

**THE RELATIONSHIP BETWEEN PERSON-JOB FIT, PERSON-
ORGANIZATION FIT, PERSONALITY AND JOB
PERFORMANCE**

JULIZA HARTINI JOHARI

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PERSONALITY AND JOB PERFORMANCE**

By

JULIZA HARTINI JOHARI

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Abstract

This study examines factors that influence job performance among banking employees. The study was a cross sectional study where respondents' perception was measured at one point in time. 195 respondents participated in this study. Three factors, namely person-job fit, person-organization fit, and personality were tested in this study to understand employees' job performance.

Correlation analyses were conducted to test the relationship between person-job fit, person-organization fit, personality and job performance, whereas descriptive analysis was conducted to analyze demographic characteristics of participants. To test which factor has the significant contribution towards job performance, regression analysis was conducted.

The results show that there was an association between all the three factors (person-job fit, person-organization fit and personality) and job performance. Though all the three factors indicate significant positive relationship with job performance, person-organization fit makes the strongest contribution to explain the job performance.

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CHAPTER 1

INTRODUCTION

1.1 Background of Study

The financial services industry finds itself in an once-in-a-lifetime situation where institutions are trying to stay afloat in a bad economy. To remain competitive in this kind of environment, banks will need to rely even more on their people to make the difference. Retention of top talent at financial institutions, like any organization, is an important part of company strategy. However, today, it takes on a different slant as talented people are presented with both new opportunities and fewer options, depending on their specialization.

A top performer, by definition, has their sights squarely set on the end result of the project or job. They do, indeed, "give up wholly to some end". When people can produce the result that organization wants, every time, without fail, the organization have a top performer, and have someone who can confidently be depend on. By their very nature, the performer will assume full responsibility for their area and create it as if it were their own. This is, after all, the most effective way to get results. The non-performer, by contrast, may not even be aware of what the end result should be for the project. The organization may find them frequently doing things that have nothing to do with what they are supposed to achieve.

A recent studies show that some workers in organization are not performing as expected. For instance, the growth of a banking sector is measured by the ability to

harness the employees' talents, skills, efforts, goodwill, time and energy and transform them to results. Employee's performance is the core value of the human resource. This performance drives a bank through the profitability track. Underperforming employees are barriers to achieving company goals and objectives. The main subject that should be of major concern is to establish what prompts workers to underperform. There are numerous causes of under-performance and the main ones are; the inability of the banks to satisfy the employees, lack of adequate resources, and practice of unethical code of conduct and/or hiring of incompetent staff.

Poor performance of employees has many implications and these ranges from reduced productivity, scaled-down sales volumes, dissatisfies customers, through lack of company foresight to diminishing competitive edge. With the thrones of business empires, banks have to keep 'their belts tightened' in order to meet the challenges of business competitions.

Hiring incompetent staff is a major contributor to poor performance. The management in banking sector is mandated to employ workers who meet the required qualifications that are essential to foster a tangible growth. In case the management fails to match the needs of the company with the staff qualifications, this result to inefficient employees. More time and financial resources are dedicated towards these employees than required. This means that the company has to spend a lot of time in retraining the workers so as to align to the performance requirements. Similarly, the training goes with a financial expense. This further constraints on the company's financial budget and there is a reduced profit margin.

1.2 Problem Statement

The 20th century has witnessed a tremendous development in financial institution. The changes in governments' attitude towards services, trade and investments along with the establishment of statutory bodies has enforcing internationalizing banking services. The liberalization obviously not only provides greater market access, but also increases the intensity of competition by an unconstrained service market. In most cases, the battle for the market share is no longer restricted to domestic competitors but is opened up to competition from global players. As a result, customers are becoming less loyal, more credit sensitive and discerning. In order to address such challenges and satisfy the dynamically changing customer needs, financial institution shaves to compete on several levels simultaneously. Business strategy is certainly becoming even more important. Certainly these efforts need to be guided, monitored and controlled and require firms to have an effective and efficient control system. Therefore, in facing the great changes in the business environment, firms need to have an effective control system to facilitate managers in managing the internal and external factors (Gordon and Narayanan, 1984; Chong & Chong, 1997; Abdel-Kader & Luther, 2008).

Previous studies of productivity in the banking industry indicate the importance of getting “inside the blackbox” (Berger & Mester 1997), which can only be done through detailed analysis at the plant level, that is, the branch. The “black box” in the banking industry may indeed be the human resource management policies and practices used by managers. A large body of research has documented the link between human resource management and organizational performance, primarily in the banking sector.

With the exception of Batt (1999, 2002), Banker, Lee, Porter and Srinivasan (1996), and Delery and Doty (1996), all of the prior research on human resource management and organizational performance has focused on the manufacturing sector, despite the fact that today most employees work in service sector industries. Services differ from goods in three important ways: they are intangible, they tend to be produced and consumed simultaneously, and they tend to involve the consumer in their production and delivery (Bowen & Schneider 1988). The simultaneous delivery and receipt of services in the face-to-face service sector brings employees and customers close together, blurring the boundary between the two groups (Parkington & Schneider 1979). The direct contact that exists between the employee and the customer in the service sector suggests that human resource management may be even more important in the service sector than in the manufacturing sector.

A few scholars have studied the impact of person-job fit, person-organization fit and personality on performance in the banking industry, but these studies have important methodological limitations. Delery and Doty (1996) conducted a survey of senior human resource executives in U.S. banks in order to obtain information. Frei, Harker, and Hunter (2000) have shown that efficiency, or how well management aligns technology, human resources, and other assets to produce a given level of output, plays an important role in the banking industry.

While the ability of the bank's managers at the firm or headquarters level can certainly affect the bank's performance, much of a bank's activities occur at the branch level. In retail banking, customers have idiosyncratic needs, and the interactions between these customers and bank employees take place at the branch level. Hence, the role that

the manager might play in creating a high-performance work environment that will contribute to performance is best studied at the branch level.

One of the dimensions of a high-performance work system is the “opportunity to participate,” and according to Appelbaum, Bailey, Berg and Kalleberg (2000) “opportunity to participate” scale is the extent of communications with peers and with supervisors. In branch, the manager held regular staff meetings to encourage communications between peers and between employees at different levels or in different functions in the branch. At these meetings, the employees were encouraged to identify areas for improvement and to make suggestions for change. The employees commented positively about the weekly staff meetings because they will know what happens in all departments. This is very important to retain the performing workers.

