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RESEARCH ARTICLE

ASSESSMENT PERSON ORGANIZATION FIT AND ITS EFFECT ON TURNOVER INTENTION OF ACADEMIC PROFESSIONALS IN ETHIOPIA: EVIDENCE FROM HAWASSA AUNIVERSITY

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ABSTRACT

The issue of person organization fit has been considered as one of the paramount research areas in organizational behavior. Various research undertaken in the area have indicated that the extent to which the abilities and values of individuals fits with the demands of the job environment greatly affects employees commitment and their intention to continue working in a given setting. The current study was initiated in view of assessing the interplay between P-O fit and turnover intension of academic professionals in academic institution, by taking evidence from Hawassa University. The study was cross sectional in nature and made use of survey instruments developed by prominent researchers in the area. The result of the study indicated that, although no to a large extent, there exists misfit between the desire and values of academic professionals and the demand and values of the academic institution. Further the results of the study indicated that P-O fit is an important predictor of academic professional's turnover intension. The outcome of the research is expected to be a valuable input in the process of designing and implementing employee oriented human resource strategies by academic professionals in the country.

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INTRODUCTION

The term organization is construct which refers to individuals working in a team within an established system and structure to achieve predefined goals. A well designed structure and a perfectly defined goal requires committed individuals who have the required knowledge and skill to achieve these goals. In this regard as Caplan (1987) has it organizations and their members have a fundamental stake in how well characteristics of the person and the environment of the organization fit one another. Organizations wish to select persons who will best meet the demands of the job, adapt to training and changes in job demands, and remain loyal and committed to the organization and prospective employees want to find organizations which make use of their particular abilities and meet their specific needs (ibid). Lu *et al.* (2014) opines that organizations are under intense competitive pressures to survive and progress in an ever-changing world of work. More than ever, organizations need their employees to be energetic, dedicated, and fully engaged in their work because the quality of human resources is of vital importance to the success of organizations, especially in uncertain working contexts. Naz (2002) supports this by stating that human resource management plays vital role in developing employee skills, aptitude, knowledge and abilities to augment their work and organizational performance. The effective functioning of any organization not only depends on its available technical resources, but also on the eminence

and competence of the employees which are required by the organization to fill its future human resource needs. Therefore, scholars in the field of organizational behavior and human resource management have shown great interest in the concept of Person-Environment (ibid). Sekiguchi (2014) states that the roots of P-O fit research can be traced back to Schneider's (1987) Attraction-Selection-Attrition (ASA) framework. Schneider (1987) argues that individuals are not randomly assigned to situations, but rather seek out situations that are attractive to them. Ultimately, individuals will be selected to be a part of that situation, and by remaining in that situation, help to determine the situation. Schneider applies this ASA framework to the functioning of organizations. He argues that organizations are one situation that people are attracted to, selected to be a part of, and remain with if they are a good fit with the organization, or leave if they are not a good fit with the organization.

This in the opinion of Wheeler *et al.* (2005). Implies that fit creates feelings of belonging, whereas misfit might engender feelings of social isolation. Cable and Judge, (1994), state that job seekers prefer organizations where their personal characteristics are aligned with organizational attributes. There are certain values that the individual carries over into his or her role, certain values that the organization imposes, and certain values that the two share. The extent to which the role-related values of the organization and those of the individual are shared

indicates the degree of the individual's "fit" with the organization (Badovick and Beatty, 1987 cited in Lopez). The existence of fit between organizations and their employees can be associated with a number of job related outcomes. In this regard Robert *et al.* (1992) indicates that individuals should be very concerned about the degree to which they fit in their organization. Since fit appears to lead to higher levels of both intrinsic and extrinsic success, the consequences of not fitting are quite severe. It makes sense that those who experience extrinsic success would be more involved in their jobs, display greater commitment, and be less likely to leave than those who do not. It also makes sense that higher levels of job and life satisfaction would be associated with lower turnover and more functional adaptive behavior. It would appear then, that individuals should consider fit based career management strategies. Those who find themselves in organizations where they do not fit should seriously consider the potentially limiting effects this might have on their career prospects (*ibid*). Bertz (1992) also suggests that those who fit are more likely to be attracted to the organization, be favorably evaluated by established organizational members, display greater work motivation, and perform better than those who do not. Organizations might want to consider the potential benefits from selecting on the basis of fit. Since fit appears to lead to higher levels of job satisfaction, selecting individuals who fit would presumably result in a more satisfied work force. Given the relationship between satisfaction and other work attitudes and behaviors organizations might benefit in some very tangible ways from attracting and selecting those who fit (Locke, 1976). Ethiopia, as of now, is one of the fast growing countries in the world. The past two decades, in this regard has witnessed the emergence of quite a large number of public and private higher institutions (Universities and Colleges). As a result of this the number of academic professionals working in this institution has been increasing in an unprecedented pace. These professionals, needless to say play a significant role in the successful achievement of the teaching and learning, research and community service objectives of their respective institutions. Academic professionals participate in a diverse set of academic, administrative, technical and other activities. The perception they have towards fit between their abilities and the demands of their universities is very important as it among other things, affect their commitment, satisfaction and intention to stay in their current post. This being the fact research in the area, specifically in Ethiopian Higher institutions is very sparse. To this effect, the current study can be taken as an academic pursuit to investigate the issue in the Ethiopian context.

