

**THE IMPORTANCE OF PERSON-JOB FIT AND PERSON-ORGANIZATION FIT
IN EMPLOYEE HIRING AND SELECTION:
A QUALITATIVE STUDY IN MALAYSIAN PRIVATE ORGANIZATIONS**

NURUL FADLI BIN ISMAIL
MASTERS OF HUMAN RESOURCE MANAGEMENT

OTHMAN YEOP ABDULLAH
GRADUATE SCHOOL OF BUSINESS
UNIVERSITI UTARA MALAYSIA
AUGUST 2014



Othman Yeop Abdullah
Graduate School of Business

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PROJEK
(*Certification of Project Paper*)

Saya, mengaku bertandatangan, memperakukan bahawa
(*I, the undersigned, certified that*)

NURUL FADLI BIN ISMAIL (808509)

Calon untuk Ijazah Sarjana
(*Candidate for the degree of*)

MASTER OF HUMAN RESOURCE MANAGEMENT

telah mengemukakan kertas projek yang bertajuk
(*has presented his/her project paper of the following title*)

**THE IMPORTANCE OF PERSON-JOB FIT AND PERSON-ORGANIZATION FIT IN EMPLOYEE HIRING
AND SELECTION: A QUALITATIVE STUDY IN MALAYSIAN PRIVATE ORGANIZATIONS**

Seperti yang tercatat di muka surat tajuk dan kulit kertas projek
(*as it appears on the title page and front cover of the project paper*)

Bahawa kertas projek tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.

(*that the project paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the project paper*).

Nama Penyelia : **DR. WAN SHAKIZAH BINTI WAN MOHD NOOR**
(*Name of Supervisor*)

Tandatangan :
(*Signature*)

Tarikh : **28 AUGUST 2014**
(*Date*)

DECLARATION

I declare that this thesis has not been accepted for any degree and is concurrently submitted in candidature of any other degree.

I hereby declare that any valuable contributions and all resources have been used as an acknowledgement to this thesis research.

**NURUL FADLI BIN ISMAIL
(808509)**

Graduate School of Business
University Utara Malaysia
06010 Sintok
Kedah DarulAman

August 28, 2014

PERMISSION TO USE

In presenting this dissertation as partial fulfillment of the requirements for a postgraduate degree from Universiti Utara Malaysia, I agree that the University Library make a freely available for inspection. I further agree that permission for copying of this dissertation in any manner, in whole or in part, for scholarly proposes may be granted by my supervisor(s), or in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business. It is understood that any copying or publication or use of this dissertation or parts thereof for financial gain shall not given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my dissertation.

Request of permission to copy or to make other use of material in this dissertation, in whole or in part should be addressed to:

**Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah DarulAman**

ABSTRACT

This study explored the perceived importance of person-job fit and person-organization fit in relation with employee hiring and selection in Malaysian private organizations. The purpose of this paper is to propose a contingency perspective that describes the relative importance of person-job (PJ) fit and person-organization (PO) fit as selection criteria for hiring various types of employees. This study further identifies the antecedents of PJ and PO fit as practised by Malaysian private organizations. The other important aim of the study is to examine the consequences of PJ and PO fit in employee selection and hiring, and also develop an initial PJ and PO fit model in the context of Malaysian environment as well. A qualitative field study was then carried out to explore the perceptions of person-job (PJ) fit and person-organization (PO) fit in employee hiring and selection in the Malaysian private organizations. The findings from the qualitative study and literature review were then to develop initial research model. Ten Malaysian private organizations of various sizes are studied via interviews with key personnel. The results of the study identify twelve variables as antecedents of PJ and PO fit in hiring and selecting employees. The paper will also contribute theoretically and practically by providing an initial model of PJ and PO fit for the private organizations in the Malaysian environment. The implications and future directions of the study are also discussed.