A recent study shows that the attrition rate in banking sector is very high. According to Reserve Bank of India Deputy Governor, K C Chakrabarty on Monday said Indian banking system may increasingly face the problem of staff- attrition in the period ahead and banks will have to gear up to tackle the issue. Survey in voluntary attrition in Malaysia by Aon Hewitt in 2010 revealed that 7.8% of top management has decided to leave the bank, followed by 10.3% of senior management and 11.8% of middle management. Junior executive indicated the highest percentage in attrition which is 14.8% followed by clerical 11.2%. Since the attrition rate in banking sector is very high, management need to ensure that employees who remain have high job performance in order to remain competitive in the market. Therefore, this study is conducted to examine factors that might influence job performance. Specifically, the study is interested to

investigate the role of person-job fit, person-organization fit and personality on job performance

1.3 Research Questions

Based on the problems discussed above, the central question for this study would be “what factors are considered critical in influencing individual’s job performance.”

Specifically:

1. Does person-job fit related to job performance?
2. Does person-organization fit related to job performance?
3. Does personality related to job performance?
4. Which of these three factors (person-job fit, person-organization fit and proactive personality) had the strongest influence on job performance?

1.4 Research Objectives

Generally, this study aims to examine factors that might influence job performance among employees in the banking sector. Therefore, to answer the research questions posted above, the following research objectives were formulated:

1. to examine the relationship between person-job fit and job performance;
2. to determine the relationship between person-organization fit and job performance;
3. to examine the relationship between personality and job performance; and

4. to investigate which of the three factors (person-job fit, person-organization fit and proactive personality) has the strongest influence on job performance

1.5 Significance of Study

This study is conducted to test how person-job fit, person-organization fit and personality influence job performance. It is hope that, the findings from this study may benefit both scholars and practitioners regarding methods to increase employees' job performance. From the theoretical perspective, potential findings from this study may contribute to the current body of knowledge on job performance. Apart from that, the findings from this study may also provide an effective contribution to the organization especially in the banking industry on the method of enhancing employees' job performance. This study will provide empirical evidence on the role of person-job fit, person-organization fit and personality on job performance. Thus, helping the management to identify and focus on the most important and critical factors in achieving high performer employees. This is a broader contribution that extends beyond the banking industry.

1.6 Scope of Study

The main focus of this study is to examine factors that might influence job performance in the banking industry. Specifically, this study aims to identify whether factors like person-job fit, person-organization fit and personality have a direct

relationship on job performance. This study is cross-sectional involving 278 banking employees from clerical level to managerial level.

1.7 Organization of Chapters

This chapter is the first of five chapters in this thesis. Chapter 2 gives general review of the literature on job performance. The concept of job performance and how it can be measured also presented. Discussion in Chapter 2 continues with past empirical findings on factors that might influence job performance such as person-job fit, person-organization fit and proactive personality. The chapter concludes with the development of the research hypotheses.

Chapter 3 describes the method for the study, namely the research design and procedure. The chapter reports the selection of participants, sample types and size, and the development of questionnaire for the research. Chapter 3 ends with a brief description of the strategies and procedures that were used to analyze data collected from the survey.

Chapter 4 reports results of the study. There are reports of the descriptive statistical analysis, bivariate correlation analysis, and regressions analysis. The results are summarized in a number of tables to facilitate interpretation.

Chapter 5 discusses the interpretation of the research findings for the study. The findings were compared to those found in the past research reviewed in Chapter 2. New findings were also discussed. The chapter ends with a discussion on limitations of the study, their implications for both researchers and practitioners, and some suggestions for future research.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature on job performance and factors that might influence job performance. The chapter begins by describing the concept of job performance, and this followed by discussing the findings from past studies on job performance. The chapter then reviews how factors such as person-job fit, person-organization fit and personality related to job performance. The chapter concludes by discussing the research framework.

2.2 Job Performance

Job performance can be defined as an affective, cognitive or attitudinal response to work with significant organizational outcomes (Spencer, 1997). Hoobler, Hu and Wilson (2010) defined individual job performance as the quantity and quality of work produced by an employee. Their definition depicted that job performance is a relatively common behavioral outcome attained by an employee compared with the determined standards. In the industrial and organizational psychology, job performance is regards as a function of ability and motivation (Campbell & Prithchard, 1976). In other writing, Churchill, Ford and Walker (1987) extended the definition of job performance where job performance is regards as the interrelationship between motivation, skill levels, attitude, demographic and organizational.

Reviewing the literature also found that there is a wide agreement that job performance is a multidimensional construct (Borman & Motowidlo, 1993; Campbell, Gasser, & Oswald, 1996).

Two general factors have received the most attention among the dimensions of performance that have been discussed, which are task performance and contextual performance (Borman & Motowidlo, 1993; Motowidlo & Schmit, 1999; Motowidlo & Van Scotter, 1994). Task performance includes behaviors that contribute to the core transformation and maintenance activities in an organization, such as producing products, selling merchandise, acquiring inventory, managing subordinates, or delivering services (Motowidlo & Schmit, 1999). On the other hand, contextual performance refers to behaviors that contribute to the culture and climate of the organization; the context within which transformation and maintenance activities are carried out (Beffort & Hatrup, 2003). Volunteering for extra work, persisting with enthusiasm, helping and cooperating with others, following rules and procedures, and supporting or defending the organization are examples of contextual performance behaviors (Motowidlo & Schmit, 1999). Contextual performance is important for organizations because it facilitates the meeting of organizational goals and organizational performance.

Reviewing of literature shows that there are many factors that can influence one's job performance. In the past, many studies have been devoted to the potential effects of some variables such as age, gender (Lee & Alvares, 1977), experience (Schmidt *et al.*, 1986), observation time (Moser *et al.*, 1999), interpersonal affect (Antonioni & Park, 2001) rating format (Yun, Donahue, Dudley & MacFarland, 2005) workplace deviant behaviors (Dunlop & Lee, 2004) and organizational politics (Witt, Kacmar, Carlson & Zivnuska, 2002; Miron *et al.*, 2004) on job performance.

The major result from these studies was that job experience and education level had direct or indirect effects on job performance. Naceur and Balakrishnan (2000) for example, investigate the relationship between participation on job performance among managerial

employees in the Public Service Department in Malaysia. Their findings showed that there are significant positive association between experience, employees' participation and job performance. Dokko, Wilk and Rothbard (2008) who proposed psychological theory, the sociocognitive factors that interfere with the transfer of knowledge and skill acquired from prior work experience found that task relevant knowledge and skill mediates the relationship between prior related experience and job performance.

In a study conducted by Bartkus, Peterson and Bellenger (1989) on 245 sales person, they found that experience has positive influence on performance. The study suggests that more experience the sales people, the higher the level of job performance. Similar findings were also found in study conducted by Behrman and Perreault (1984) where experience posited as important predictor of job performance among sales people.

