

REVIEW ARTICLE

IMPACT OF VALUE CONGRUENCE ON EMPLOYEE JOB SATISFACTION: THE MEDIATING EFFECT OF PERSON-JOB FIT

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ABSTRACT

This paper is designed to investigate the effect of Person-Organization Fit (Value Congruence) on job satisfaction. Further the role of person-job fit is assessed as a mediator between endogenous and exogenous latent constructs. The officials of Law Enforcement Agency of Jammu and Kashmir State (JKP) were the sample respondent of this study. Data was collect by personally administering the questionnaire to the sample respondents during their office hours. Confirmatory Factor Analysis (CFA), Partial Least square Structural Equation Modeling (PLS-SEM) techniques were used for the analysis. The Mediation effect of Person-Job Fit was assessed by using Baron and Kenny (1986) approach, further (VAF) Variance Accounted For Ratio is used for mediation results. The result of this study reveals a strong relationship between Value congruence and employee job satisfaction. Further as revealed from the Variance Accounted for Ratio, Person-Job Fit fully mediates the relationship between value congruence and job satisfaction.

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INTRODUCTION

In today's era of sheer competition, organizations devote substantial resources to establish and maintain a substantial compatibility between people and their jobs in particular and that of their organizations in general. The underlying reason is that certain people are better suited for particular situations to perform specific jobs. Further employees are now considered as the most important source of sustainable competitive advantage (Guest, 1997). Preffer (1995) and Rousseau (1995) argued that an organizations competitive advantage depends on the degree to which it effectively manages human resource by ensuring that both the organization and the individual expectations and values are similar. Consequently, compatibility is key to maintain a flexible and committed workforce that is necessary in the competitive environment (Bowen et al., 2005; Kristof, 1996). Given the major impact of person organization similarity on employee attitudes and behavior the theoretic and empirical interests in the concepts has been increasing over the years (Kristof et al., 2005). Subsequently, however, researchers have become interested in the potential benefits of selecting employees based on their perception of fit (Elfenbein and O' Reilly III 2007). Job candidate fit includes Person-organization (P-O) fit and person-job (P-J) fit (Farzaneh and Mehdi; 2014).

P-O fit refers to the similarity between an individual's values and the cultural values system of an organization or its people (Chatman, 1989; Kristof, 1996). Theory suggests that value congruence should affect individual's attitudes and behaviors because people are more attracted to others who are similar to them. This thinking is at the crux of both Byrne's (1971) similarity-attraction theory and Tajfel and Turner's (1985) social identity theory. Both theories essentially state that individuals will be attracted by, seek to join, and retain membership in organizations where they find the values and culture of the organization in line with that of their own norms and values. Accordingly, individuals should find organizations similar to themselves to be attractive and satisfying (e.g. Cable and Judge, 1996; 1997; Kristof- Brown et al., 2005). Both individuals and organizational characteristics are operationalized via values. Values are intrinsically embedded within the minds of people and it is the people, when they join for a mutual or common goal forms an organization. So, people are believed to be born with intrinsic motivation that is likely to be strengthened through value congruence. At individual level values act as the support to personal well-being (Sagie and Elizur, 1996) and at organizational level values are embedded in the organizational culture domain. It is said that strongly held and widely shared values of the organization form its culture (Nazir, 2005). Rousseau (1990) defined organizational culture as a "set of cognitions that are shared by all or many members of a social unit: these cognitions are acquired through social learning and