ABSTRAK

Kajian ini menerokai kepentingan persepsi kesesuaian individu-pekerjaan (PJ) dan individu-organisasi (PO) berhubung dengan pengambilan dan pemilihan pekerja dalam organisasi swasta Malaysia. Tujuan kertas ini adalah untuk mencadangkan perspektif kontingensi yang menjelaskan kepentingan relatif kesesuaian individu-pekerjaan (PJ) dan individu-organisasi (PO) sebagai kriteria pemilihan untuk mengambil pelbagai jenis pekerja. Kajian ini seterusnya mengenal pasti latar belakang PJ dan PO patut seperti yang diamalkan oleh organisasi swasta Malaysia. Matlamat yang penting di dalam kajian ini adalah untuk mengkaji kesan-kesan PJ dan PO dalam pengambilan dan pemilihan pekerja, dan juga membangunkan model asas PJ dan PO yang sepatutnya dalam konteks persekitaran Malaysia. Satu kajian lapangan kualitatif kemudian dijalankan untuk meneroka persepsi individu-pekerjaan (PJ) dan individu-organisasi (PO) dalam pengambilan dan pemilihan pekerja di organisasi swasta Malaysia. Penemuan daripada kajian kualitatif dan sorotan kajian yang kemudian untuk membangunkan model penyelidikan asas. Sepuluh organisasi swasta Malaysia pelbagai saiz dikaji melalui temubual dengan kakitangan utama. Hasil kajian ini mengenalpasti dua belas pembolehubah sebagai latar belakang PJ dan PO dalam pengambilan dan pemilihan pekerja. Kertas ini juga akan menyumbang secara teori dan praktikal dengan menyediakan model asas PJ dan PO bagi organisasi swasta dalam persekitaran Malaysia. Implikasi dan hala tuju masa depan kajian juga dibincangkan.

ACKNOWLEDGEMENT

By the Name of Allah, the Most Gracious and the Most Merciful

First, I would like to express my appreciation to Allah, the Most Merciful and, the Most Compassionate who has granted me the ability, will and strength to start and complete this study.

I would like to extend my gratitude to my project supervisor, Dr. Wan Shakizah Wan Mohd Noor who has been very dedicated, supportive, encouraging and inspiring in guiding me to complete this research paper successfully. Her patience, time, faith in me and encouragement made all these possible.

I am also grateful and thankful for the encouragement and the never ending support that I received from my immediate family members for the unconditional love in supporting my quest for knowledge has been extraordinary.

I wish to also thank all my lecturers, friends and colleagues for their kind understanding and endless support for this thesis and throughout my study.

Table of Content

Declaration	i
Permission to Use	ii
Abstract	iii
Abstrak (Malay)	iv
Acknowledgement	v
Table of contents	vi
List of Appendices	viii
List of Tables	ix
List of Figures	x
Operational Definitions	xi

CHAPTER 1: Introduction

1.1 Introduction	1
1.2 Background of Study	2
1.3 Problem Statement	3
1.4 Research Questions	6
1.5 Research Objectives	7
1.6 Significance of study	7
1.7 Thesis Organization	8

CHAPTER 2: Literature Review

2.1 Introduction	10
2.2 Person-Job (PJ) Fit	12
2.2.1 Person-Job Fit and Employee Hiring and Selection	14
2.3 Person-Organization (PO) Fit	16
2.3.1 Person-Organization (PO) Fit and Employee Hiring and Selection	17
2.4 Two Way Process of Person Job Fit and Person-Organization Fit	19
2.5 Importance of person-job fit and person-organization fit	20
2.6 Employee Hiring and Selection	22

CHAPTER 3: Research Methods and Design

3.1 Introduction	27
3.2 Research Paradigm and Methodology	27
3.2.1 Research Paradigm	27
3.2.2 Research Methodology - Methodology Approach	28
3.3 The Research Process	29
3.3.1 Literature Review	29
3.3.2 Preliminary Research Model Construction	30
3.3.3 Qualitative Field Study	30
3.2.3.1 Sample Selection (Qualitative)	30
3.2.3.2 Data Collection	31
3.2.3.3 Qualitative Data Analysis	31
3.4 Summary	34

CHAPTER 4: Presentation of Results	
4.1 Introduction	35
4.2 Findings and Results	35
4.2.1 Interview Demographic Information	35
4.3 Insights into Factors and Variables in the quantitative model	37
4.3.1 Findings on Person-Job (PJ) Fit	39
4.3.2 Findings on Person-Organization (PO) Fit	47
4.3.3 Findings on Employee Hiring and Selection	53
4.4 Reflection of the relationship between the Factors	60
4.5 PJ and PO Initial Model	61
4.6 Summary	64
CHAPTER 5: Discussion and Conclusion	
5.1 Overview	66
5.2 Discussion of the Results of Data Analysis	66
5.2.1 Person-Job Fit and Employee Hiring and Selection	66
5.2.2 Person-Organization (PO) Fit and Employee Hiring and Selection	67
5.3 Limitation and Future Research Direction	68
5.4 Summary	69
Reference List	70