2.3 Person-job Fit

In general term, person-job fit is a matching between workers and their work. Some authors refer person-job fit as a compatibility of individual's characteristics with his or her job's demands (Kristof, 1996; Cable & DeRue, 2002). According to Kristof (1996), person-job fit concerns the antecedents and consequences of compatibility between people and organization in which they are employed. In other writing, Munchinsky & Monahan (1987) argued that person-job fit measures how individual characteristics meet the demands of work environment, particularly towards their job. Thus, Munchinsky and Monahan's (1987) conceptualized person-job fit as a complimentary fit which represent the degree of compatibility or congruence between individual's KSAs and job's demands, which also called as person-job demand-abilities (DA) fit.

Sekiguchi (2004) conceptualize person-job fit as a match between the abilities or the desires of an employee and the demands or attributes of a job. Accurate job information offered by the organization enables employees to determine the level of congruence between their competencies and the job demands. Employees who perceive a match between their competencies and the job demands are probable to present positive performance and achieve excellent career outcomes. Sharing similar view, Chung and Chia (2010) also believed that employees who experiencing fit with their job would become more committed and perform their job effectively.

Most studies on person job fit and job performance have emphasized its effect on employee attitudes and specifically job satisfaction, commitment and turnover intention, either because they are easier to measure or because person-job fit is said to produce stronger results when predicting attitudes than when predicting behavior (Kristof-Brown *et al.*, 2005). Person-job fit has been associated with decreased level of employee turnover and higher level of job performance. Edwards (1991) in an overview of the person-job fit literature and research suggested that the person and the job operate as joint determinants of individual and organizational outcomes. A study conducted by June and Mahmood (2011) on employees in the service sector of the small and medium size enterprises (SMEs) in Malaysia found that there was a significant relationships between person-job fit with the job performance of employees.

2.4 Person-organization Fit

In general, person-organization fit is referring to the extent to which an individual and the employing organization are compatible. However, Rynes and Gerhart (1990) argued that person-

organization fit is more than a simple match; it usually implies a sense of “chemistry.” In the literature, person-organization fit has been defined based on several perspectives such as value congruence (Louis 1980; O’Reilly, Chatman & Caldwell, 1991; Verqure et al., 2003), goal congruence (Vancouver et al., 1994), needs-supplies and demands-abilities (Edwards, 1991), and personality-climate fit (Ryan & Schmit, 1996). From the value congruence perspective, which is the most commonly adopted, person-organization fit reflects the extent to which individual and organization values match (Louis, 1980). Verquer *et al.*, (2003) found that the value dimensions of congruence can better predict employee attitudes, including job performance, organizational commitment, and intention to leave. As for the goal congruence, following Schneider’s (1987) attraction-selection-attrition theory, researchers have shown that individuals tend to be attracted by and remain at organizations with goals that are similar to their own (Cable & Judge, 1996). In other literature, Kristof (1996) defined person-organization fit 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; and both have been adopted by researchers.

Studies on person-organization fit have shown a positive impact on employees’ job-related attitude and behavior. Studies on job-related attitude found that P-O fit is one of the significant predictors of employee organizational commitment (Ambrose, Arnaud, & Schminke, 2008; Boon, Hartog, Boselie, & Paauwe, 2011; Da Silva, Hutcheson, & Wahl, 2010; Vigoda-Gadot & Meiri, 2008), job satisfaction (Ambrose, Arnaud, & Schminke, 2008; Boon et al., 2011; Vigoda-Gadot & Meiri, 2008), intention to stay (Da Silva, Hutcheson & Wahl, 2010), and turnover intention (Ambrose, Arnaud & Schminke, 2008). Studies also found that P-O fit show a significant and positive relationship to various job behaviors such as organizational citizenship

behaviors (Yaniv, Lavi & Siti, 2010) , and job performance (Bright, 2007; Mosley, 2002; Wang, Yan, Sun, & Zhang , 2010); and negatively related to actual turnover (DelCampo, 2006).

Studies on the relationship between person-organization fit and job behaviors such as job performance have also shown a significant relationship (Mosley, 2002). In addition to that, a study conducted by Bright (2007) also reported similar findings where person-organization fit shown a significant impact on the job performance of employees at public organizations and it even fully mediates the relationship between public service motivation and job performance among these employees. This finding is also supported by Wang et al. (2010) who found that person-organization fit partly mediates the relationship between organizational socialization and employee job performance.

In other study, Boxx et al (1991) found that person-organization fit correlated with the decreased levels of employee turnover, and higher levels of job satisfaction, organization commitment, and interpersonal attraction (Boxx *et al.*, 1991). Apart from that, research on person-organization fit has tended to focus on work-related outcomes and the process by which fit does or does not occur (Schneider, 1987). Studies on person-organization fit have emphasized its effect on employee attitudes and specifically on job performance (Meglino, Ravlin & Adkins, 1989).

Goodman and Svyantek (1999) on the other hand, investigated the influence of person-organization fit on employees' task and contextual performance. The study was conducted on 221 employees from different jobs in 11 different departments at a manufacturing company. It was hypothesized that the fit between employees' desired organizational cultures and their actual organizational cultures would predict contextual performance such as helping behaviors toward other employees or the organization. Results supported the hypothesis such that perceptions of

the organizational culture and the discrepancy between employees' ideal organizational culture and their perceptions of the actual organizational culture were important in predicting both contextual and task performance. The study also found that the "reward" component of organizational culture was the predictor that influenced all forms of performance. In short, person-organization fit is a strong predictor of job performance, and hence it is highly beneficial for organizations.

2.5 Individuals' Personality

In the literature, Guthrie, Coate and Schwoerer (1998), and Lau and Shaffer (1999) agreed that personality is the dynamic and organized set of characteristics of an individual that will influence his or her thinking, feeling, motivation and behaviors towards their sense of success. A study by Harper and Irvine (2005) revealed that managers always placed high qualities of their behavior and personal characteristics much higher than education on the list of factors influencing becoming successful. This is because an excellent work outcome is often driven by one's enduring attitudes and behaviors (Bozionelos, 2004; Ng, Eby, Sorensen & Feldman, 2005). This point was supported by Baba, Tourigny, Wang and Liu (2009), where in their study employees with a positive trait were able to facilitate them to engage in work environment and resulted in higher levels of job performance.