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socialization processes, and they include values, common understandings, and patterns of beliefs and expectations". These shared values and beliefs can assist individuals to understand organizational functioning, and thus provide them with norms for behavior in the organization (Deshpande and Webster, 1989). While the main body of research on person-environment (P-E) fit has focused on person-organization fit (Greguras and Diefendorff, 2009). Present study empirically synthesises the joint effect of person-organization fit along with person-job fit as a mediator. This approach provides a stronger support of the effect of fit (Barber, 1998) and would enable us to evaluate the relative importance of perceived person-job fit and perceived-organization fit (Carless, 2005). Further, this study is attempting to examine the effect of fit on behavior itself, rather than attitude towards behavior (Werbel and Gilliland, 1999). Job satisfaction is observed as an important individual outcome and a behavioral construct that promotes effectiveness and efficiency in organizations (Hoffman and Woehr, 2006). To summarize, this paper considers job satisfaction as a form of employee behavior that is affected by value compatibility and job fit (Kristof, 1996; Hoffman and Woehr, 2006). Researchers suggest that Job satisfaction arises as consequences of person-environment fit (Hamdan, 2011; Farooqi, 2014). On the basis of theories and empirical research, our aim is to broaden researchers understanding of the complex, multifaceted mechanism through which person-organization fit promotes job satisfaction, which is further enhanced by opting person-job fit as mediator in this relationship. Although the proposed research model of this study rests on some relations that have been previously asserted, the integration of these relationships provides an imperative extension of existing literature. The following sections present a theoretical rationale and empirical evidences of the direct and the mediatory relationship between the latent constructs (Fig 1). Further, on the basis of empirical evidences the theoretical contribution of the above said model along with the practical implications are discussed. Lastly, the limitations and the future research directions of this study are highlighted.

Literature Review and Hypothesis

Person-Organization Fit and Job Satisfaction

Even-if person organization (P-O) fit can be defined in various ways, though this study absorbed on value congruence fragment. Value congruence also called as the fit between the values of an employee and the values of the organizations (Hofstede, 1984; 1997; Schein, 1985). The value dimension is one of the most widely studied in terms of P-O fit research (Bretz and Judge, 1994; Verquer et al., 2003). Chatman (1989) defined P-O fit as, the congruence between the norms and values of organizations and the values of persons. Value fit has also been termed as value congruence or person culture fit (Kristof, 1996; 2005). In this study P-O fit was operationalized as value congruence because of the following reasons: First, it has a prominent influence over people's behavior (Katz and Khan, 1978), Second, this type of operationalization was found to be the most consistent and effective predictor of employee outcomes in prior research (Boxx et al., 1991; Chatman, 1991; O'Reilly et al., 1991; Verquer et al., 2001; Westerman and Cyr, 2004). Third, values are fundamental and relatively enduring in terms of their effect on behavior and attitudes (Chatman, 1991). Fourth, individual and organizational values can be directly compared, eliminating most of the problems that result from using measures that are not commensurate.

Commensurate measurement refers to describing both person and organization with the same content dimensions. It ensures the mutual relevance of characteristics of person and organization. Fifth, values predict a variety of individual outcomes such as satisfaction and behavioral intentions (Meglino et al., 1992; Vancouver and Schmitt, 1991; O'Reilly et al., 1991; Boxx et al., 1991; Tepeci, 2001). Piasentin and Chapman's (2006) review found that thirty-six out of forty-six empirical studies had operationalized P-O fit using values. More importantly, in comparison to other dimensions of fit value congruence has been found to have stronger relationship with outcomes, and thus has the greatest potential for exploring mediating mechanism for fit effects on behavior both individual and organizational (Verquer et al., 2003).

To examine fit primarily on values, this study used supplementary tradition of P-O fit as the literature has placed so much emphasis on values, supplementary fit is often operationalized as value congruence (Cable and Edwards, 2004). When defined as value congruence, supplementary P-O fit refers to the similarity between an individual's values and the cultural values system of an organization or its people (Chatman, 1989; Kristof, 1996). Theory suggests that value congruence should affect individual's attitudes and behaviors because people are more attracted to others who are similar to them. This thinking is at the crux of both Byrne's (1971) similarity-attraction theory and Tajfel and Turner's (1985) social identity theory. Both theories essentially state that individuals will be attracted by, seek to join, and retain membership in organizations where they find the values and culture of the organization in line with that of their own norms and values. Accordingly, individuals should find organizations similar to themselves to be attractive and satisfying (e.g. Cable and Judge, 1996; 1997; Kristof- Brown et al., 2005; Tom, 1971). The meta-analysis conducted by (Verquer et al., 2003) reveal a mean correlation coefficient of ($r=0.20$) between person-organization fit and employee job satisfaction. The first hypothesis in our model is inevitably confirmatory;