List of Appendices

		Page
Appendix A	Letter of Application	77
Appendix B	Interview Protocol	78

List of Tables

Table 4.1: Respondents' Demographic Information	37
Table 4.2: Factors and Variables in person-job (PJ) fit and person-organization (PO) fit	38
Table 4.3: Quotations by respondents on Person-Job (PJ) Fit	40
Table 4.4: Quotations by respondents on Person-Organization (PO) Fit	48
Table 4.5: Quotations by respondents on Employee Hiring and Selection	54
Table 4.6: Reflection of the Relationship between the Factors	61

List of Figures

Figure 3.1: Qualitative Research Activities	29
Figure 4.1: Sub-categories of Person-Job Fit related to Employee Hiring and Selection	45
Figure 4.2: Sub-categories of Person-Organization Fit related to Employee Hiring and Selection	52
Figure 4.3 Sub-categories related to Employee Hiring and Selection	58
Figure 4.4: Person-Job Fit and Person Organization Fit Initial Model based on field study	64

Operational Definitions

Many terms used within the human resource management discipline have accrued different meanings. The following definitions have been used operationally in this study.

Employee Hiring and Selection (EHS)

Employee selection is the process of matching people and jobs. The decision making process in hiring may involve multiple interviews and interviewer ratings and may make use of various performance tests as well as background and employment checks (Moore, 2014)

Person-Job (PJ) Fit (PJF)

Person-Job (PJ) fit is regarded as the match between employees and requirements of jobs, that is, employees with person-job fit may have knowledge, skills, and abilities that match job demands (Kristof-Brown, 2000; Edwards, 1991; O'Reilly, Chatman, & Caldwell, 1991).

Person-Organization (PO) Fit (POF)

Person-Organization (P-O) fit is defined as the “compatibility between people and organizations that occurs when at least one entity provides what the other needs or they share similar fundamental characteristics or both” (Kristof-Brown, Zimmerman and Johnson, 2005).

CHAPTER 1

1.1 Introduction

This study focuses on the characteristics of different types of employees and employment relationships that determine the relative importance of Person-Job (PJ) Fit and Person-Organization (PO) Fit in employee selection and hiring. PJ fit and PO fit is an important concept in today's business environment as organizations become more aware of management and social issues. Thus, traditional research on employee selection (Sekiguchi, 2004, 2007) and hiring has focused on PJ fit or the match between human capital which are individual knowledge, skills and abilities (KSAs) and the requirements of the job as the major selection and hiring criteria; in spite of this, a growing number of practitioners and researchers advocate that this is not enough (Bowen, Ledford, & Nathan 1991; Werbel and Gilliland, 1999). The needs in examining these factors that could affect the employee selection and hiring are crucial for organizational success especially in Malaysia. Likewise, most of the empirical researches on PO fit as well as PJ fit in employee selection and hiring are conducted in western country and only little empirical research on specific matters has conducted in Asia (Sekiguchi, 2007; Bhatnagar and Srivastava, 2007). Furthermore, little progress has been made in extending PO and PJ fit research toward more applied and practical fields. The literature has not provided theoretical guidance as to the relative importance of different types of fit when organizations hire new employees (Sekiguchi, 2007).

Consequently, the purpose of this study are as follows; (1) to explore the concept of PJ fit and PO fit and (2) to facilitate PJ fit and PO fit between graduates/potential employees and employers with the most commercially relevant knowledge, skills and attitude for targeted job positions and (3) to improve the assimilation and integration of graduates/potential employees into the workplace. By assessing these three issues, a clearer perspective of PJ fit and PO fit will emerge and it can assist not just Malaysian government linked companies but also SMEs,

The contents of
the thesis is for
internal user
only

References:

- Abdullah, F., (2012) Be Committed in Producing Quality Graduates, *Borneo Post Online*, 16 Jan 2012. Electronic Media.
- Adkins, C. L., Russell, C. J. & Werbel, J. D. (1994). Judgments of fit in the selection process: The role of work value congruence. *Personnel Psychology*, 47, 605-623.
- Ajzen, I. (1991). The theory of planned behaviour. *Organizational Behavior and Human Decision Processes*, 50, 179–211
- Ajzen, I. (2001). Nature and operation of attitudes. *Annual Review of Psychology*, 52, 27–58.
- Ajzen, I., & Fishbein, M. (1980). Understanding attitudes and predicting social behavior. Englewood Cliffs, NJ: Prentice-Hall.
- Armstrong, M. & Murlis, H. (2007). *Reward Management: A handbook of remuneration strategy and practice*, 5th edn, Kogan Page, London.
- Arthur, W. Jr, Bell S. T., Villado, A. J. & Doverspike D. (2006). The use of person-organization fit in employment decision making: an assessment of its criterion-related validity, *Journal of Applied Psychology*, 91(4), 786-801.
- Srivastava P. & Bhatnagar J. (2008) Talent acquisition due diligence leading to high employee engagement: case of Motorola India MDB, *Industrial and Commercial Training*, 40(5), 253 - 260.
- Barber, A. E. (1998). Recruiting employees: Individual and organizational perspectives. Thousand Oaks, CA: Sage Publications.
- Becker, G. (1964). *Human capital*. New York: Columbia University Press.
- Berg, B.L. (2001), *Qualitative Research Methods for the Social Sciences*, Allyn and Bacon, Boston
- Bowen, D.E., Ledford, G.E. & Nathan, B.R. (1991), Hiring for the organization, not the job, *Academy of Management Executive*, 5(4), 35-51.
- Brantlinger, E, Jimenez, R, Klingner, J, Pugach, M. & Richardson, V. (2005), Qualitative studies in special education, *Exceptional Children*, 71(2), 195-207.
- Breaugh, J. A. (1992). *Recruitment: Science and practice*. Boston: PWS-Kent.
- Breaugh, J. A., & Starke, M. (2000). Research on employee recruitment: So many studies, so many remaining questions. *Journal of Management*, 26, 405–434
- Bretz, R. D., Jr, Ash, R. A., & Dreher, G. F. (1989). Do people make the place? An examination of the attraction-selection-attrition hypothesis. *Personnel Psychology*, 42, 561–581.

- Bretz, R. D., Jr., Rynes, S. L., & Gerhart, B. (1993). Recruiter perceptions of applicant fit: Implications for individual career preparation and job search behavior. *Journal of Vocational Behavior*, 43, 310-327
- Bretz, R.D. and Judge, T.A. (1994) Person-organization fit and the theory of work adjustment: implications for satisfaction, tenure, and career success, *Journal of Vocational Behavior*, 44, 32-54.
- Brigham, K.H., De Castro J.O., & Shepherd D.A. (2007). A person-organization fit model of owner-managers' cognitive style and organizational demands. *Entrepreneurship Theory and Practice*, 31, 29-51.
- Borman, G., & Dowling, N.M. (2008). Teacher attrition and retention: A meta-analytic and narrative review of the research. *Review of Educational Research*, 78(3), 367-409.
- Cable, D. M., & DeRue, D. S. (2002). The convergent and discriminant validity of subjective fit perceptions. *Journal of Applied Psychology*, 87, 875–884.
- Cable, D. M., & Judge, T. A. (1997). Interviewers' perceptions of person-organization fit and organizational selection decisions. *Journal of Applied Psychology*, 82, 546–561.
- Caldwell, D. & O'Reilly, C. (1990). Measuring person-job fit with a profile-comparison process. *Journal of Applied Psychology*, 75(6), 648-657.
- Caplan, R. D. (1987). Person-environment fit theory and organizations: Commensurate dimensions, time perspectives, and mechanisms. *Journal of Vocational Behavior*, 31, 248–267
- Carless, S. A. (2005) Person–job fit versus person–organization fit as predictors of organizational attraction and job acceptance intentions: A longitudinal study, *Journal of Occupational and Organizational Psychology*, 78, 411–429
- Cavana, R.Y., Delahaye, B.L. & Sekaran, U. (2001). *Applied business research: qualitative and quantitative methods*, Wiley, Singapore.
- Chatman, J.A. (1989), Improving interactional organizational research: a model of person-organization fit, *Academy of Management Review*, 14, 333-49.
- Chatman, J. A. (1991). Matching people and organizations: Selection and socialization in public accounting firms. *Administrative Science Quarterly*, 36, 459–484.
- Chuang, A. & Sackett, P. R. (2005) 1st annual conference of the New Paradigms of Management in the 21st Century, Taipei, Taiwan, retrieved on June 22, 2014
[.http://web.ba.ntu.edu.tw/professor/contents/aichia/ChuangSackett2005SBP.pdf](http://web.ba.ntu.edu.tw/professor/contents/aichia/ChuangSackett2005SBP.pdf)
- Creswell, J.W. (2003). *Research design: qualitative, quantitative and mixed methods approaches*, Sage Publications, Thousand Oaks