The Five Factor Model (FFM) or Big Five Model has recently dominated the field of personality providing a significant degree of convergence in the trait-factor analytic psychology (Robertson & Callinan, 1998). Big Five Model consisted of five different dimensions, namely neuroticism, extraversion, conscientiousness, openness to experience and agreeableness

(McShane & Von Glinow, 2005). Neuroticism is a dimension of personality defined by instability and anxiety at unknown environment. Neurotic people are characterized with high levels of anxiety, hostility, depression and self-consciousness. Extraversion is a trait characterized by a keen interest in other people and external events. It characterizes people who are outgoing, talkative, sociable and assertive. Conscientiousness refers to those who are orderly, get their work done, arrive on time, and care about doing things right. The characteristics of such people are careful, dependable and self-disciplined. Openness refers to how willing people are to make adjustments in notions and activities in accordance with new ideas or situations. The characteristic of openness are sensitive, flexible, creative and curious. Agreeableness is a person who tends to be compatible to others by being tolerant, agreeable and accepting of others. People are characterized with courteous, good-natured, emphatic and caring.

Another kind of personality discussed in the literature is the proactive personality. Proactive personality is defined as the degree to which individuals demonstrated an active role orientation. People with this kind of personality do not accept their roles passively rather they challenge the status quo and initiate change (Bateman & Crant, 1993). Likewise, proactive personality is a unique disposition and distinct from self-consciousness, need for achievement, need for dominance, and locus of control. Proactive individuals tend to be self-starters (Frese, Kring, Soose, & Zempel, 1996), future oriented (Parker, Williams, & Turner, 2006) and persistence in doing activities until their objectives are achieved (Crant, 2000).

In one study, Prabhu (2007) empirically tested the direct and indirect (mediators and moderators) effects of proactive personality on job related outcomes such job performance, job satisfaction, and intent to remain in organization. The study that was conducted on 275 employees working in non-profit organization located in Southeastern United States showed that

proactive personality was positively and significantly related to job performance and job satisfaction.

Though it is impossible to determine work performance from the effect of personality alone, personality variables can be significant predictors of work performance. It is interesting to know how specific personality dimensions interact with work-related variables such as person-job fit and person-organization fit, in predicting job performance.

2.6 Research Framework

The research framework for this study shows the relationship between person-job fit, person-organization fit, personality and job performance. In this study, person-job fit, person-organization fit, and proactive personality are the independent variables, while job performance is the dependent variable.

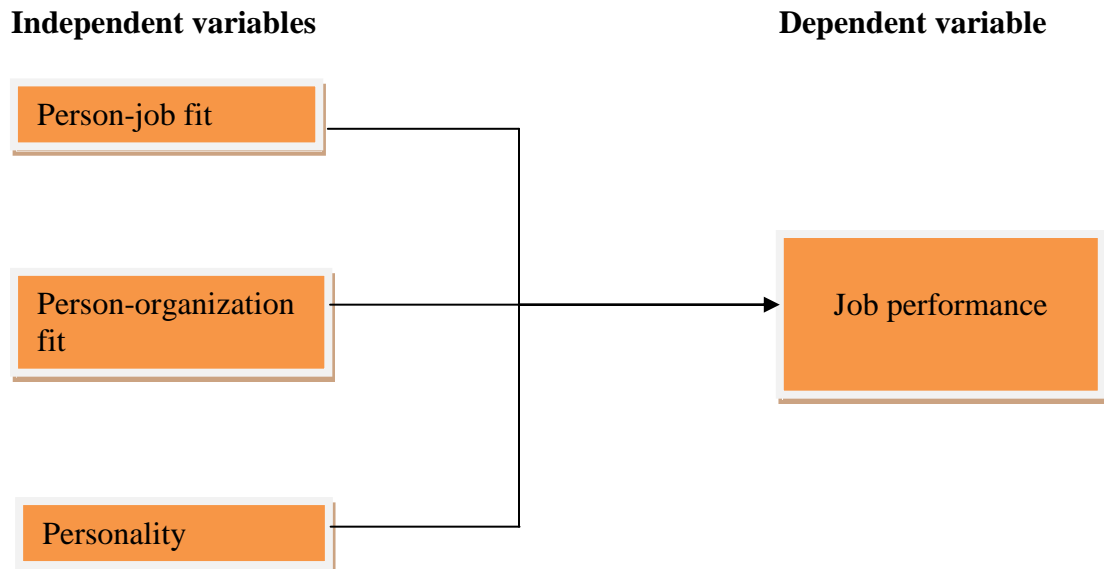


Figure 2.1. Research framework

2.8 Conclusions

This chapter has discussed literature on job performance, person-job fit, person-organization fit and personality. Discussion on the research framework has also been presented. The following chapter, Chapter 3, describes the method for the study.

CHAPTER 3

METHOD

3.1 Introduction

Chapter 3 describes the method for the study. In this chapter, the sample design, survey materials used in this study, procedure for collecting data and the research measures are described. The chapter ends with strategies for analyzing the data.

3.2 Research Design

In this study, quantitative research design is used as the design enables the researcher to test the relationship between the research variables (Kreuger & Neuman, 2006); can reliably determine if one idea or concept is better than the alternatives (Anderson, Sweeney & Williams, 2000); and is able to answer questions about relationships among measured variables with the purpose of explaining, predicting, and controlling phenomena (Leedy & Ormrod, 2005). Therefore, quantitative research design is more suitable for this study as it allows the testing of relationship between variables using statistical methods. As in this study, the main objective is to examine the relationship between person-job fit, person-organization fit, personality and job performance. Second, it allows the analysis to be carried out on a large sample which can be generalized to the whole population. Third, it permits the use of standard and formal sets of questionnaire to be distributed to every respondent.

Apart from that, this study is conducted in the natural environment of the organization where the researcher interference is minimal. According to Hair, Jr, Money, Samouel and Page (2007) and Zikmund (2003), conducting a study in a natural environment will create high external validity and the findings will be more robust, relevant and comprehensive.

The unit of analysis in this study is at the individual level (bank employees) and the primary data for this study is collected through distribution of questionnaire. Respondents' perceptions about the person-job fit, person-organization fit and personality become the basis for understanding their influence on the job performance. Therefore, it is suitable to use individual as a unit of analysis to test all the variables shown in the research framework.

Finally, the study is a cross-sectional, where the data is collected at one point of time. A cross-sectional design is simple, inexpensive and allows for the collection of data in a relatively short period.

