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

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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.

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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

ACKNOWLEDGEMENT

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

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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
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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,

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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?