H1: *P-O Fit is positively related to employee Job satisfaction.*

Person-Job (P-J) Fit's Mediating Effect

Apart, from investigating the direct link among variables, present study attempts to test the indirect link between exogenous and endogenous latent constructs, assuming the mediating effect of person-job fit. After establishing the direct path between the latent constructs of the study. This very section is dedicated to empirically test the mediating effect of person-job fit between Person-organization fit and job satisfaction. There exist ample literature evidences that value compatibility is related to person-job fit and job fit in turn is positively related to employee job satisfaction. It however, does not mean that job fit act as a mediator between value congruence and job satisfaction. Present study thus posits a mechanism by which job fit should be expected to act as mediator in between endogenous and exogenous latent constructs of the study. Person-job fit refers to the compatibility between a person's characteristics and those of a specific job (Edward, 1991; Kristof, 1996). The complementary perspective has been the foundation for person-job (P-J) fit. This includes the traditional view of selection which emphasizes the matching of employee's knowledge, skill and abilities (KSAs) with that of the job demands (Ployhart, Schneider, and Schmitt, 2006), and also when an employee perceives that his needs and desires are met

by the supplies of the job (N-S Fit) need supply fit is said to exist (Caplan, 1983; French et al., 1982; 1974; Harrison, 1978; Locke, 1969; Porter, 1961; 1962). Employees whose values are in-line with that of their organizations could perceive better job fit both in terms of demand-ability and need-supply fit. As, employees with higher perception of person-organization fit would found organizational resources both material and non material at their disposal, which in turn enhances their job fit by ensuring proper supplies. Technically, a variable function as a mediator when it meets the following conditions (Baron and Kenny, 1986);

- Variations in the levels of the independent variable accounts significantly for the variations in the presumed mediator.
- Variations in the mediator account significantly for the variation in the dependent variable.
- Previous significant relation between the independent and dependent variable changes its value significantly.

Present study, had opted (Baron and Kenney, 1986) procedure to examine whether person-organization fit observed as a mediating variable. The procedure includes; regressing the dependent variable on the independent variable; regressing the mediating variable on the independent variable and regressing the dependent variable on both the independent variable and mediating variable. In this study, relations including; first, the path regression between person-organization fit and job satisfaction. Secondly, the path regression between person-organization fit and person-job fit. Thirdly, the path regression between person-organization fit and job fit on job satisfaction was followed through three step approach. If the direct effect of person-organization fit on job satisfaction was less than their indirect effect through job fit, then job fit is likely a mediating variable. Thus the hypotheses that we postulate for mediation in our study are;

H2: Person-Job Fit act as mediator between P-O Fit and Job Satisfaction.

H2a: Person-Organization Fit has a positive impact on Person-Job Fit.

H2b: Person-Job Fit has a positive impact on Job Satisfaction.

Proposed Model

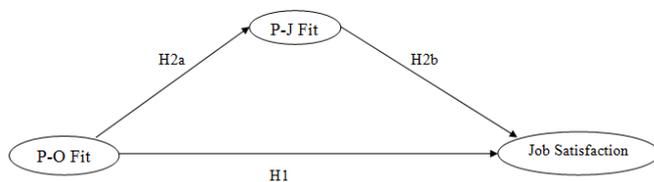


Figure 1.

RESEARCH METHODS

Sample Procedures

This study used primary data generated via structured questionnaire responses from the sample respondents. The questionnaire used in this survey is designed only after the exhaustive literature review and final execution initiates only after pre-testing. Data was collected from the law enforcement officials working in the state of Jammu and Kashmir. Proportionate Stratified Random Sampling (PSRS) technique

is used in this study where in first step stratification is done and secondly, proportionate samples were chosen randomly from each stratum. Taking into consideration the sensitivity of the job profile, prior appointments were required from the concerned officials. After those formalities, questionnaires were self-administered to the respondent in their offices on one-to-one basis. The questionnaires distributed were attached with a cover letter, which clearly explains the purpose and domain of this study and underlined the aspects of anonymity and confidentiality. The complete protection of respondent's identity was assuring via anonymity also their responses were strictly confidential and used for the purpose of this study. Because of the scheduled appointment, the interaction with the respondent was hassle free, uninterrupted and smooth. This personalized interaction speaks about the seriousness of the study and surely enjoys innumerable merits over other surveying techniques.