3.3 Population and Research Sampling

Population for this study includes all employees under Community Financial Services, Maybank Regional Federal Territory. The total number of employees under Community Financial Services is around 1000 people. Due to a large number of study population, Zikmund (2003) suggested that it is not practical to collect data from the whole population. Thus, sampling is needed to determine the sample size. Sampling is the process of selecting a number of units for a study in a way that the units represent the larger group from which they were selected (Gay & Diehl, 1996). According to Gay and Diehl (1996), there are three steps in sampling which involved identifying the population, determining the required sample and select the sample. As

mentioned earlier, the population for this study is 1000 people. Based on sample size table by Krejcie and Morgan (1970), the sample size needed for this study is 278. This sample size fit with Roscoe’s rule of thumb where a sample that is larger than 30 and less than 500 is appropriate for most research. In this study, the sample selection is done through random sampling technique.

3.4 Definition Operation and Measurements

3.4.1 Job Performance Measures

Job performance is the dependent variable. In this study, job performance is operationalized as attitude or behavior that leads that relates to organizational goal and can be measured through individual competency or contribution level to the organization (Wright & Noe, 1996). Job performance was measured by 10 items developed by Maimunah & Asma, (1996). Based on a five-point scale whereby, 1 = strongly disagree, and 5 = strongly agree, participants rated their degree of agreement with the job performance statements.

Table 3.1
Operational definitions and job performance items

Variable	Operational Definition	Items
Job performance	Attitude or behavior that leads that relates to organizational goal and can be measured through individual competency or contribution level to the organization	<ol style="list-style-type: none"> 1. I always completed work in a timely and effective manner. 2. I often performed high quality work. 3. I always completed tasks in a satisfactory manner. 4. I adequately complete assigned duties. 5. I fulfill responsibilities specified in my job description. 6. I perform tasks that are expected of me.

-
7. I meet formal performance requirements of my job.
 8. I engage in activities that will directly affect my performance evaluation.
 9. I neglect aspects of the job I am obligated to perform.
 10. I fail to perform essential duties.
-

Sources: Maimunah & Asma, 1996

3.4.2 Person-job Fit Measures

Person-job fit is the independent variable. In this study, person-job fit is operationalized as employees' perception whether their competencies (knowledge, skills, and abilities) are congruence with the demands of the job (Lauver & Kristof-Brown, 2001; Cable & DeRue, 2002). Person-job fit is measured by 6 items developed by Lauver and Kristof-Brown (2001) and Cable and DeRue (2002). The original three items developed by Lauver & Kristof-Brown (2001) only measured the level of employees' skills and abilities that fit the requirement of the job, but do not include employees' knowledge that required for job implementation. Therefore, to capture the element of employees' knowledge which was not included in Lauver and Kristof-Brown's (2001) instruments, the three items developed by Cable and DeRue (2002) were included. Based on a five-point scale whereby, 1 = strongly disagree and 5 = strongly agree, participants rated their degree of agreement with the person-job fit statements.

Table 3.2
Operational definitions and person-job fit items

Variable	Operational Definition	Items
Person-job fit	Employees' perceived their competencies (knowledge, skills, and abilities) congruence with the demands of the job.	<ol style="list-style-type: none"> 1. My abilities fit the demands of my job. 2. I have the right skills and abilities to perform in my job. 3. There is a good match between the requirement of my job and my skills. 4. The match is very good between the demands of my job and my personal skills. 5. My abilities and training are a good fit with the requirements of my job. 6. My personal abilities and education provide a good match with the demands that my job places on me.

Sources: Lauver and Kristof-Brown (2001); Cable and DeRue (2002)

3.4.3 Person-organization Fit Measures

Person-organization fit is the second independent variable. In this study, person-organization fit is measured by 4 items previously used by Hutcheson (1999) and Sekiguchi (2004). These items have been modified from the original items developed by Cable and Judge (1996). The items developed by Sekiguchi (2004) represent the measurement of knowledge required by the organization. The items had a reliability value of alpha 0.75. To capture the data regarding person-organization fit (demands-abilities fit), items previously used by Hutcheson (1999) that was originally developed by Cable and Judge (1996) were used. The original items by Cable and Judge (1996) were used to measure person-organization supplementary fit, but, Hutcheson (1999) had modified it to complement the demands-abilities fit. The reliability value of alpha that reported by Hutcheson (1999) was 0.85. In this study, a five-point scale whereby, 1

= strongly disagree and 5 = strongly agree, was used to measure participants' degree of agreement with the person-organization fit statements.

Table 3.3
Operational definitions and person-organization fit items

Variable	Operational Definition	Items
Person-organization fit	Employees' perceived their individual's knowledge, skills and abilities congruence with organization's demands.	<ol style="list-style-type: none"> 1. I possess the skills and abilities to succeed at this organization. 2. I believe my skills and abilities "match" those required by this organization in general. 3. I have knowledge and skills that meet the company's demands. 4. My ability matches the characteristics of the business.

Sources: Cable and Judge (1996); Sekiguchi (2004)

3.4.4 Personality Measures

Personality is the independent variable. In this study, proactive personality is operationalized as being relatively unconstrained by situational forces and who effects environmental change. Personality was assessed with a shortened version of Bateman and Crant's (1993) 17-item Proactive Personality Scale (PPS). This shortened version of PPS was created by Seibert, Crant and Kraimer (1999). In their study, they found that deleting the 7 items had little effect on the reliability of the scale (17-item $\alpha = .88$; 10-item $\alpha = .86$). This indicates that the shortened version of PPS appears to be comparable to the full 17-item version. In this study, participants' degree of agreement were rated based on a five-point scale whereby, 1 = strongly disagree and 5 = strongly agree.

Table 3.4
Operational definition and proactive personality items

Variable	Operational Definition	Items
Proactive personality	Individual who is relatively unconstrained by situational forces and who effects environmental change	<ol style="list-style-type: none"> 1. I am constantly on the lookout for new ways to improve my life. 2. Wherever I have been, I have been a powerful force for constructive change. 3. Nothing is more exciting than seeing my ideas turn into reality 4. If I see something I don't like, I fix it. 5. No matter what the odds, if I believe in something I will make it happen. 6. I love being a champion for my ideas, even against others' opposition. 7. I excel at identifying opportunities. 8. I am always looking for better ways to do things. 9. If I believe in an idea, no obstacle will prevent me from making it happen. 10. I can spot a good opportunity long before others can.

Sources: Bateman and Crant (1993), Seibert, Crant and Kraimer (1999)

3.5 Layout of the Questionnaire

The questionnaire was prepared in English. Each participant in this survey received six-page questionnaire (with cover letter attached). The questionnaire used in this study is shown in Appendix A.

The six-page questionnaire consisted of four sections. Section 1 asked about the personality and there are 10 items. Section 2 asked about person-job fit and person-organization

fit and there are 10 items. 6 questions asked about person-job fit and 4 questions asked about person-organization fit. In Section 3, there are 10 questions on job performance.

