Job Fit is vital because it can lead to higher performance, greater satisfaction, lower absenteeism, and turnover, more organizational citizenship, and less stress. A strong person-job fit may be the reason for maximizing benefits for both employees and the organization, if the fit has a weaker job fit, the organization can expect high turnover, absenteeism, and lower employee morale and production (Shah & Ayub , 2021). In the recruitment process, the traits of personality in the dependency of psychology must be considered by the manager for example the sense of control, the sense of commitment to the job, and the perception to face the challenges (Alfi, Haryonor, & Nuryakin , 2021). If the job requirements meet with the abilities of employees, then employees will witness the strong person-job fit (Tims, Derks, & B. Bakker, 2016). Person-job fit (POF) can be explained or distinguished in two ways,

- ✓ The demands-abilities (DA) fit because it refers to the compatibility of knowledge, skills, and abilities of the employees with the demands or requirements of the job.
- ✓ The needs-supplies (NS) fit because it refers to how well the job can fulfill needs and preferences of the employees (Tims, Derks, & B. Bakker, 2016).

The employees are supposed to do some required tasks with their personality fit and cognitive abilities (Rajper , Ghumro, & Mangi , 2020). Occupational happiness represents the well-being of employees in the organization, further it also represents both positive and negative experiences of employees about their occupations and their cognitive opinion of the required task in job (Peng & Mao, 2015). The employees' person-job fit can be judged through the CV of the employees, interviews, examination, checking the references, and many different tools of selection are being used to analyze the applicants for different jobs in recruitment and selection process (Chuang & Sackett, 2005). We can also judge PJF in the subjective and objective (Kristof, 1996). Individuals' opinions of how well they fit with a certain work are referred to as subjective person-job fit of employees, for example, employees may be asked how much they believe that their employment meets their

tastes or requirements. In contrast, objective P-J fit refers to how well people' reported preferences or attributes correlate to work characteristics. For example, job searchers' choices might be compared against current workers' assessments of job attributes (Chhabra, 2015). The execution of a work objective and effective work behavior evokes faith in the employee and builds confidence in their abilities, which are the foundations of the idea of social cognitive theory. This assurance is vital to maximize the levels of motivation and consequently, the perception of person-job fit for the employee (Hasan, Jawaad, & Butt, 2021).

Person-Organization Fit (POF)

Person-organization fit (POF) is regarded an important component of the organization, and general selection the definition of POF would be “the compatibility of employee and organizations” (Berahmawati, Sinulingga, & Wibowo , 2019). The connection between person-organization fit (POF) and job satisfaction is, person-organization fit (POF) positively influences the job satisfaction of the employee (Hüseyin ASLAN, 2019). According to the ASA (Attraction-Selection-Attrition) cycle model, an organization attracts people of a similar type by selecting personnel who share the same values or characteristics as the organization. Anyone who does not share the organization's values or characteristics will be fired or resigned (Chang, Liao, Miao, Huang, & Hsu, 2019). The satisfactory of earlier consequence between the employees and organization is where the tasks are performed. The earlier studies disclosed the consequences, which show that the Person-Organization Fit (POF) is positively linked to job satisfaction, performances of employees, and organizational commitment (Rajper , Ghumro, & Mangi , 2020).

Person-Organization fit has a significant connection with job satisfaction, however less correlation with a desire to resign. The connection between person-organization fit (POF) and attitudinal dimensions including good relations with colleagues, satisfaction with supervisors, and management trust is moderate, but the association with organizational satisfaction is much greater (Morley,2017).

Job satisfaction

There are many definitions of job satisfaction through which it can be defined. However, in organizational research, this definition is often used. Which was stated that "Job satisfaction is a pleasurable or positive psychological, which comes from an evaluation of one's job or work experiences" (A. Judge & Klinger, 2020). Employers prefer satisfied employees because employees' satisfaction with job is closely related to labor market behavior, such as productivity, quits, and absenteeism in the organization. Job satisfaction of employees is as good a predictor of quits as wages (Gazioglu & Tanselb, 2006). There are some vital of job satisfaction which are following (Faragher, Cass, & Cooper, 2005).