Problem statement: Caplan (1987) opines that organizations wish to select persons who will best meet the demands of the job, adapt to training and changes in job demands, and remain loyal and committed to the organization. Prospective employees want to find organizations which make use of their particular abilities and meet their specific needs. This indicates that the degree of fit between the abilities of individuals and the demands of organizations is very important in the creation of meaningful psychological and employment contracts. Person-Organization fit is defined as the degree of alignment between individual employees and their organizations in terms of sharing the same norms and values (Boselie, 2010). Person-Organization fit occurs when (1) at least one entity provides what the other needs, or (2) they share similar fundamental characteristics, or (3) both (Kristof, 1996; Boon, 2008; Boselie, 2010). For example, Cable and DeRue (2002, cited in Jason *et al.*, 2014) found that employees were more likely to invest

effort, develop satisfaction, and remain with their organizations if they felt that their needs were fulfilled by their jobs. A review of recent literature indicates that person organization fit has been investigated in various settings, contexts and countries: Musiol and Boehnke (2013), Person-Environment Value Congruence and Satisfaction with Life among German Adolescents; Latif and Bashir (2013), the case of Pakistan; Ahmad and Veerapandian (2012) the case of Malaysia; Hauff and Kirchner (2012) Changes in person-organization fit over time in six countries (USA, Great Britain, West Germany, Norway, Hungary, and Israel) from 1989 to 2005; Peltokangas (2014) the case of HR Manager and leaders of a global manufacturing organization; Robert D Bertz (1994) Implications for satisfaction tenure and career success; Cable (1996) the case of job seekers and recruiting organizations; Tugalland Kilic (2015) the case of Turkish Academicians; Liu and Hu (2010) effect on job Satisfaction, and turnover Intention and so much more. However as Tugall and Kilic (2015) conclude future research is expected to include the simultaneous effects of P-O fit on many other work attitudes such as motivation, stress, job tenure, career success, contextual and task performance and socialization. And for continued progress to be made on fit construct, more integrative theoretical and empirical work is needed to better articulate the dynamics of fit and the impacts on organizations and individuals from a cross-cultural perspective (*ibid*). The current study somehow tried to fill this gap by associating P-O fit with intention to stay (job related outcome) and other background variables. In this regard the study envisages finding answer for the following questions:

- What is the extent of fit between organization demands and values and abilities of academic professionals?
- Does the existence of fit affect academic professional's intention to stay in the university?
- Is fit associated with the years of experience of academic professionals?

Significance of the study: P-O fit research has created a consensus among professional and practitioners alike that individuals are not merely assigned to organization. Rather they self-select in and out of organizations. They are not simply assigned to situations, but they select the situation which attracts them and they stay in a situation which is palatable and leave a situation which is against their values and abilities. The current study is potentially significant for academic institutions, academic professionals, and other human resource related institutions. Academic institutions can make use of the output of this research to:

- ❖ Implement recruitment and selection strategies, in line with Sheneider (1987) proposition that attraction to, selection into, and remaining in an organization are all determined by the perceived similarity between the person and her/his work environment (i.e. PO fit), that aim at identifying values and abilities of applicant that match their demand.
- ❖ Design retention strategies that narrow potential "Fit" gaps.
- ❖ Academic institutions can also use the results of the study to undertake job analysis aimed at aligning the contents of the job with the abilities and needs of their academic professionals.