- Davidson, L., Ridgway, P., Kidd, S., Topor, A & Borg, M. (2008). Using qualitative research to inform mental health policy', *Canadian Journal of Psychiatry*, 53(3), 137-144.
- Dawis, R.V., & Lofquist, L. H. (1984). A psychological theory of work adjustment. Minneapolis: University of Minnesota Press
- Dearing Committee (1997). Higher education in the learning society. *Report of National Committee of Inquiry into Higher Education*. London: The Stationery Office.
- Edwards, J.R. (1991), Person-job fit: a conceptual integration, literature review, and methodological critique, in Cooper, C.L. and Robertson, I.T. (Eds), *International Review of Industrial and Organizational Psychology*, Wiley, New York, 6, 283-357.
- Edwards, J.R., Caplan, R. D., & Harrison, R. V. (1998). Person-environment fit theory: Conceptual foundations, empirical evidence, and directions for future research. In C. L. Cooper (Ed.), *Theories of organizational stress* (pp. 28-67). Oxford: Oxford University Press.
- EPU, (2011), Chapter 5: Developing and retaining a first-world talent base, *Economic Planning Unit, 10th Malaysia Plan*, 192-243.
- Fishbein, M., & Ajzen, I. (1975). *Belief, attitude, intention and behavior: An introduction to theory and research*. Reading, MA: Addison-Wesley.
- FMM 2014, *Federation of Malaysian Manufacturer*. Retrieved on July 14, 2014, from http://www.fmm.org.my/p_ne_it.asp?NewsID=538&ThemeID=294&From=Theme
- French, J. R. P., Jr., Caplan, R. D., & Harrison, R. V. (1982). *The mechanisms of job stress and strain*. New York: John Wiley & Sons.
- Guarino, C., Santibanez, L., Daley, G. (2006). Teacher recruitment and retention: A review of the recent empirical literature. *Review of Educational Research*, 76(2), 173-208.
- Gurcharan Singh, G. K & Garib Singh, S.K. (2008) Malaysian Graduates' Employability Skills, *Unitar E-Journal*, 4(1), 15-45.
- Gusdorf, M. (2008). Staffing Management- Instructor's Manual, Recruitment and Selection: Hiring the Right Person, A two-part learning module for undergraduate students, *Society for Human Resource Management (SHRM)*.
- Tzu-Shian Han, Hsu-Hsin Chiang & Chia-Ling Chiang (2013). The Investigation of the Relation between Person-organization Fit, Person-job Fit, Psychological Ownership, and Contextual Performance: A Longitudinal Approach, *MLB*, 274-299.
- Handler, H. (2004). The Value of Person-Organization Fit, Retrieved on July 16, 2014, <http://www.ere.net/2004/05/20/the-value-of-person-organization-fit/>
- Harris, S (2012). University graduates lack right skills. *Mail Online* Updated: 04:09 GMT, 26 January 2012, retrieved on July 24, 2014

<http://www.dailymail.co.uk/news/article-2091855/University-graduates-lack-right-skills-graduate-placements-according-bosses.html#ixzz38Lu4Ln2w>