The final section of the questionnaire, Section 4, is the demographic variables. A number of demographic variables were also measured for descriptive and control purposes. These include gender, age, highest academic qualifications, total of basic salary received, number of years with the present organization and position. This information is necessary to show that the sample is representative and to ensure that generalizations to the wider population of firms and employees can be made.

3.6 Pilot Test

Saunders, Lewis and Thornhill (2003) believed that it is always useful to carry out a pilot study before the actual data collection. A pilot study is not a pre-test, but it is used more formatively to help the researcher in constructing pertinent lines of questioning (Yin, 1994). It is done by testing and checking the questionnaire on a small sample of the subjects.

The purpose of conducting pilot study is to achieve a flawless questionnaire so that it would be possible for the researcher to take all the necessary modifications after the pilot study. As stated by Sekaran (2000), a pilot study is performed to correct any inadequacies in the instrument prior to data collection. In other words, the researcher would have a sufficient time to check the reliability, validity and viability of the research instrument as well as to determine the time needed for conducting the actual study.

For this study, the pilot test was conducted from 2nd July to 13th July 2012. The questionnaire was distributed to 30 staffs from varying level such as clerical, sales, executives

and manager. Results from the pilot test indicate that no changes in the wording of the questionnaire is needed, and no items to be deleted.

3.7 Data Collection Procedure

Data collection process begins once the permission to conduct the study is granted from the Business Relationship Manager. Permission is asked to ensure that the organization under study will cooperate in the study, and provide with the needed data. Also, to inform them about the purpose of the study and that they will be treated ethically.

For this study, the distribution of the questionnaire was done through email where each respondent was first be briefed about the purpose and the nature of the survey. Respondents were assured that all the information given will remain confidential at all times and will be used for the study only. They were not requested to identify themselves in that they do not put their names on the survey forms. Respondents were allowed ample time to answer the survey where they were given a week to complete the forms. After a week, a follow-up email and telephone call reminder were used to remind respondents about returning the questionnaire.

3.8 Technique of Data Analysis

Data from 195 respondents were included in the analyses. The analyses were conducted using descriptive, correlation and regression analysis. All the analyses were conducted using SPSS (version 16) program for Windows.

3.8.1 Descriptive Analysis

Descriptive statistics are used to describe the basic features of the data in a study. They provide simple summaries about the sample and the measures. Together with simple graphic analysis, they form the basis of virtually every quantitative analysis of data. Descriptive statistics are used to present quantitative descriptions in a manageable form. In research, there may be lots of measures or a large number of people on any of the measures. Descriptive statistics help to simplify the large amount of data in a sensible way. According to Pallant (2007), descriptive statistics are used to describe the sample characteristics, to check the variables for any violation of the assumption, and to address specific research questions.

3.8.2 Correlation Analysis

Pallant (2007) stated that correlation analysis is a statistical technique used to explain the strength and direction of the linear relationship between two variables. The correlation's degree is concerned to assess the strength and significance of a relationship between the variables. The ideal correlation of 1 or -1 indicates that the value of one variable can be determined accurately by knowing the value of other variable. Therefore, in order to determine the strength of the relationship between the variables in this study, the correlation technique is used to understand the direction of the relationship and amount of correlation between that dimensions of independent variables (person-job fit, person-organization fit and personality), and dependent variable (job performance). Additionally, in order to interpret the value between 0 (no relationship) and 1 (perfect relationship, Cohen's (1988) suggestion is followed. When the value

of r is between ± 0.1 to ± 0.29 , the relationship is said to be small. The relationship is considered medium when r value is between ± 0.30 to ± 0.49 , and the strength is large when r value is between ± 0.50 and above.

3.8.3 Regression Analysis

Multiple regression analysis is a statistical technique that can be used to analyze the relationship between a single dependent (criterion) variable and several independent (predictor) variables. The objective of multiple regression analysis is to use the independent variable whose values are known to predict the single dependent value selected by the researcher. Each independent variable is weighted by the regression analysis procedure to ensure maximal prediction from the set of independent variables. The set of weighted independent variables forms the regression variation, linear combination of the independent variables that best predicts the dependent variable (Hair, Black, Babin & Anderson, 2010). More so, multiple regressions are important because it can forecast future outcomes. The purpose of performing a multiple regression is to determine the predictive power of the independent variables (in this study, person-job fit, person-organization fit and personality) toward the dependent variable (job performance).

3.9 Conclusions

This chapter has explained the research method and strategy for the study. It described the selection of the respondents, development of the questionnaire, the research materials, and

the survey procedure. This chapter also briefly explains the adoption of several analyses such as descriptive, correlation and regression analysis to answer the research objectives. The results of these tests are reported in the next chapter, Chapter 4.

CHAPTER 4

FINDINGS

4.1 Introduction

This chapter reports results of the study. The chapter begins by reporting the demographic characteristics of the respondents. It then presents the bivariate relationship between the research variables. The chapter concludes with the regression analysis.

4.2 Response Rate

As mentioned in Chapter 3, the primary data for this study was collected through questionnaire. A total of 278 questionnaires were distributed through email, and only 195 questionnaires were returned, yielding a response rate of 70%.

4.3 Demographic Characteristics of the Participants

Table 4.1 presents the descriptive statistics of the participants' demographic characteristics. Out of 195 participants in this survey, 55.9% were female. Majority of the respondents (79.5%) are between 20 and 30 years old. Malay constitutes 85.1% of the survey participants, followed by 13.3% Malaysian Chinese, and 1.5% Malaysian Indian. 55.4% of the participants are still single. Almost half of the participants (49.2%) had higher academic qualifications of first degree, and had a salary below RM2000. 48.2% of the participants had

served their organization between 1-3 years, while 47.7% had been with the present position between 1-3 years. Participants were mostly from the executive level (40%).

