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Revista de Antropología, Ciencias de la Comunicación y de la Información, Filosofía,
Lingüística y Semiótica, Problemas del Desarrollo, la Ciencia y la Tecnología

Año 34, 2018, Especial N°

17

Revista de Ciencias Humanas y Sociales

ISSN 1012-1537/ ISSNe: 2477-9385

Depósito Legal pp 198402ZU45



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The Effect of Person-Job and Person-Supervisor Fit on Job Satisfaction

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Abstract

This study explores the role of self-efficacy and outcome expectancy as a concept related to expectations in the process of improving job satisfaction. In this study, we conducted a survey to employees of social enterprises in Korea and finally conducted an empirical analysis using 233 subjects as a method. As a result, Job fitness increases self-efficacy by making workers confident when doing their job well. In conclusion, Person-Job fit and Person-Supervisor fit influences motivation and then improves performance-related variables such as Job Satisfaction.

Keywords: Person-Job, Person-Supervisor, Self-Efficacy.

El efecto de la persona-trabajo y la persona-supervisor se ajustan a la satisfacción laboral

Resumen

Este estudio explora el papel de la autoeficacia y la expectativa de resultados como un concepto relacionado con las expectativas en el proceso de mejorar la satisfacción laboral. En este estudio, realizamos una encuesta a empleados de empresas sociales en Corea y finalmente realizamos un análisis empírico utilizando 233 sujetos como método. Como resultado, la aptitud laboral aumenta la autoeficacia al hacer que los trabajadores tengan confianza al hacer bien su trabajo. En conclusión, el ajuste persona-trabajo y el ajuste persona-supervisor influyen en la motivación y luego mejoran las variables relacionadas con el desempeño, como la satisfacción laboral.

Palabras clave: Persona-Trabajo, Persona-Supervisor, Autoeficacia.

1. INTRODUCTION

Social enterprise means a broad set of approaches, which focus on the importance of social goals or advantages in business (Borzaga & Defourny, 2004). Social enterprises operate with interest in social goals or advantages of the community. Thus, employees of this kind of enterprise will be different from those of a general enterprise or a profit-organization. For example, the expectations for the future, the reasons to be satisfied with the job, and the types of motivation may differ.

This study explores the role of person-job fit, person-supervisor fit, and self-efficacy and outcome expectancy in relation to the job satisfaction of social enterprise practitioners. The fit between an individual's attributes and the specificity of the situation has long been an important explanation for differences in personal performance and satisfaction at work (Caldwell & O'Reilly, 1990). This fit between personal characteristics and work environment is generally referred to as person-environment fit (PE fit) or simply fit, which is important because of the impact on the outcome at each stage of an employee's organizational life cycle (Greguras & Diefendorff, 2009). Since the environment can be defined in a variety of ways, studies on PE fit include person-organization fit (PO fit), person-vocation fit (PV fit), person-job fit (PJ fit), person-group fit (PG fit), person-supervisor fit (PS fit) and so on (Kristofbrown et al., 2005). "Researchers and practitioners contend that PO fit is key to maintaining a flexible and committed workforce that is necessary in a competitive business environment and a tight labor market" (Farzaneh et al., 2014: 672). However, some researchers have argued that attention should be paid to the importance of PJ fit rather than PO fit (Edwards, 1991). Similarly, the relationship between supervisors and subordinates is important to work outcomes (Kristofbrown et al., 2002). Hence, this study will examine PE fit from the side of the job and supervisor to examine the effect of PJ fit and PS fit on job satisfaction (JS) and will explain the role of self-efficacy (SE) and outcome expectancy (OE) in this process. In other words, if an individual feels the characteristics such as their goals (Witt, 1998), values Colbert (2004), and personalities Schaubroeck & Lam (2002) are appropriate for their job

and supervisor, they will be more confident that they will be able to successfully perform their task and will have more positive expectations about the results they will produce. Therefore, individuals with high SE and positive expectations about outcomes will be more satisfied with their job. The purpose of this is to explain the role and effectiveness of fitness in a more academic area and to show the reason and the process of improvement of JS by PJ fit and PS fit through SE and OE in social enterprises.