- Hitt, M. A., & Barr, S. H. (1989). Managerial selection decision models: Examination of configural cue processing. *Journal of Applied Psychology, 74*, 53-61.
- Hohental, J. (2006). Integrating qualitative and quantitative methods in research on international entrepreneurship, *Journal of International Entrepreneurship, 4*(4), 175-190.
- Holland, J. L. (1997). Making vocational choices: A theory of vocational personalities and work environments (3rd ed.). Odessa, FL: Psychological Assessment Resources.
- Holsti, O.R. (1969). *Content analysis for the social science and humanities*, Addison-Wesley publishing company, Reading, Mass.
- Judge, T. A., & Bretz, R. D. (1992). Effects of work values on job choice decisions. *Journal of Applied Psychology, 77*, 261-271
- Judge, T. A., & Cable, D. M. (1997). Applicant personality, organizational culture, and organizational attraction. *Personnel Psychology, 50*(2), 359-394.
- Keon, T. L., Latack, J. C., & Wanous, J. P. (1982). Image congruence and the treatment of difference scores in organizational research. *Human Relations, 35*, 155-166.
- Kinicki, A., Lockwood, C.A.J., Hom, P.W. & Griffeth, R.W. (1990). Interviewer predictions of Applicant Qualifications and Interviewer Validity: Aggregate and Individual Analysis. *Journal of Applied psychology, 75*(5), 477-486.
- Kolenko, T. A., & Aldag, R. J. (1989). *Congruence perceptions and managerial career/work outcomes: An exploratory analysis*. Paper presented at the meeting of the *National Academy of Management*.
- Kristof-Brown, A. L. (2000). Perceived applicant fit: Distinguishing between recruiters' perceptions of person-job and person-organization fit. *Personnel Psychology, 53*, 643-671.
- Kristof, A.L. (1996), Person-organization fit: an integrative review of its conceptualizations, measurement, and implications, *Personnel Psychology, 49*, 1-49.
- Lauver, K. J., & Kristof-Brown, A. (2001). Distinguishing between employee's perceptions of person-job and person-organization fit. *Journal of Vocational Behavior, 59*, 454-490.
- Lawrence, T. (2002). Teaching and assessing employability skills through skills in USA. *Annual Quality Congress Proceedings, ABI/INFORM Global, 56*, 285-294.
- Lepak, D.P.& Snell S. A. (1999) The human resource architecture: toward a theory of human capital allocation and development, *Academy of Management Review, 23*, 3-48
- Li, C.K., and Hung, C.H., (2010), An examination of the mediating role of person-job fit in relations between information literacy and work outcomes, *Journal of Workplace Learning, 22*(5), 306-18. Emerald Group Publishing Limited database.

- Mail Online (2012). University graduates lack right skills, *@MailOnline on Twitter | DailyMail on Facebook* retrieved on July 24, 2014, <http://www.dailymail.co.uk/news/article-2091855/University-graduates-lack-right-skills-graduate-placements-according-bosses.html>
- Mamoon, Z. (2013) Hiring the Right People for your Organization, *Global Journal of Management and Business Research Administration and Management*, 13(8), 66-77.
- McCulloch, M.C and Turban, D.B. (2007) Using Person–Organization Fit to Select Employees for High Turnover Jobs, *International Journal of Selection and Assessment*, 15(1), 63-71.
- Meglino, B. M., Ravlin, E. C., & Adkins, C. L. (1989). A work values approach to corporate culture: A field test of the value congruence process and its relationship to individual outcomes. *Journal of Applied Psychology*, 74, 424-432.
- Miles, M. B., & Huberman, A. Michael. (1994). Qualitative data analysis: An expanded source book. *Thousand Oaks, CA: Sage Publications*.
- Mitchell, T.R., Holtom, B.C., Lee, T.W., Sablinski, C. J. & Erez, M. (2001). Why people stay: using job embeddedness to predict voluntary turnover, *Academy of Management Journal*, 44, 1102-21.
- Morse, J.M. (2005). Evolving trends in qualitative research: advances in mixed-method design, *Qualitative Health Research*, 15(5), 583-585.
- Nambiar, S (2011). Problems with human capital in Malaysia, *East Asia Forum, Economics, Politics and Public Policy in East Asia and the Pacific*, retrieved on July 24, 2014, <http://www.eastasiaforum.org/2011/12/27/problems-with-human-capital-in-malaysia/>
- NEM, (2012). New Economic Model For Malaysia -Part 1: Strategic Policy Directions., *National Economic Advisory Council (NEAC)*, Percetakan Nasional Malaysia Berhad, 1-193.
- Nurita, Shaharudin and Ainon (2004). Perceived employability skills of graduating students: Implications for SMEs.
- O'Reilly, C. A., Chatman, J. A., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of Management Journal*, 34,487-516.
- Osterman, P. (1987) Choice of employment systems in internal labor markets, *Industrial Relations*, 26, 46-67.
- Pauw, K., Oosthuizen, M. & Van Der Westhuizen, C. (2008). Graduate Unemployment In The Face Of Skills Shortages: A Labour Market Paradox, *South African Journal of Economics*, Economic Society of South Africa, 76(1), 45-57, 03.
- Pervin, L. A. (1968). Performance and satisfaction as a function of individual-environment fit. *Psychological Bulletin*, 69, 56-68.