- ✓ The employees take an interest in their job
- ✓ Employees have good relationships with their managers, executives, and colleagues.
- ✓ Employees have a good income and get good compensation.
- ✓ Employees do not feel pressure while working
- ✓ Employees have a clear opportunity for career advancement

Employees' assessments of tasks and the work they do are the main aspects of Person-Job fit, which influence the job satisfaction of employees. The study determined that Person-Organization fit, and Person-Job fit should relate to each other to evaluate job satisfaction, because person-job fit (PJF) and person-organization fit (POF), both have serious effects on job satisfaction. The job satisfaction of the employees often gives an emphasis to measure it in individual-based or work nature or organizational aspect (Farooquia & Nagendra, 2014). There are many ways through which the concept of job satisfaction was defined, but the often used definition of job satisfaction in research of organization was defined by the (EID & J. LARSEN, 2007), according to which the job

satisfaction occur, when an employee take pleasure from his or her work, and positive emotional condition which come from the appraisal of employee's job or come from the employee's experience (Larsen & Prizmic-Larsen, 2006). It was noted that the job satisfaction of an employee includes the responses of multidimensional psychology that the employee need cognitive, effective and behavioral element to get the job satisfaction.

RESEARCH METHODOLOGY

Research Design

This work was conducted to examine the connection between person-job fit (PJF), person-organization fit (POF), and job satisfaction and the impact of both, PJF and POF on job satisfaction. The method used in the research was quantitative and it is theory-based testing, where the explanatory method is used. The data of this research is primary data. The information of the research has been collected through a questionnaire.

Procedure

This quantitative method is used, and the research is based on a cross-sectional study. It uses descriptive statistics to evaluate the person-job fit (PJF), person-organization fit (POF) and job satisfaction of employees.

Population

The employees of a textile firm were taken as the population to conduct the research. The sample size is three hundred employees, who will be asked to fill out the questionnaire. The company is found in Karachi.

Sample and Sampling Method

The study survey will only be conducted in A Textile Mills Limited, with no data collection from other firms. The study will be conducted in all departments of the organization and the respondents of the study will be skilled and qualified employees. The sample size is three hundred, which shows that three hundred measurements require having a 95% confidence level with a 5% error margin.

Instrument Selection

The set of information will be collected from the selected respondents through a structured questionnaire. The questionnaire is acquired from an earlier same study (Chhabra, 2015). The study will use a scaled questionnaire Likert Scale which is shown below.

1. Strongly Disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

Variables

There are three variable in this research, in which two are independent variables {Person-job fit (PJF) and person-organization fit (POF)} and one is dependent variable (Job Satisfaction), which were used to analyze the connection between them.

Hypothesis

H1= There is a significant connection between person-job fit (PJF) and job satisfaction.

H2= There is a significant connection between person-organization fit (POF) and job satisfaction.

Plan of Analysis

The data will be further gone ahead in SPSS software for analyzing data, and different tests will be conducted in this software to analyze the data to find out the efficiency of data. The following tests will be conducted.

- ✓ Descriptive statistic
- ✓ Regression Analysis
- ✓ Reliability Analysis
- ✓ Correlation Analysis

ANALYSIS & FINDINGS

Respondent’s Demography

This data has been collected from the employees of the textile firm of Karachi. The questionnaires have been filled by 300 respondents and the data is organized in Table 1. The table 1 shows the profile of the respondents that from which demographic background they belong. The table 1 consists of four portions: Age, Gender, Education, and Experience. All the portions consist of different levels and show the different ratios of total respondents.

Table 1
Reliability Statistics

Cronbach's Alpha	N of Items
.803	3

It indicates the accuracy of questionnaire. According to (Hair, 2006) reliability will be accepted if the value of Alpha is same to or exceed than 0.7 It represents that whether the internal accuracy and reliability of survey are strong or not. The overall reliability of all items of this survey is about 0.803 which represents the 80.3% consistency of responses over the scale. This means that the data of this survey is reliable.