METHODS

Present study; establish the relationship between person-organization fit and job satisfaction with person-job fit as mediator. From, what has been discussed above, the study establishes a basic research model, (Figure 1) shows that person-organization fit is the latent exogenous latent construct, job satisfaction as latent endogenous construct and person-job fit as mediator. The data was collected through questionnaires with four section including person-organization fit, Job Satisfaction, person-job fit and basic sample respondent's demographic data. The survey instrument opted five point Likert type scale, ranging from 1 (*strongly disagree*) to 5 (*strongly agree*) to rate the respondents response. Present study is an attempt to assess the impact of person organization fit on overall job satisfaction. So, keeping in view the operational definition of the person organization fit as value congruence three (3) item scale developed by (Cable and Judge, 1996) was found to be best. The value statements included in this scale are "I feel my values match the values of this organization....".

Five point Likert scale was used to note the responses ranging from (1 "strongly disagree" to 5 "strongly agree") some minor modifications were also entertained to the original scale to best suit in the present circumstances. Since subjective measure is used to assess the degree of value congruence, for which literature suggests overall self-assessment (global scale) as best measures (Verquer et. al., 2003; Hamdan, 2011). So, keeping in view the objective of the study, global scale of job satisfaction developed by (Hackman and Oldham, 1975) was used. The scale consists of three items like "I am satisfied with the kind of work, I do here" ranging from (1 "strongly disagree" to 5 "strongly agree") on 5-point Likert scale. The scale developed by (Saks and Ashforth, 1997) was used to assess person-job fit.

Analysis and Results

Descriptive and Confirmatory Factor Analysis (CFA)

As evident from Table 1, all the (CFA) confirmatory factor analysis models had acceptable fits and all items loaded significantly on the respective factors. The conventional threshold for outer loadings was set as 0.6 or above (Chin, 1998a), likewise 0.7 or greater value were set for both Coefficient alpha (Malhotra and Dash, 2011) and composite reliability (Hair et al., 2011).

Table 1. Psychometric Properties

Constructs	Items	Loadings (≥0.6)	CR* (≥0.7)	AVE** (≥0.5)
<i>P-O Fit (Subjective)</i>	VC1	.885	.947	.857
	VC2	.939		
	VC3	.894		
<i>Job Satisfaction</i>	JS1	.856	.901	.751
	JS2	.845		
	JS3	.899		
<i>Person-Job Fit</i>	RC1	.891	.856	.665
	RC2	.792		
	RC3	.757		

Note: * Composite Reliability, ** Average Variance Extracted.
Source: Analysis of the survey data.

Table 2. Descriptive Statistics & Correlation Matrix of sample respondents

Constructs	Cronbach's α	P-O Fit	J. sat	P-J Fit
Person-Organization Fit	.887	1	.353**	.517**
Job Satisfaction	.832		1	.558**
Person Job Fit	.739			1
Mean		3.8912	3.7684	3.8140
Standard Deviation		.6139	.7990	.7775

Note: Correlation is significant at the 0.01 level (**= $P < 0.01$).
Source: Analysis of the survey data.