2. LITERATURE REVIEW

2.1. Person job fit and person supervisor fit

Person job fit (PJ fit) is the traditional foundation for personnel selection, as it is the matching of requirements with a person directly involved in a specific task. In general, PJ fit is defined as the degree of agreement between what an individual can provide for his or her job and what the job can provide to an individual (Caldwell & O'Reilly, 1990). In other words, it is the skill and ability of an employee to match the skills and competencies necessary to perform their jobs effectively (Kristof-Brown et al., 2002). PJ fit was classified into the demand-abilities fit, which is considered fit when individuals have the ability, skill of the job required, and the desire-supplies fit, which is considered fit when a job provides an individual's needs, desire or preference. According to previous studies, if individuals have higher

levels of PJ fit, it will result in many positive results, such as higher job satisfaction (Edwards, 1991), higher commitment to the organization (Sekiguchi, 2007), and lower turnover intention.

“PS fit is one of a specific type of PO fit” Kim & Kim (2013: 158), it is “a final form of PE fit that exists in the dyadic relationships between individuals and others in their work environments” (Kristofbrown et al., 2005: 287). PS fit refers to the dyadic relationship in the working environment, it represents the degree of fitness between the direct supervisor and subordinates (Adkins et al., 1994), and is particularly relevant in characteristics such as goals (Witt, 1998), values Colbert (2004), and personalities. Supervisors can often reasonably consider others to be important as their subordinates because their subordinates are recognized as agents of the organization and control many resources in the workplace. PS fit has a positive impact on individuals’ outcomes such as job satisfaction, organizational commitment, and the quality of relationship with leaders (Kristofbrown et al., 2005; Kim & Kim, 2013).

2.2. The relationship of PJ fit, PS fit, and job satisfaction

Job satisfaction (JS) is defined as “a pleasurable or positive emotional state resulting from an appraisal of one’s job or job experiences” (Locke, 1976: 1300). In addition, it is the degree to which an individual feels positive or negative about his or her job or job situation. In general, JS has a positive effect on the performance of

companies by not only increasing the quality of individuals' life and mental and physical health, but also by improving loyalty to the organization and concentration on work (Semenov et al, 2018).

According to the theory of self-determinism, intrinsic motivation in individuals occur when self-determinism levels are the highest. For example, if the job assigned to an individual is appropriate and the value of an individual is felt, this will lead to JS (Bretz & Judge, 1994). In particular, as PJ fit increases, individuals are increasingly satisfied with their job (Brkich et al., 2002), and have a desire to remain in the organization. In other words, if individuals perceive their job as meaningful, valuable, and rewarding, they will improve their JS (Lee, 2016). Also, according to the job characteristics theory, when a job is designed to be suitable for employees and they emotionally react to factors such as work efficiency, JS is high (Hackman & Oldham, 1980).

The relationship between PS fit and JS provides a key theoretical explanation for the similarity-attraction hypothesis (Byrne, 1971). People like those who have similar attitudes and characteristics as themselves. Even in the relationship of working together, the similarity between individuals has a positive effect in many ways. When working with people with similar preferences, organizational commitment will increase and turnover intention will decrease. In addition, when tasks have similar values to their supervisors or subordinates, JS or organizational commitment will increase (Meglino

et al., 1992). Based on the above, this study sets the following two hypotheses:

Hypotheses1: PJ fit has a positive impact on JS.

Hypotheses2: PS fit has a positive impact on JS.

2.3. Self-efficacy and outcome expectancy

The belief in the ability of oneself to do their job causes a change in the behavior of the individual (Bandura, 1977). The expectation of the individual who can bring the result through behavior was divided into the efficacy expectation and outcome expectation. After the concept of efficacy was presented, it was applied as a useful variable to explain the personal motivation process and presented self-efficacy (SE) to explain an individual's efficacy. SE is the belief that a person can successfully perform the actions required in a task. If an individual had a higher level of SE, they would set the goal higher, and that it would have a positive impact on performance because it would add more effort to achieve that goal. Therefore, the concept of SE is very apt and insightful in understanding how humans engage in various behaviors, conduct behaviors, and sustain such behaviors.