- Phillips, J. M. (1998). Effects of realistic job previews on multiple organizational outcomes: A meta analysis. *Academy of Management Journal*, 41, 673–690.
- Polkinghorne, D.E. (2005). Language and meaning: data collection in qualitative research', *Journal of Counseling Psychology*, 52(2), 137-145.
- Pope, C., Royen, P.V. & Baker, R. (2002). Qualitative methods in research on healthcare quality, *Quality & Safety in Health Care*, 11(2), 148-152.
- Powell G. N. & Goulet L. R. (1996). Recruiters' and Applicants' Reactions to Campus Interviews and Employment Decisions, *Academic of Management Journal*, 39(6), 1619-1640
- Romanoff, K., Boehm, K. & Benson, E. (1986). Pay equity: internal and external considerations, *Compensation and Benefits Review*, 18(3), 17-25.
- Rowley, J. & Slack, F. (2004). Conducting a literature review, *Management Research News*, 27(6), 31-39.
- Rynes, S., & Barber, A. (1990). Applicant attraction strategies: An organizational perspective. *Academy of Management Review*, 15(2), 286–310.
- Rynes, S.L. & Gerhart, B. (1990), Interviewer assessments of applicant 'fit': an exploratory investigation, *Personnel Psychology*, 43, 13-35.
- Saks, A. M., & Ashforth, B. E. (1997) A longitudinal investigation of the relationships between jobinformation sources, applicant perceptions of fit, and work outcomes. *Personnel Psychology*, 50,395-426.
- Saylor (2013), Person–job fit or person–organization fit?, retrieved on July 13, 2014, <http://www.saylor.org/site/wp-content/uploads/2013/01/BUS301-3.2.2.pdf>
- Schneider, B. (1987). The people make the places. *Personnel Psychology*, 40, 437-453.
- Schneider, B., Goldstein, H.W. & Smith, D.B. (1995). The ASA Framework: An Update. *Personnel Psychology*, 48, 747-779.
- Scruggs, T.E., Mastropieri, M.A. & McDuffie, K.A. (2007), Co-teaching in inclusive classrooms: A metasynthesis of qualitative research, *Exceptional Children*, 73(4), 392-416.
- Sekiguchi, T., (2004), Person organization fit and person job fit in employee selection: A review of the literature', *Osaka Keidai Ronshu*, 54(6), 179-96.
- Sekiguchi, T., (2007) 'A contingency perspective of the importance of PJ fit and PO fit in employee selection', *Journal of Managerial Psychology*, 22(2), 118-31.
- Sonnenfeld J. A. & Peiperl, M. A. (1988) Staffing policy as a strategic response: a typology of career systems, *Academy of Management Review*, 13, 588-600.

- Spokane, A. R. (1985). A review of research on person-environment congruence in Holland's theory of careers. *Journal of Vocational Behavior*, 26, 306–343.
- Sutarjo, (2011) Ten Ways of Managing Person-Organization Fit (P-O Fit) Effectively: A Literature Study *International Journal of Business and Social Science* 2(21) [Special Issue – November 2011], 226-233.
- Tepeci, M. and Bartlett, A. L.B. (2002), “The hospitality industry culture profile: a measure of individual values, organizational culture, and person–organization fit as predictors of job satisfaction and behavioral intentions”, *Hospitality Management*, 21, 151-170.
- Tom, V. R. (1971). The role of personality and organizational images in the recruiting process. *Organizational Behavior and Human Performance*, 6, 573–592.
- Vancouver, J. B., Millsap, R. E. & Peters, P.A. (1994), Multilevel analysis of organizational goal congruence, *Journal of Applied Psychology*, 79, 666-79.
- Wallace, J. E. (1995) Organizational and professional commitment in professional and non professional organizations, *Administrative Science Quarterly*, 40, 228-255.
- Wallace, K.M. (1984). The use and value of qualitative research studies, *Industrial Marketing Management*, 13, 181-185.
- Wanous, J. P. (1992). Organizational entry: Recruitment, selection, orientation and socialization of newcomers (2nd ed.). Reading, MA: Addison-Wesley
- Wellman, B., & Frank, K. (2001). Network capital in a multi-level world: Getting support from personal communities. In R. Burt, N. Lin, & K. Cook (Eds.), *Social capital: Theory and research*: 1-33. Chicago: Aldine de Gruyter.
- Werbel, J.D. and Gilliland, S.W. (1999) Person-environment fit in the selection process, in Ferris, G.R. (Ed.), *Research in Personnel and Human Resource Management*, JAI Press, Stamford, CT, 17, 209-43.
- Westerman, J.W. and Cyr, L.A. (2004). An Integrative Analysis of Person–Organization Fit Theories, *International Journal of selection and assessment*, 12(3), 252-261.
- Whiteley, A., McCabe, M., Buoy, L., Howie, F., Klass, D., Latham, J., Bickley, M. & Luckheenariam, L. (1998). Planning the qualitative research interview, *Working Paper Series 98.01, Graduate School of Business, Curtin University of Technology, Australia*
- Wilk, S. L., & Sackett, P. R. (1996) Longitudinal analysis of ability-job complexity fit and job change. *Personnel Psychology*, 49(4), 937-967.
- Zikmund, W.G. (2003). Business research methods, 7th Edition edn, Thomson, South-Western, Cincinnati, Ohio.