The study can also bridge the existing knowledge gap relating to P-O fit of academic professionals in the country and serve as baseline for other researchers who want to study the issue in the context of Ethiopia.

Research objectives: The major objectives of this research pertain to the investigation of the existing Person – organization fit in academic institution and assesses its implication on academic professionals intension to stay. More specifically the research aimed to investigate the following:

- The extent of fit between organization demands and values and abilities of academic professionals?
- The effect existence of fit on academic professional's intension to stay in the university?
- The relationship between P-O¹fit and the years of experience of academic professionals?

Conceptual framework: Organizations and their members have a fundamental stake in how well characteristics of the person and the environment of the organization fit one another. Organizations wish to select persons who will best meet the demands of the job, adapt to training and changes in job demands, and remain loyal and committed to the organization. Prospective employees want to find organizations which make use of their particular abilities and meet their specific needs. (Caplan, 1987). To this effect the strength and effectiveness of the relationship between employer organization and employees is to a large extent determined by the existence of fit between the desires and values of the individual employees and the values of organizations. Person-organization fit is defined as the congruence between the norms and values of organizations and the values of persons. In order to determine the effects that organizational membership will have on an individual's values and behaviors and the effects that an individual will have on an organization's norms and values, we must first assess the extent of agreement between the person's values and the organization's values. Although there are various conceptualizations of P-O fit, it is broadly defined as the compatibility of individuals with the organizations in which they work (Kristof, 1996; Werbel and Gilliland, 1999). The impact that organizational membership has on people and the impact that people have on organizations are predicted through information gathered about people and information gathered about organizations. The questions become, what aspects of people and what aspects of organizations are important to consider? (Chatman, 1987). Person-organization fit is useful because it enhances our ability to predict the extent to which a person's values will change as a function of organizational membership and the extent to which he or she will adhere to organizational norms. In fact, the tendencies exist for people both to choose situations and to perform best in situations that are most compatible to themselves. As Chatman (1991) asserts Low person-organization fit could have at least three immediate outcomes: The person's values could change and become more similar to the organization's value system, the organization's values could change, or the person could leave the organization.

MATERIALS AND METHODS

Description of the study area and subjects: Hawassa University (HU) was established at Hawassa in April 2000. Since 1976 the different colleges of HU had been operational starting with the

college of Agriculture. The University has been formed by merging three colleges in Southern Ethiopia: Awassa College of Agriculture (ACA), Wondogenet College of Forestry and Dilla College of Teacher Education and Health Sciences. In 2006, the then Debub University was renamed as Hawassa University (HU) by Regulation No. 127/2006. In the beginning, the University was reorganized into 4 campuses. Currently, HU has 7 campuses at different locations; 4 in Hawassa City and the other 3 at surrounding vicinity. These are Tesso, Adare, Tiltie, Wossale, Wondo-Genet, Awada and Daye Campuses.

At present, within its 7 campuses, HU has 8 Colleges and 1 Institute (Institute of Technology) and 35 Schools/ Departments, which run 71 undergraduate and 89 postgraduate programmes. The University currently has 1,717 academic staff, 5,190 administrative staff and 40,648. student populations.

Study design: The study considered selected number of academic professionals currently working in all the campuses and colleges of Hawassa University. The participants of the study were selected using a non-probability convenience method of sampling. The method is selected because it gives the researcher the freedom to select respondents who are relevant for the study. The total number of respondents for the study was determined using a sample size determination formula developed by Krejcie and Morgan (1970). Since the target population for the research is 1700 plus, a total of 113 (which is taken from the sample size table developed by Krejcie and Morgan (1970) respondents were planned to be contacted for the study but the actual number turned out to be only 63 , representing a response rate of 56%.

Study methodology: The core concept of the study, P-O fit and Intension to stay was measured as follows:

Person-organization fit: Fit was assessed using two 15-item scales originally developed by Retz (1992). The measurement instrument will have two separate scales. One scale will ask respondents to indicate (using a 5-point Likert-type scale; 1 = not at all true, 5 = definitely true) how descriptive each statement is regarding their current organizational environment the other scale asks respondents to indicate (again using a 5-point Likert-type scale) how well each statement describes them personally. All items on the scale will address organizational conditions or practices that previous research has identified as potentially important determinants of fit . Fit is operationalized following Bretz (1992) operational definition as the sum of the differences between responses to corresponding items on the two scales.