Table 3. Path Coefficients and Hypothesis Testing

Hypothesis	Path	Coefficient	R ² or β	t-value	p-value	Q ²
H1	P-O Fit → Job Satisfaction	.500	.250	9.639	0.000	.173

Source: Analysis of the survey data.
Note: * $p < 0.05$

Table 4. Path Coefficients and Hypothesis Testing

Hypothesis	Path	Coefficient	R ²	t-value	p-value	Q ²
H1	P-O Fit → Job Satisfaction	.065		2.451	0.015	
H2a	P-O Fit → P-J Fit	.533	.284	14.850	0.000	.301
H2b	P-J Fit → Job Satisfaction	.597	.403	12.097	0.000	.530

Source: Analysis of the survey data.
Note: * $p < 0.05$

The recommended threshold value for (AVE) average variance extracted was 0.5 or above (Chin, 2010). All the latent constructs exhibit significant results which are higher than the required cutoffs limits. Further, the composite reliability (CR) score depicted in measurement model exhibits strong estimates of the latent constructs ranging from (.856 to .947) exceeding the recommended minimum level. The (AVE) average variance extracted, which assess the amount of variance captured by the latent constructs among the latent constructs in the model ranges from (0.665 to 0.857) exceeding the minimum recommended level of 0.50 for all constructs indicating constructs convergent validity.

Further, Table 2 illustrate the mean and standard deviation of employee's perception about person-organization fit and person-job fit were 3.8912 and 3.8140, respectively, implying that the employees perceived level of person-organization fit and person-job fit in the law enforcement agency is moderately significant. The law officials have a fair agreement with the perception of job satisfaction with the mean of 3.7684 and standard deviation of .7990. As revealed from the correlation matrix, each latent construct was significantly positive. The correlation coefficient of person-organization fit with job satisfaction amounts to ($r=.353, p < 0.01$) and ($r=.517, p < 0.01$) with person job fit. Likewise, the correlation score reported between job satisfaction and person-job fit is 55% ($r=.558, p < 0.01$), that is highly significant.

Structural Model Assessment

Overall, the results of this study provide strong support for the hypothesized model. The figure 2 presents the fundamental concept of this study. This model tests the basic link or the prognostic power of person-organization fit in determining the job satisfaction of law enforcement officials of northern most state of India. The explanatory power of person-organization fit in determining the job satisfaction is explained by the coefficient of determination (R²).

It reflects the level of share of latent constructs explained variance and therefore measures the regression functions 'goodness of fit' against the empirically obtained proxy variables (Backhaus et al., 2003).The results of the Table reveal that the influence of value compatibility on the job satisfaction is positive with the path coefficient of 0.500 and the overall coefficient of determination (R²) of the model is 25%, which is statistically significant. The results reveal that person organization fit, to a significant extent, explains the increase in job satisfaction perception (R² =.250, $p < 0.05$). As seen from figure 2, which depicts the non-bootstrapped structural model for value congruence and job satisfaction, value congruence has a direct path to law officer's job satisfaction with a significant path coefficient of (0.50 $p < 0.05$).

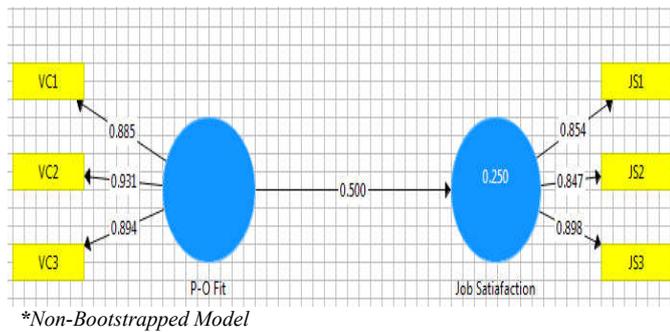


Figure 2.

Consequently, the first and the foremost research hypothesis (H1) the presence of direct link between person organizations fit and job satisfaction stands accepted. Furthermore, the above said findings are in line with the previous researches conducted over the period of time viz (Meglino and Ravlin, 1989; Mark et al., 2003; Hoffman and Woehr, 2005; MIMOZA Kasimati, 2011; Farooqui and Nagendra, 2014). In addition, the Stone-Geisser's statistic (Q^2) is also reported, which is indicative of the predictive relevance of the model. In present study, the (Q^2) value for model first is .173, as reported in Table III. A value greater than zero (>0) indicate the path models predictive relevance (Hair et. al., 2013) thus is indicative of the fact that the model has good predictive relevance.