Responses Average

Table 2
Report

	POF	PJF	JS
Mean	3.8167	3.9775	3.9150
N	300	300	300
Std. Deviation	.64532	.58987	.60401
Minimum	1.00	1.00	1.00
Maximum	5.00	5.00	5.00

The components of this study are using a Likert Scale system, with 1 indicating Strongly Disagree and 5 representing Strongly Agree. Replies of the respondents differ. The mean is the average of the overall responses, while Standard Deviation represents the degree of variation over the scale. Person-organization fit has a mean of 3.816 and a standard deviation of 0.645 and the person-job fit has a mean of 3.9775 and a standard deviation of 0.58987, and job satisfaction has a mean of 3.9150 and a standard deviation of 0.6040

Variable’s Significance through Correlation Matrix

Table 3
Correlations

		PJF	POF	JS
PJF	Pearson Correlation	1	.495**	.475**
	Sig. (2-tailed)		.000	.000
	N	300	300	300
POF	Pearson Correlation	.495**	1	.751**
	Sig. (2-tailed)	.000		.000
	N	300	300	300
JS	Pearson Correlation	.475**	.751**	1
	Sig. (2-tailed)	.000	.000	
	N	300	300	300

** . The correlation is significant at the 0.01 level (two-tailed).

The Correlation Table describes the connection between all independent variables and the dependent variable by using a 95% of confidence interval and a 5 percent of error on which data is drawn from the population. The minimum value of two-tailed significance is 0.005 or less than 0.005 for the significance between the independent variables and dependent variable. Above table represents the significant values of person-job fit (PJF), person-organization fit (POF), and job satisfaction which is 0.00 this is indicating that person-job fit (PJF), and person-organization fit (POF) have a significant and positive correlation with jobs satisfaction and similarly job satisfaction has a vital and positive correlation with person-job fit (PJF) and person-organization fit (POF) and if those independent variables will be changed then the dependent variable will also get changed.

The Pearson correlation’s values degree of relationship and the intensity as the values. Although the person-job fit (PJF) value is 0.475 which is less than 0.5 it means that PJF has a weaker correlation with person-job satisfaction and the Pearson correlation’s value of person-organization fit is 0.751 which is greater than 0.5 it means that the person-organization fit (POF) has a stronger correlation with job satisfaction of the employees.

Connection of Variables with Multiple Regressions

Table 4
Model Summary

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.760 ^a	.578	.575	.39367	1.595

a; Predictors; (Constant), PJF, POF

b; Dependent variable; JS

The connection independent variables on the dependent variable and the affect to independent variables and dependent variable can be assessed through regression analysis. The researchers assess the relationship and effect of person-job fit (PJF) and person-organization fit (POJ) on job satisfaction. On the base of previous statistics and research testing, the model of regression is used, and on the base of direct and positive connections between those

factors. The prediction that independent variables are working together to describe the dependent variable can be done through the R square’s value. The R square is 0.578 or 57.8% which is representing that model is significant and can predict changes in job satisfaction by changes in person-job fit and person-organization fit.

Table 5
ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	63.054	2	31.527	203.429	.000 ^b
	Residual	46.028	297	.155		
	Total	109.083	299			

The analysis of variance can be examined through the ANOVA, which describes the difference in independent and dependent variables for example based on changes in independent variables how much difference will occur independent variable. The F statistic is the model of fit test, which assesses the impact and relationship of the independent variables on the dependent variable. This model is fit and significant because the F statistic value is 203.429 significant which is more than 3.14 and the probability value is 0.000 which smaller than the required value of 0.05.

Regression Model Summary

Table 6
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations
		B	Std. Error	Beta			Zero-order
1	(Constant)	.918	.169		5.423	.000	
	PJF	.140	.044	.136	3.143	.002	.475
	POF	.640	.041	.684	15.760	.000	.751

The above table describes the significance of the variable because of the t statistic and beta coefficient. The research examines the result using a 0.918 or 91.8% confidence interval and t statistic’s value that should be greater than 2 and the required probability value should be less than 0.05. The above table indicates that the person-job fit (PJF) is a good predictor of job satisfaction because it value of t is 3.143 which is greater than 2 and the value of probability is 0.002 which is less than 0.05. and this table also shows that the person-organization fit (POF) is a strong predictor of job satisfaction because its t value is 15.760 which is greater than 2 and its probability value is 0.000 which is less than

Table 7
Hypothesis Testing Based on Regression

Alternative Hypothesis	t Statistics	Significant Level	Accepted/ Rejected
H1: There is a significant connection between person-job fit and person-job fit and job satisfaction.	3.143	0.002	Accepted
H2: There is a significant connection between person-organization fit and job satisfaction	15.760	0.000	Accepted

Hypothesis # 1 is accepted because its t value is 3.143 which are more than 2 and the probability value is 0.002 which is less than 0.05, these values show that there is a significant connection between person-job fit (PJF) and job satisfaction.