Turnover Intention: Turnover intention was measured by the turnover intention scale developed by Wayne, Shore, and Liden (1997). This self-rated scale is composed of three items: (1) As soon as I can find a better job, I will leave the organization; (2) I am actively looking for a job outside the organization; and (3) I am seriously thinking of quitting my job. In this regard respondents will be asked to indicate the extent to they agree or disagree with the above items on a 5-point Likert scale ranging from 1. I agree to 5. I disagree.

Data management and analysis: The data obtained by distributing questionnaires to the selected professionals was analyzed with the help of SPSS for windows. In this regard descriptive, correlation and inferential statistics will be used to

¹ Refers to Person organization fit.

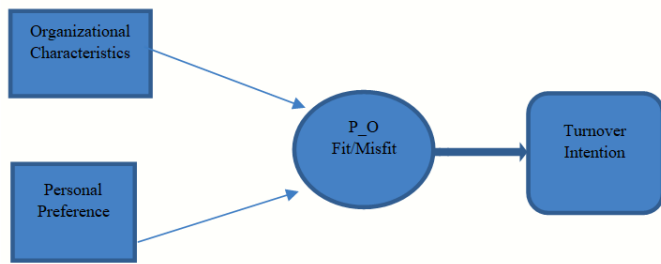


Figure 1. Conceptual framework of the study

manipulate the variables of the research. A simple comparison of the mean results of the two scales (Organizational and Personal) for each attribute was made to assess P-O fit. The strength of association between each attribute, the major dimensions of P-O fit, turnover intention and selected background variables was measured using correlation analysis.

RESULTS AND DISCUSSION

As the data in Table 1. Indicates the respondents of the research are predominantly (87.3%) male and the remaining 12.7% female. And of the total respondents 44.5% are single and 55.6% married. With regards to educational level 19% of the respondents have a BA degree and 49% MSc /MBA and 2.2% of them have a PhD degree. Interns of academic rank 86% of the respondents are lecturers, 6.3% Assistant lecturers, 3.2% Graduate assistants, 1.6% Associate professors and 3.2% Assistant professors. The items in the above table relate to organizational characteristics items pertaining to various issues within the organization. Respondents were asked the degree to which the items represent the situation inside their employing firm. As the mean values computed indicate respondents a relatively low mean score is obtained for items indicating existence of payment based on performance, the extent to which promotion is attached to individual performance and items related to the universities effort to encourage competition among employees and rewarding loyalty. A relative low mean score (from the maximum 4 assigned for each) indicates that, the respondents have actually not encountered what they are expecting from their employing organization. It means that their desire, values and expectation are not matching with the actual situation in the work environment.

Items in Table '3' related to the personal preference of respondents. The thirteen items were the same in wording except that they now specifically relate to the desires of respondents. As can be seen in the table the results obtained indicate that the mean score of almost all the items is closer to the maximum value, which is four. As per the preferences of the respondents these items should always be fulfilled by employing organization. The main objective of the study was to assess fit between the values of employees and the organization. The study tried to assess fit by comparing mean scores of individual items designed to measure person- Organization fit. As can be observed from Table '4', although not to a greater extent, there is some discrepancy between individual preference items and organizational characteristics. A perfect fit, though difficult, to achieve occurs when values computed for the individual preference items and organizational characteristics are equal. And when the value for individual preferences are lower than the values computed for organizational characteristics, this can be taken as a sign of lack of fit between the two.

Table 1. Background Information

	Sex	Frequency	Percent
	Male	55	87.3
	Female	8	12.7
	Total	63	100
Marital status		Frequency	Percent
	Married	35	55.6
	Unmarried	28	44.4
	Total	63	100
Academic level		Frequency	Percent
	B.A	12	19
	MA/MBA/MSC	49	77.8
	PhD	2	2.2
	Total	63	100
Total		100	100
Academic Rank		Frequency	Percent
	Assistant Lecturer	4	.063
	Associate Professor	1	.016
	Assistant Professor	2	.032
	Graduate Assistant	2	.032
	Lecturer	54	.86
	Total	63	100