Mediation Analysis

Apart, from investigating the direct link among variables, present study attempts to test the indirect link between exogenous and endogenous latent constructs, assuming the mediating effect of person-job fit. After establishing the direct path between the latent constructs of the study. This very section is dedicated to empirically test the mediation hypothesis. The previous path analysis for (H1) reveals a significant relationship between the exogenous latent construct with the endogenous latent construct. Subsequently, ample research evidences are indicative of the fact that job fit plays a significant role for positive outcome of Job satisfaction, organizational commitment, organizational citizenship behavior, task performance, contextual performance, service quality (Hamdan, 2011; Nazir, 2005; Bhat and Rainayee, 2013; Kristof 1996) as well as, negative outcomes like job burnout, turnover intentions, absenteeism (Mumtaz Memon, 2014; Jiajin Tong, 2015; Jari Hakanen and Arnold Bakker, 2004).

According to direct effect model, person-organization fit featured path coefficients on job satisfaction with ($\beta=.065$, $p<0.05$). Thus, confirming to the first step of Baron and Kenny's test. Furthermore, based on full mediation model the coefficient between person-organization fit on job fit was positive ($\beta=.533$, $p<0.00$), as was the impact of job fit on job satisfaction ($\beta=.597$, $p<0.00$) fitting the requirement in the second step of Baron and Kenny's method. Lastly, the mediation model confirmed with the third step of Baron and Kenny's test, indicating path coefficients of person-organization fit on job satisfaction, path coefficients of person-job fit on job satisfaction and finally, path coefficient of person-organization fit on job satisfaction. From the Table IV, a positive relationship was exhibited between person-organization fit and job satisfaction ($\beta=.065$, $p<0.05$). Also, the potential effect of job fit as a mediator between person-organization fit and job satisfaction was reported. As, direct effect of person-organization fit on job satisfaction was less than its indirect effect through role clarity ($.065 < .533 \times .597$).

Hence strong support found for H2. The possible reason found was that value compatibility between employee's values and that of the organization's, creates potential alignment between needs-supplies and demands-abilities of the employees (House and Rizzo, 1972; Khan et al., 1964), which in turn results in better job fit that consequently leads to improved job satisfaction.

In addition to Baron and Kenny's Test, present study incorporated variance accounted for (VAF) ratio to establish the magnitude of the indirect effect. Variance Accounted For (VAF) represents the ratio of the indirect effect to the total effect. Thereby, we can determine the extent to which the variance of the dependent variable is directly explained by the independent variable and how much of the target constructs variance is explained by the indirect relationship via the mediator variable (Hair et al., 2014). The following formula was used to determine variance accounted for (VAF).

$$\text{VAF} = \text{Indirect Effect} / \text{Total Effect}$$

$$\text{Indirect Effect is } \rho_{i,m} \times \rho_{m,d}$$

$$\text{Total Effect is } (\rho_{i,m} \times \rho_{m,d}) + \rho_{i,d}$$

Where,

(i) is Independent Variable; (m) Mediating Variable; (d) Dependent Variable; ρ Path Coefficient.

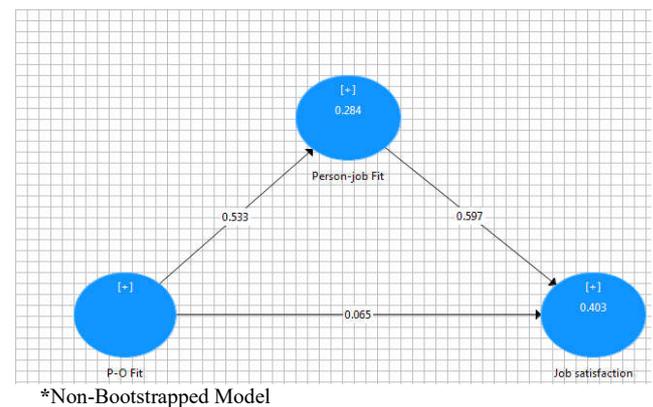


Figure 3.