**UNIVERSITI UTARA MALAYSIA
OTHMAN YEOP ABDULLAH
GRADUATE SCHOOL OF BUSINESS**

**THE IMPORTANCE OF PERSON-JOB FIT AND PERSON-ORGANIZATION FIT IN
EMPLOYEE HIRING AND SELECTION:
A QUALITATIVE STUDY IN MALAYSIAN PRIVATE ORGANIZATIONS.**

Dear Sir / Madam,

I, Nurul Fadli Ismail, a master student of University Utara Malaysia and I am currently pursuing a postgraduate degree at University Utara Malaysia, Kuala Lumpur. The title of my thesis is *The Importance Of Person-Job Fit And Person-Organization Fit In Employee Hiring And Selection: A Qualitative Study In Malaysian Private Organizations*. As part of my study, I am doing a research to understand better of your feeling and experience toward your work in your company.

I would appreciate if you could kindly spare some time to discuss on the above subject matter. It could take only 30-40 minutes or less of your time. I would like to assure you that **your responses will remain strictly confidential**. Furthermore, no individuals will be identified in any report of the results..

I sincerely thank you in advance for your help, support and cooperation in this study. If you have any queries or would like further information about this study, please email me at nurulfadliismail@gmail.com or call me at 012-3623505.

Thank you.

Yours faithfully,

NURUL FADLI ISMAIL
PhD Student
Graduate School of Business
University Utara Malaysia
06010 Sintok
KEDAH DARUL AMAN

INTERVIEW PROTOCOL / GUIDELINES

PERSON ORGANIZATION FIT

- Could you please explain about your national and organizational culture in your organization?
- What do you understand about national cultural dimensions such as power distance, femininity and so on?
- How do your employees adapt themselves in your company's culture, values and environment?

PERSON JOB FIT

- Do you really look into the person job fit? Why YES/ NO?
- What are the factors influencing the PJ fit in your organization?
- What are the factors influencing the PO fit in your organization?
- What is your opinion about PJ and PO fit as regard to your employees/potential employees?
- Do your employees aware of PJ and PO fit elements and how do they accept it?

HIRING and SELECTION

- How do you exercise the hiring and selection in your company?
- What are your considerations when you do the hiring and selection of employees?
- Do you look into PJ or PJ fit when you are doing hiring and selection?
- What kind of selection (internal/external) do you normally practice in your company?
- How do your employees perceive these practices?

ORGANIZATIONAL CHARACTERISTICS

- How do organizational culture, size, ownership status and policy play its roles in your organization?
- Can you please explain how do these organizational characteristics influence the PJ and PO fit?
- What are the major obstacles when you really want to look into PJ and/or PO fit in your company?
- How do these obstacles influence the PJ and PO fit of the event?

PO and PJ FIT INFLUENCES

- What do you think of PJ and PO fit in relation to your employee contribution, employee productivity, employee loyalty and employee turnover in your company?
- How do you measure the PJ and PO fit in relation to your employee contribution, employee productivity, employee loyalty and employee turnover in your company?