Table 2. Organizational Characteristics items for measuring P-O fit

.No	Organizational Characteristics Items	Mean	Std. Deviation
1	This University pays on the basis of individual performance.	.6508	76535
2	This University makes promotions based mostly on individual performance.	.8413	70038
3	This University encourages competition between employees.	.5714	68895
4	This University encourages and rewards loyalty.	.4921	80067
5	Teamwork and cooperation are valued and rewarded here.	.6667	78288
6	People generally have to work in groups to get their work done.	.0159	85179
7	This University offers long-term employment security.	.1587	95388
8	This University has a "fast-track" program.	.8571	66858
9	This organization has/follows a promote-from-within policy.	.9365	69266
10	The typical employee here works very hard to fulfill work expectations.	.4127	85449
11	There is an emphasis on helping others.	.2540	89746
12	Fairness is an important consideration in organizational activities.	.5714	.07335
13	When mistakes are made it is best be honest and "take your lumps".	.7143	.05385

The other important variable investigated by the study is turnover intention, which describes employees current and future intention regarding staying on the job. Turnover intention of individuals is affected by several factors among, which is the level of fit between the desire of employees and the values of organizations. As can be seen from the results obtained for the items measuring turnover intentions, most of the respondents of the study are on the lookout for a better opportunity and as soon as they find it they are willing to quit their current relationship with their employing organization. The item related to the respondents' intention to actively search for other jobs is found to have a relatively high mean score and the score obtained for the item pertaining to respondents' intention to quit their current job has a relatively low mean score. A binary correlation statistics was computed to assess the nature of relationship among some relevant variables. The result indicated that work experience has a significant positive

Table 3. Individual Characteristics items for measuring P-O fit

1	Individual Preference Items	Mean	Std. Deviation
2	I believe people should be paid on the basis of their individual performance.	3.3968	.79392
3	I believe promotions should be made on the basis of individual performance.	4.0317	5.03526
4	I believe competition between employees creates a healthy working environment.	3.3492	.69928
5	I believe organizational loyalty should be encouraged and rewarded.	3.5714	.66513
6	I believe teamwork and cooperation are valuable and should be rewarded.	3.4921	.69266
7	I think it is better to work in groups to get work done.	3.4762	.64401
8	I believe organizations should offer long-term employment security for their employees.	3.4444	.73568
9	I think organizations should have "fast-track" programs for their "best" employees.	3.4127	.73254
10	I think organizations should try to promote-from-within whenever it is possible.	3.3968	.70801
11	I try very hard to fulfill work expectations.	3.4286	.64042
12	I place a high emphasis on helping others.	3.8095	3.68457
13	Fairness is an important consideration to me.	3.5714	.66513
14	When I make mistakes, I am honest about it and "take my lumps."	3.4762	.77993

Table 4. Person-Organization Fit Assessment result

S.No	Organizational Characteristics Items (Mean)	Individual Preference Items (Mean)	Gap
1	1.6508	3.3968	-1.75
2	1.8413	4.0317	-2.19
3	1.5714	3.3492	-1.78
4	1.4921	3.5714	-2.08
5	1.6667	3.4921	-1.83
6	2.0159	3.4762	-1.46
7	2.1587	3.4444	-1.29
8	1.8571	3.4127	-1.56
9	1.9365	3.3968	-1.46
10	2.4127	3.4286	-1.02
11	2.2540	3.8095	-1.56
12	2.5714	3.5714	-1.00
13	2.7143	3.4762	-0.76

Table 5. Turnover Intention Items

	Turnover Intention Items.	Mean	Std. Deviation
1	As soon as I can find a better job, I will leave the organization.	3.69	.79392
2	I am actively looking for a job outside the organization.	3.04	5.03526
3	I am seriously thinking of quitting my job.	2.58	.69928

Table 6. Inter item correlation result

Correlations					
	Academic Level	Work experience	OCI	IPI	TOI
Academic Level	1	.587**	-.059**	-.033**	.074**
Work experience	.	1	-.092**	.110**	.170**
Organizational characteristics items			1	-.028**	-.119**
Individual Preference Items				1	0.00541
Turn over Intention					1