Outcome expectancy (OE) is defined as "a person's estimate that a given behavior will lead to certain outcomes" (Bandura, 1977: 193). In addition, OE was also defined as a person's expectation of a

successful task performance or outcomes. This explains the expectation that certain behaviors will appear as special results. The formation of OE is influenced by the previous success or failure of the task (Butkowsky & Willows, 1980). That is, after success, the expectations for success will increase; on the contrary, after failure, the expectations for success will decrease. If efficacy expectation is a judgment of one's ability to perform an action, outcome expectation is the judgment that one's action may lead to a result.

2.4. The mediating effect of SE

According to Job Characteristics Theory, individuals feel changes in important psychological states, so that attitude and behavior toward the job and organization can be changed (Hackman & Oldham, 1980). If individuals perceive their own SE, they are more likely to perform their tasks more positively and actively in a specific job, and to invest their time and effort on an ongoing basis. Hence, SE is an important antecedent of an individual's performance. Therefore, if the characteristics required of a job and individual fit, it is judged that they have the capability necessary for the job. In this case, the belief that a person can successfully perform their job is highly likely to be formed, so that an individual's performance can be expected to increase (Edwards, 1991). In addition, supervisors who are fit to subordinates have a better understanding of the subordinates' expectations and needs for work, and these similarities between supervisors and subordinates also lead to higher subordinate SE (Kim & Kim, 2013;

Osman., Jamaludin & Fathil, 2016). Furthermore, high SE has been shown to be related to higher JS and can also predict JS (Jex & Bliese, 1999). Based on the above, this study sets the following hypotheses 3 and 4:

Hypotheses3: SE mediates the relationship between PJ fit and JS.

Hypotheses4: SE mediates the relationship between PO fit and JS.

2.5. The mediating effect of OE

Outcome expectancy facilitates performance through a cognitive judgment that predicts successful outcomes. This means the belief that the outcome is determined by an individual's behavior can be motivated, and it is dependent on whether or not someone believes they can do the necessary action. Therefore, if a person perceives PJ fit, they believe that they can obtain valuable results through their job performance. In other words, individuals who are perceived to have PJ fit have a strong belief that they can bring valuable results to themselves, so they have a positive attitude toward the job and the organization that provides the job (Kristofbrown et al., 2002; Edwards, 1991). Likewise, when individuals feel their goals, values, personalities fit with those of their supervisor, the similarity between supervisor and subordinate will be more active in boosting the

subordinates' confidence at work (Kim & Kim, 2013). Therefore, these behaviors will make individuals believe that they can get a valuable outcome at work and they will have a positive attitude to their job. Based on the above, this study sets the following hypotheses 5 and 6:

Hypotheses5: OE mediates the relationship between PJ fit and JS.

Hypotheses6: OE mediates the relationship between PO fit and JS.

3. METHODOLOGY

3.1. Participants

In this study, we conducted a survey to employees of social enterprises in Korea and finally conducted an empirical analysis using 233 subjects. Of the participants, 172 (73.8%) were male, and 61 (26.2%) were female. In regards to the participants age, 32 (13.7%) were 20-29, 117 (50.2%) were 30-39, 61 (26.2%) were 40-49, and 23 (9.9%) were aged over fifty. 46 of the participants (19.7%) had only a high school education, 169 (72.5%) achieved only university undergraduate degrees, 9 (3.9%) achieved graduate degrees, and 9 (3.9%) achieved another type of degree. 25 (10.7%) of the respondents had worked for less than one year, 80 (34.3%) had worked for one to five years, 55 (23.6%) had worked for five to ten years, and 73

(31.3%) had worked for over ten years. Finally, in terms of job position, 84 (36.1%) were employees, 42 (18%) assistant managers, 84 (36%) managers, 29 (12.4%) conductors, and 6 (2.6%) were officers.