Hypothesis # 2 is accepted because its t-value is 15.760 which is more than 2 and its probability value is 0.000 which is less than 0.05. These values show that there is a significant relationship between person-organization fit (POF) and job satisfaction.

CONCLUSION

The purpose of conducting this research is to evaluate the effect of person-job fit (PJF) and job-organization fit (POF) on job satisfaction within a textile firm of Pakistan. Therefore this research survey is only conducted in a textile mill, which is a dominant organization in the textile sector of Pakistan. There are several types of research conducted on this topic on the global stage, but there are few pieces of research of this topic in the Pakistan context. This is the first time that this research is supervised in a textile mill. As earlier in this research, it was examined that the person-job fit (PJF) and person-organization fit (POF), both impact job satisfaction. In this context, it describes that there is a good connection between the person-job fit (PJF) and job satisfaction. As well as there is a significant relationship between person-organization fit (POF) and job satisfaction. Both independent variables are interlinked and support each other. The result of the study indicates that the management of the organization should not comprise or ignore an individual's efforts and attributes. With reference to this survey result, we suggest that it is beneficial for the organization to do the job analysis process effectively because it sets directions and improves the job description and job specification, and organizations become aware of that what points should be added in the job position. It has been observed in this research that employees do not get job satisfaction when they are assigned a job or task which is not similar to employees' qualifications and morals, and it enhances the job dissatisfaction level of the employee. It is necessary for an organization that they must be careful and passionate during the hiring and selection process. Organizations should follow the policy of hiring the right person for the job position at the right time. Organizational managers should not be absent during the hiring process because it creates difficulties for the organization to retain employees.

A textile firm should hire employees according to their qualifications, skills, capabilities, and competencies. For a strong person-job fit, it is essential to consider these four factors to hire employees. A textile firm must make standards in the recruitment policy to evaluate the potential employees for the requirements of the job. If there is a deficiency among these factors then it will not be a strong person-job fit. All these factors are significant to judge any job position demands. It is observed that there is a stronger significant relationship between the person-organization fit (POF) and job satisfaction as compared to the person-job fit (PJF). The textile firm should understand the employees' norms, values, needs, and wants. A successful organization always cares about its employees' norms and values because it is vital to give importance to employees' norms and values which lead to an increase in job satisfaction. The textile firm should examine the true situation and actual value to plan for the employee person-organization fit. The norms and values are the factors that help the employees to work smoothly, effectively, and efficiently, and keep connected with the textile firm for a long time. Employees feel comfortable working in the textile firm if there is a good connection between the employees' norms, and values and the culture of the organization. A textile firm should care about its employees' norms and values because employees do not compromise on this, despite getting good compensation and benefits. As real concern over employees' personal life, make them comfortable and let them feel like valuable assets for the organization. It has been seen that a work-life balance structure makes employees a balance between their professional and personal life. The outcomes also suggest that employee match with the organization and bond to job performance

which links to enhance the trust in the organization.

Recommendation

There are many recommendations for further research. The findings of this study enable only that Person-Job Fit (PJF) and Person-Organization (POF) Fit have a significant connection with job satisfaction. As these two variables have a significant impact, but these variables are not enough to measure the length of job satisfaction. The two independent variables have a value of R-square 0.578 or 57.8% which indicates that the two independent variables have a good variance in job satisfaction. There are also other variables that can affect job satisfaction like managerial role, working environment, and safety measurement. There should be research on these variables to evaluate the control on job satisfaction of the employees in A Textile Mills Limited. The researchers must use mediating and moderating variables in the study to get a more significant effect. The outcomes of the study are useful for the Human Resources department to improve job performance by giving jobs as per qualification and match between employee and organization culture. The HR department may use the results of this study to create a sufficient job description and job specification for a particular job.

Direction for Future Research

This study is mainly focused on the effect person-job fit (PJF) and person-organization fit (POF) on job satisfaction. This study is based on a textile firm of Pakistan to find the job satisfaction of the employee working in the companies. For future research, it is necessary for the organization to conduct research in other sectors or companies to evaluate job satisfaction. Researchers can also take some sectors by adding some other factors that have an impact on job satisfaction. As the business of the world is now becoming global, it is a challenge for organizations to operate effectively in a diversified environment and build good relationships among employees. So, researchers should examine the impact of the diversified working environment and its subsequent on the job performance of the employees.

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