The established thresholds for VAF ratio are categorized as $>80\%$ representing full mediation, $20-80\%$ signifies partial mediation and a ratio of $<20\%$ signify no mediation at all. As for as, H2 of this study is concerned, that exhibits the relationship between person-organization fit to job satisfaction via job fit.

The VAF ratio came up to substantial effect of 83.00% (.83). This signifies the strong effect of job fit in mediating the relationship between person-organization fit and job satisfaction. As, VAF ratio is above 80% thus we can conclude that job fit fully mediates the relationship between person-organization fit and job satisfaction perception of law enforcement officials. Thus these empirical results establish the validity of our hypothesis (H2). The possible reason found was as, top authorities release control with better (KSA's), ensure clarity and delegate power, employees feel empowered psychologically (Conger and Kanungo, 1988; Farzaneh and Mehdi, 2014) so have more control and freedom, and they value it and hence increased their perception for job satisfaction.

Conclusion

Present study reviews the arguments, research objectives and hypothesis of this study. It also summarizes and provides an overview of the main empirical findings in relation to the set objectives and considers their implications for academicians, law enforcement agency for the state of Jammu and Kashmir in particular and to the whole of India in general. Further, the limitations of the study and avenues for future research are also presented. With the ostensible positive effects on employee behavior and attitude (Verquer et al., 2003; Hoffman and Woehr, 2006) fit is a prolific field of research. The basic premise of fit theories whether Interactional psychology (Terborg, 1981) Person-environment fit theory (Caplan, 1987) and person-organization fit theory (Kristof, 1996; Kristof et al., 2005) is that joint effect of individuals and environmental attributes determine individual and organizational outcomes. When individual and environmental attributes fit each other, optimum outcomes will be produced beyond the singular or additional effects of personal or organizational attributes. Individuals prefer this matching condition and will have positive attitude under such conditions. Guest, 1997 argued that in this era of competitive environment, employees are considered as the most important source of sustainable competitive advantage. The competitive strength of an organization depends on the degree to which it effectively manages human resource by ensuring that both the organization and the individual expectations and values are similar. Thus value compatibility is a key to maintain a flexible and committed work force (Kristof, 1996; Kristof et al., 2005). The study concludes that perception of better organizational and job fit will enhance the job satisfaction of the employees. The study further recommended that organizations communicate with employees equitably and provide good working conditions in order to ensure better compatibility and to create a better milieu for social relational exchange that in turn elicit job satisfaction among employees. Lastly the organizations should encourage employee to participate in the training to enhance their objective and subjective fit with the job in particular and that of the organization in particular which improve their sense of responsibility and satisfaction.

Limitations and Future Research Directions

This study has several strengths and inevitably some short comings. Present study combined the theoretical explanations drawn from value congruence literature, and proposed a mediation model and tested the same using a sample of law enforcement officials of Jammu and Kashmir. Present study relies on self report measures. The self report measures are relatively in expensive and efficient way of collecting information from a large respondent base. However, given that for subjective fit, the degree of compatibility were elicited from same person, the results may suffer from common response and potential common method biases (Salancik and Pfeffer, 1978; Podsakoff et al., 1990; 2003). Although subjective measure of fit is a straight forward measure, it provides limited information about how individuals evaluate or experience congruence (Piasentin and Chapman; 2006) and provides little insights into the specific attributes about individuals or organizations upon which those assessments are based (Carlson and Herdman, 2005). In other words it fails to recognize adequately what underlies individual's evaluations of fit. Thus the effect from this measure can be flawed (Irving and Meyer, 1995). Furthermore it is very difficult to ascertain

whether similar value constructs of the person and organization were considered in individual assessment of fit (Kristof; 1996). Present study opted person-job fit as mediator, other researchers may investigate other potential constructs as mediators and moderators. Further, different versions of measurement of fit must be incorporated in the same studies. Lastly, future research might also expand on the current results by including personality measures such as self confidence and openness

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