3.2. Measurement

PJ fit was measured by Lauver & Kristofbrown (2001) and was composed of five items. A sample item included my abilities fit the demands of this job. For measuring PS fit, we used four items by Kim & Kim (2013). A sample item included my supervisor's values provide a good fit with the things that I value in life. JS was measured by Weiss, Dawis & England (1967) and was composed of eight items. A sample item included the way I am noticed when I do a good job. For measuring SE, we used 7 items by (Lee, 2016). A sample item included I feel confident about my ability to perform well at my job. OE was measured by Nadler & Lawler (1983) and was composed of 11 items. A sample item included I will be able to secure employment with this job. All items used a Likert 7-point scale.

4. RESULTS

Prior to analyzing the hypothetical relationship between constructs, the suitability of the model was tested using confirmatory factor analysis. The results of the analysis average variance extracted

of each variable showed PJ fit= .758, PS fit= .804, JS= .512, OE= .682, SE= .737, and the construct reliability of each variable showed PJ fit= .910, PS fit= .919, JS= .846, OE= .933, SE= .930. Furthermore, absolute fit index was as follows: $X^2(p)$ = 1227.521, X^2/df = 2.299, RMSEA= .075. The incremental fit index was as follows. TLI= .915, CFI= .924, IFI= .924. The result of the parsimonious fit index showed PNFI= .784, PGFI= .643. According to the above results, the measurements of confirmatory factor analysis have significant validity. Then, a reliability analysis was carried out. As a result, it was found that all variable's Cronbach's α (PJ fit = .934, PS fit= .964, JS= .917, OE= .969, SE= .955) were all above 0.9 and indicated a high confidence level. Table 1 shows the results of reliability, descriptive statistics, and correlation analysis. The result showed all variables were positively correlated below a significance level.

Table 1. Reliability, descriptive statistics, and correlation analysis

	Cronbach's	Mean	Std.	PJ fit	PS fit	OE	SE	JS
PJ	.934	5.064	1.025	-				
PS	.964	4.431	1.401	.336***	-			
OE	.969	4.631	1.247	.473***	.635***	-		
SE	.955	5.174	1.092	.615***	.375***	.469***	-	
JS	.917	4.682	1.052	.489***	.622***	.835***	.508***	-

***=p<.001 ** = p<.01 * = p<.05, † = p<.1

Table 2, 3, 4, 5 indicate the results of the regression analysis. Table 2 shows that the medicating effect of OE between PJ fit and JS. The result showed that PJ fit had a positive impact on JS (β = .489, p<.001) and that OE mediated the relationship between PJ fit and JS (β =

.778, $p < .001$). Also, PJ fit had a positive impact on OE ($\beta = .473$, $p < .001$). Hence, hypothesis 1 and 5 were accepted. The Sobel test result showed that $Z = 7.560$, $p < .001$. Thus, it was significant and indicated that trust was a significant mediator.

Table 2. The mediating effect of OE between PJ fit and JS

Dependant: JS					
	step 1		step 2		VIF
	β	t	β	t	
PJ fit	.489***	8.524	.121**	2.998	1.288
OE			.778***	19.272	1.288
R^2 (Adj- R^2)	.239 (.236)		.709 (.707)		
ΔR^2 (Adj- R^2)	-		.470 (.471)		
F	72.663***		280.288***		

*** = $p < .001$, ** = $p < .01$, * = $p < .05$, † = $p < .1$

The result of Table 3 showed that PS fit positively impacted JS ($\beta = .622$, $p < .001$) and OE mediated the relationship between PS fit and JS ($\beta = .738$, $p < .001$). Also, PS fit had a positive impact on OE ($\beta = .635$, $p < .001$). Hence, hypothesis 2 and 6 were accepted. The Sobel test result showed that $Z = 9.871$, $p < .001$. Thus it was significant and indicated that trust was a significant mediator.