Table 4.1
Demographic characteristics of the participants

Description	Frequency	%
Gender		
Male	89	44.1
Female	109	55.9
Total	195	100
Age		
20 – 30 years	155	79.5
31 – 40 years	32	16.4
41 – 50 years	4	2.1
More than 50 years	4	2.1
Total	195	100
Ethnicity		
Chinese	26	13.3
Malay	166	85.1
India	3	1.5
Total	195	100
Marital status		
Married	83	42.6
Single	108	55.4
Others	4	2.1
Total	195	100
Education level		
Diploma	91	46.7
First Degree	96	49.2
Master Degree	4	2.1
Others	4	2.1
Total	195	100
Salary		
Below RM2000	96	49.2
RM2001 – RM3000	58	29.7
RM3001 – RM4000	27	13.8
RM4001 – RM5000	6	3.1

RM5001 – RM6000	4	2.1
RM6001 – RM7000	0	0
RM7001 – RM8000	0	0
RM8001 – RM9000	4	2.1
RM9001 – RM10000	0	0
Above RM10001	0	0
Total	195	100
Years in organization		
Less than 1 year	28	14.8
1 – 3 years	94	48.2
4 – 7 years	57	29.2
More than 7 years	16	8.2
Total	195	100
Years in position		
Less than 1 year	48	24.6
1 – 3 years	93	47.7
4 – 7 years	54	27.7
Total	195	100
Position		
Clerical	59	30.3
Sales executive	35	17.9
Executive	78	40.0
Manager	23	11.8
Total	195	100

4.4 Correlation Analysis

Table 4.2 presents the means, standard deviations and Pearson correlations of variables for the 195 participants. The internal consistency reliabilities (Cronbach's alpha) of the research measures are reported in parenthesis along the diagonal of the correlation tables. As shown in Table 4.2, the Cronbach's alpha for person-job fit measure was .881, for person-organization fit

measure was .818, for proactive personality measure was .817 and for job performance measure was .832.

Results in Table 4.2 reveals that person-job fit was significantly positively correlated with job performance ($r = .32, p < .05$). The result implies that the higher the person-job fit, the higher the job performance. Similarly, person-organization fit was significantly positively correlated with job performance ($r = .39, p < .01$). The result indicates that the higher the person-organization fit, the higher the job performance. Table 4.2 also revealed significant positive relationship between personality and job performance ($r = .23, p < .01$). This result suggests that the higher a person having proactive personality, the higher the job performance.

Table 4.2
Descriptive statistics, scale reliabilities, and correlations of variables

Variables	N	Mean	S.D.	1	2	3	4
1. Person-job fit	195	3.88	.56	(.881)			
2. Person-organization fit	195	3.92	.53	.60**	(.818)		
3. Personality	195	3.77	.47	.45**	.57**	(.817)	
4. Job performance	195	3.85	.49	.32**	.39**	.23**	(.832)

Note: Coefficient alpha reliability estimates are in parentheses on the diagonal of the correlation table
*Correlation is significant at $p < 0.05$ and **Correlation is significant at $p < 0.01$

4.5 Regression Analysis

Multiple regressions were used to assess the ability of the three factors (person-job fit, person-organization fit and personality) to predict the level of job performance. Preliminary

analyses were conducted to ensure no violation of the assumptions of normality, linearity, multicollinearity and homoscedasticity. The result shows in Table 4.3 indicates that 16.2% of the variance in job performance had been significantly explained by the three factors. In the model, only person-organization fit was statistically significant with job performance ($\beta = .315$, $p < .01$). This shows that person-organization fit makes the strongest contribution to job performance.

Table 4.3
Regression Analysis

Independent variables	Dependent variable: Job performance	
	Beta	Sig.
Person-job fit	.137	.105
Person-organizational fit	.315	.001**
Proactive personality	-.017	.840

** $p < .01$; $r^2 = .162$; F value = 12.31; Sig F = .000

4.6 Conclusions

This chapter described the demographic characteristics of the 195 participants and the results of correlation and regression analyses. The results indicated that person-job fit, person-organization fit and proactive personality have significant positive relationship with job performance. Among these three factors, person-organization fit makes the strongest contribution in explaining about job performance. These research findings are discussed in the next chapter, Chapter 5.

CHAPTER 5

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The aim of this study was to test whether factors such as person-job fit, person-organization fit and proactive personality have any relationship with job performance. The discussion that follows is organized around the research objectives presented in Chapter 1.

5.2 Person-job Fit and Job Performance

The first objective of this study was to examine the relationship between person-job fit and job performance. Results from this study shows that there was an association between person-job fit and job performance. This result indicates that participants in this study believed that if there is a match between individual's knowledge, skills and abilities (KSAs) and the job demands, individual's job performance will increase. This finding is not surprising. Logically, putting the right people with the right knowledge, skills and abilities to the right job will enhance the job performance.

According to Edward and Shipp (2007), mismatch the individual with the job will produce dissatisfaction with the job and some might leave the job in the hopes of finding one that fits better. In certain situations, mismatches are likely to produce stress and other psychological and physical outcomes, which will affect the job performance. When people's job matches their

needs, preferences and abilities, they are likely to be relatively happy and satisfied with their work, and the workplace is expected to function smoothly. Therefore, management of organization needs to pay serious attention on the issue of lack of fit between person and the job as underutilization of the workforce, as the result of mismatch, will cost organization billions of dollars in lost of productivity.

5.3 Person-organization Fit and Job Performance

The second objective is to investigate the relationship between person-organization fit and job performance. Like person-job fit, person-organization fit also was found related to job performance. The current finding support study conducted by Meglino et al. (1989). This present finding implies that a good fit between individual fundamental characteristics such as values, goals, personality and attitude and organizational fundamental characteristics such as culture, climate, values, goals and norms would results in positive outcome such as increase in job performance. Logically, employees who shared similar values and goals with those of organization would feel happier and more committed with their work, and this indirectly, results in high job performance.

Apart from that, the current findings may also imply that employees may increase their job performance if they see a good match between their own demand and what the organizations could provide them. Organizations that have the ability to provide with financial, physical, psychological resources and task-related and interpersonal growth opportunities that are demanded by the employees, would more likely to experience a more positive outcome such as increase in job performance. In short, the present results suggest that high job performance

would occur if employees and organizations share similar values and goals and when what being provided by the organizations are what are demanded by the employees.

5.4 Personality and Job Performance

The third objective is to examine the relationship between personality and job performance. In this study, proactive personality is tested against job performance and the present finding shows that there is an association between these two variables. In past studies, such proactive personality have been shown to lead to positive individual and organizational outcomes, such as sales performance (Crant, 1995), salary, promotions and career satisfaction (Seibert et al.,1999), individual innovation (Seibert, Kraimer, & Crant,2001), entrepreneurial intentions (Crant, 1996), and team empowerment, productivity, and satisfaction (Kirkman &Rosen, 1999). Thus, it is not surprising if individuals with proactive personality perform better on their jobs. This is because individuals with proactive personality normally are those who highly proactive identify opportunities and act on them, show initiative, and persevere until they bring about meaningful change. They are the kind of people who would transform the organization's mission, find and solve problems, and take it on themselves to have an impact on the world around them.