** . Correlation is significant at the 0.01 level (2-tailed).

Table 7. Regression result

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.271 ^a	.074	.073	1.30708

a. Predictors: (Constant), Marst, IPI, sex, workcurr, OCI, Accl, woxp

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.417	.056		79.160	0.000
	OCI ¹	-.138	.008	-.093	-17.087	.000
	IPI ¹	-.007	.004	-.009	-1.641	.101
	Work experience	.033	.003	.093	12.515	.000
	Academic level	-.059	.021	-.019	-2.817	.005
	sex	-.370	.023	-.091	-16.407	.000
	Current work area	-.010	.007	-.008	-1.473	.141
	Marital status	-.473	.017	-.173	-28.620	.000

a. Dependent Variable: TOI

Table 8. Result of ANOVA

SUMMARY						
Groups	Count	Sum	Average	Variance		
Oci	13	26.14286	2.010989	0.15165		
IPI	13	45.85714	3.527473	0.036666		
ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	14.94819	1	14.94819	158.7572	4.52E-12	4.259677
Within Groups	2.259783	24	0.094158			
Total	17.20798	25				

relationship with OCI and TOI, and a significant negative relationship with IPI .and work experience is found to a significant positive relationship with IPI and TOI and a negative significant correlation with OCI. Individual preference items (IPI) was found to have a positive but insignificant (at $\alpha .001$) relationship with TOI and Organizational characteristics items (OCI) is found to have a negative significant correlation with TOI. A linear regression was used to assess the direction and strength of the relationship among turn over intention (TOI), the dependent variable and Organizational characteristics items (OCI) and Individual Preference Items (IPI) considered to be independent variables. The result indicated that the TOI only explains only a7.4 % ($R^2=.074$) of the variation in the independent variable. Further the result indicates that there exists an opposite relationship between TOI and OCI. ANOVA was conducted to test the existence of variation between organizational and individual preference items. The result of ANOVA indicates that there exists a variation ($F=158.75$, $P<.05$) in the mean scores obtained for the OCI and IPI item.

DISCUSSION

Person organization fit is based on the concept of attraction, selection and attrition developed by Sheneinder (1987). The ASA (attraction, selection and attrition) model has it that workers are not randomly assigned to organizations rather they self-select in and out of them. To this effect workers select organization based on a simple comparison of the values and demand of the work environment with their own values and desires. When they find a working place that matches or fits to what they look for they show strong interests to join and be part of it and if the situation contradicts with what they value they decide to get out of it. The current study tried to assess P-O fit within the context of academic institution (by taking evidence from Hawassa university). The result obtained indicated that, though the magnitude is not large, there exists some level of misfit between what teacher's desire and what the work environment is offering. The level of fit was assessed by simple comparison of the mean scores obtained for the OCI (organizational characteristics Items) and IPI (individual preference items). Existence of fit person- organization fit has diverse implication as it affects various work related outcomes. The results of the study indicated that that there exists misfit between the desires of academic staffs and what they actually encountered in the work environment. The items that were used in assessing P-o fit related to issues pertaining to payments,

promotion, loyalty, rewards, teamwork, work security, career development programs. Previous researches (Malcolm *et al.*, 2007, Diener *et al.*, 1984) have indicated that P-O fit is associated with various job related outcomes. The results of the current study also can be one evidence to support this. The study, although strong relationship is not obtained, found that P-O fit can be taken as a predictor of turnover intention of academic professionals.

Conclusion and implication for future research: The issue of P-O fit has been considered as an important research area starting in the 1980's various researchers (Kristoff, 1996, Chatman,1987, Caplan, 1987) have grappled with the concept. Its importance as a predictor of job-related outcomes has well been established in the literature. The current study was initiated to investigate the issue in the context of academic institutions. The result indicates that there exists a misfit between the personal preference of academic professional and the demands and values espoused by the institution. The result has an immense implication for practice and future research. The issue of P-O fit is considered to affect various job related outcome like turnover intension, satisfaction, job performance etc. Existence of fit can contribute towards increased satisfaction and tenure of employees. The main argument of P-O fit theory is contained in what is known as Attraction-Selection-Attrition model. As per this model, individuals are not merely assigned to a work environment rather they self-select settings which attracts them and decide to stay or leave in the setting based on their subjective perception of fit .The traditional view that employers take the lion share of the decision to select and attract and retain or expel employees only tells an iota of the truth. So the focus in the current day management practice should to find a match /fit between the abilities of individual and the characteristics of the work place.

And as Chatman (1991) proposes a major function of selection processes is to select individuals who have values that are compatible with the organization's values. Further, for incoming recruits whose values are more closely aligned with their hiring firm before joining the firm, their values may become more similar to the organization's values and, ultimately, they may achieve a closer fit with the organization.

- The current study has a far reaching implication for future research in the following manner Researchers may consider relating p-o fit with diverse se of job related outcomes in different academic institution in the country.

- The setting of organization varies depending on the nature of their activities so it is recommended that researchers should focus on investigating the concept of P-O fit in various organizational settings.

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