Table 3. The mediating effect of OE between PS fit and JS

Dependant: JS					
	step 1		step 2		VIF
	β	t	β	t	
PS fit	.622***	12.081	.153**	3.346	1.677
OE			.738***	16.092	1.677
R^2 (Adj- R^2)	.387 (.385)		.712 (.709)		
ΔR^2 (Adj- R^2)	-		.325 (.324)		
F	145.943***		283.938***		

***=p<.001, ** = p<.01, * = p<.05, † = p<.1

The result of Table 4 showed that SE mediated the relationship between PJ fit and JS ($\beta = .334, p < .001$). Also, PJ fit had a positive impact on SE ($\beta = .615, p < .001$). Hence, hypothesis 3 was accepted. The Sobel test result showed that $Z = 4.445, p < .001$. Thus, it was significant and indicated that trust was a significant mediator.

Table 4. The mediating effect of SE between PJ fit and JS

Dependant: JS				
	step 1		step 2	
	β	t	β	t
PJ fit	.		.	
SE			.	
R^2 (Adj- R^2)	.239		.308	
ΔR^2 (Adj- R^2)	-		.069	
F	72.663*		51.278*	

***=p<.001, ** = p<.01, * = p<.05, † = p<.1

The result of Table 5 showed that SE mediated the relationship between PS fit and JS ($\beta = .320, p < .001$). Also, PS fit had a positive impact on SE ($\beta = .375, p < .001$). Hence, hypothesis 4 was accepted. The Sobel test result showed that $Z = 4.328, p < .001$. Thus it was significant and indicated that trust was a significant mediator.

Table 5. The mediating effect of SE between PS fit and JS

Dependant: JS					
	step 1		step 2		VIF
	β	t	β	t	
PS fit	.622***	12.081	.502***	9.750	1.163
OE			.320***	6.211	1.163
R^2 (Adj- R^2)	.387 (.385)		.475 (.471)		
ΔR^2 (Adj- R^2)	-		.088 (.086)		
F	145.943***		104.135***		

***=p<.001, **= p<.01, * = p<.05, †= p<.1

5. CONCLUSION

5.1. Conclusion and implications

As we asserted, the suitability of the environment for workers is important. In particular, PJ fit and PS fit influences motivation and then improves performance-related variables such as JS. As a result of the study, first, PJ fit affects JS; and OE and SE mediate this process. Second, PJ fit also has an effect on JS through OE and SE. These results explain the process or reason why fitness, such as PJ fit and PS

fit, improves JS. Conformity, such as PJ fit and PS fit, has an effect on the employee's current JS as it increases expectations for the present (self-efficacy) and future (outcome). This study explains the relationship between different variables in the academic domain. First, we emphasize the importance of fitness. In particular, the fit between job and supervisor directly showed improvement in workers' performance. Second, the effect of fitness is explained by variables in present and future dimensions. PJ fit and PS fit motivated members by increasing their SE and OE. The description of the process will have many implications in the academic field. Third, it explains what the various factors are needed for JS. Both current and future motivations improve the current JS of workers. Hence, in actual workplaces, we will be able to improve performance through these expectations.

5.2. Limitations and future study

The limitations of this study and the suggestions for the study are as follows. First, the relevant study focuses on person-environment fit. This environment includes other dimensions, such as person-organization fit. Therefore, future studies will need to verify the impact of person-environment fit in a more comprehensive range. Second, to explain the performance of workers, we set job satisfaction as a dependent variable. However, the fitness-related variables and expectation-related variables will affect various performance variables in addition to JS. Therefore, research on the relationship with other variables such as organizational commitment and job engagement

should be conducted. Third, we have limitations of common method bias. Since we conducted surveys only for the subordinates, other studies would need to measure questionnaires for both supervisors and subordinates.

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**UNIVERSIDAD
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Revista de Ciencias Humanas y Sociales

Año 34, Especial N° 17, 2018

Esta revista fue editada en formato digital por el personal de la Oficina de Publicaciones Científicas de la Facultad Experimental de Ciencias, Universidad del Zulia.
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