5.5 Factors with the Strongest Influence on Job Performance

The last objective of this study is to determine which among the three factors have the strongest contribution in explaining the job performance. The present results suggest that a better

job performance can be achieved when employees believe that their values and goals are similar to those of the organization. Logically, people would prefer to work with the organization that have good work ethics and culture, ethical leader, and have clear goals and directions especially in the banking industry. This finding suggests that the compatibility between the values of people and the values and norms of the organization are more important in affecting employees' job performance than matching one's knowledge, skills and abilities with the job demand. In other words, though employees' knowledge, skills and abilities are perfectly match with the job demands, there is no guarantee that job performance would increase if employees perceived that their personal values and goals are not in line with those of the organization.

5.6 Limitations and Direction for Future Research

There are limitations in the design of this study that might influence the interpretations and generalizations of these findings.

This study only tested three factors on job performance. There could be other factors that could affect job performance as finding of this study shows only 16.2% of the variance in job performance had been significantly explained by these three factors. Apart from that, this study only tested direct relationship between these three independent variables. No mediating or moderating variable was included in the study. Thus, future research that plan to replicate this study could consider of including possible mediator or moderator variables in the study.

Another limitation of this study is that the data provided is from a single organization. The study was carried out at Maybank Regional Federal Territory. Thus, the findings cannot be generalized to other organizations or representing the banking industry. In future research, it

would be desirable to have more organizations or to have samples from other Maybank sites in other countries where cultural differences among organizations may have influence on the job performance.

5.7 Conclusions

The aim of this study was to investigate how to improve employees' job performance. The main concern of this study is the role of person-job fit, person-organization fit and personality on job performance. The results show that all the three factors are related to job performance. However, only person-organization fit has the strongest contribution to explain job performance. In this study, the participants believed that to achieve a high job performance, sharing similar goals and values with their organization is more important than having their skill match with the job demands. It is hoped that through the examination of these three factors, a more complete understanding on how to improve job performance will be achieved.

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A STUDY ON JOB PERFORMANCE

Dear Participant,

Thank you for agreeing to participate in this research.

I would appreciate it if you could answer the questions carefully as the information you provide will influence the accuracy and the success of this research. It will take no longer than 30 minutes to complete the questionnaire. All answers will be treated with strict confidence and will be used for the purpose of the study only.

If you have any questions regarding this research, you may address them to me at the contact details below.

Thank you for your cooperation and the time taken in answering this questionnaire.

Yours sincerely,

Juliza Hartini Johari
Master Candidate
Universiti Utara Malaysia
Hp:0176622059
Email: jue.tini@yahoo.com

SECTION ONE

DIRECTION: Please read each of the following items and indicate whether you agree or disagree with each statement as it applies to your personality. Please indicate your choice by ***circling*** the ***number*** in the range given

	Strongly disagree	Disagree	Neutral	Agree	Strongly disagree
1. I am constantly on the lookout for new ways to improve my life.	1	2	3	4	5
2. Wherever I have been, I have been a powerful force for constructive change.	1	2	3	4	5
3. Nothing is more exciting than seeing my ideas turn into reality.	1	2	3	4	5
4. If I see something I don't like, I fix it.	1	2	3	4	5
5. No matter what the odds, if I believe in something I will make it happen.	1	2	3	4	5
6. I love being a champion for my ideas, even against others' opposition.	1	2	3	4	5
7. I excel at identifying opportunities.	1	2	3	4	5
8. I am always looking for better ways to do things.	1	2	3	4	5
9. If I believe in an idea, no obstacle will prevent me from making it happen.	1	2	3	4	5
10. I can spot a good opportunity long before others can.	1	2	3	4	5

SECTION TWO

DIRECTIONS: With reference to yourself, please indicate to what extent you agree to the following statements. Please **circle** the **number** that represents your most appropriate answer.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I possess the skills and abilities to succeed at this organization.	1	2	3	4	5
2. I believe my skills and abilities “match” those required by this organization in general.	1	2	3	4	5
3. I have knowledge and skills that meet the company’s demands.	1	2	3	4	5
4. My ability matches the characteristics of the business.	1	2	3	4	5
5. My abilities fit the demands of my job.	1	2	3	4	5
6. I have the right skills and abilities to perform in my job.	1	2	3	4	5
7. There is a good match between the requirement of my job and my skills.	1	2	3	4	5
8. The match is very good between the demands of my job and my personal skills.	1	2	3	4	5
9. My abilities and training are a good fit with the requirements of my job.	1	2	3	4	5
10. My personal abilities and education provide a good match with the demands that my job places on me.	1	2	3	4	5

SECTION THREE

DIRECTION: The following statements relate to your job performance. Please indicate your choice by **circling** the **number** in the range given.

	Strongly disagree	Disagree	Neutral	Agree	Strongly disagree
1. I always completed work in a timely and effective manner.	1	2	3	4	5
2. I often performed high quality work.	1	2	3	4	5
3. I always completed tasks in a satisfactory manner.	1	2	3	4	5
4. I adequately complete assigned duties.	1	2	3	4	5
5. I fulfill responsibilities specified in my job description.	1	2	3	4	5
6. I perform tasks that are expected of me.	1	2	3	4	5
7. I meet formal performance requirements of my job.	1	2	3	4	5
8. I engage in activities that will directly affect my performance evaluation.	1	2	3	4	5
9. I neglect aspects of the job I am obligated to perform.	1	2	3	4	5
10. I fail to perform essential duties	1	2	3	4	5

PERSONAL INFORMATION

This part contains few demographic information pertaining to yourself. **Please tick (√) in the box or write your response in the space provided.**

1. My gender:

Male

Female

2. My age:

20 – 30 years

41 – 50 years

31 – 40 years

More than 50

3. My ethnic group:

Malay

Chinese

Indian

Others, please specify _____

4. My marital status:

Single

Married

Divorced / Separated / Widowed

5. My highest academic qualification:

Diploma

Doctoral Degree

Bachelor's Degree

Others, please specify _____

Masters Degree

6. My current monthly salary:

Below RM 2000

RM 2001 – RM 3000

RM 3001 – RM 4000

RM 4001 – RM 5000

RM 5001 – RM 6000

RM 6001 – RM 7000

RM 7001 – RM 8000

RM 8001 – RM 9000

RM 9001 – RM10,000

Above RM 10,001

7. Number of years with present organization:

Less than a year

1 – 3 years

4 – 7 years

More than 7 years

8. Number of years in present position:

Less than a year

4 - 7 years

1 - 3 years

More than 7 years

9. My current job position:

Please specify: _____

-----THANK YOU FOR TAKING THE TIME TO COMPLETE THIS SURVEY-----

APPENDIX B: SPSS OUTPUT