The Relationship Between Person-Job Fit and Person-Organization Fit andTheir Impact on Employee Performance in Information Technology Sector

Submitted by:

Aya Ahmed Hamza El-Garf

Supervised by:

Dr. Mohamed Saad Mohamed

corresponding author: ayaelgarf@hotmail.com

November 2023

Abstract

Purpose: Human Resource Management is concerned with the human wealth of an organization. HRM plays an important role in achieving organization's objectives through hiring, selecting, utilizing, developing, retaining and motivating highly qualified human resources as well as developing and implementing policies, procedures and processes for efficient and effective operations. **Aim:** The objective of this study is to investigate the relationship between Person-Job Fit and Person-Organization Fit and their impact on employee performance in the Information Technology sector. Additionally, this study intends to understand how the perceived fit affects employees' performance. This study examines the linkages based on Person-Environment Fit theory. The research uses a case study approach to fulfill the research purpose. The research applies this method in the Information Technology sector in Egypt, which plays an important role in

boosting the national economy.

Hypothesis: This study hypothesizes that workers with a perceived person-job fit and person- organization fit will also have high job performance, job satisfaction, and a lower inclination to leave their workplace.

Design/Methodology: The questionnaire was developed and randomly distributed through emails for the purpose of capturing the views of a large number of respondents working in the IT industry in Cairo. The target companies have approximately 2,500 employees, and the sample size was about 333, using a quantitative research approach. Data were gathered and analyzed using the Statistical Package for the Social Sciences (SPSS).

Main results: The results show that Person-Job Fit and Person-Organization Fit have a significantly positive impact on Employee Performance. Additionally, the results indicate that start-up employees with a perception of Person-Job and Person-Organization Fit also experience job satisfaction and a lower turnover intention. Therefore, this research's findings align with results from previous studies.

Keywords: person-job fit, person-organization fit, job performance, employee selection, Egyptian IT sector, task performance, contextual performance

1- Introduction

1.1 Research Background

People are the most important asset of any organizations. This importance becomes even more significant in Information Technology sector. IT Sector requires people with specific and scarce qualifications. Hiring and selecting a high-end technology technical people is challenging, specially that most people in this sector have high technical competencies and low-medium interpersonal competencies. To develop high performance culture in any organization, it is essential to select the right people and provide them with job that is best suited to their experience and competences (Ogbonnaya & Valizade, 2016).Job performance of employees plays a crucial factor in determining an organization performance. Highly performing individuals will be able to assist organization to achieve its strategic aims thus sustaining the organization competitive advantage (Lado & Wilson, 2014; Dessler, 2011). Job performance of employees plays a crucial role in achieving organization's objectives and directly affect its performance.

Earlier literature has shown that employees who are not carefully selected and do not properly match the job requirements have low job performance. Also, employees who do not fit in an organization culture have low job performance. Person- job fit can be a reasonable predictor of job performance because individuals with high person-job fit had found to have positive work outcome.

Person-Job fit vs. organization fit is the two ways in which a

company chooses to hire people. The dilemma of selection based on Person-Job fit vs. Person-organization (P-O) fit has been an area of interest among both researchers and managers during recent years. It is important to select people who are job fit yet literature on the importance of Organization fitness has demonstrated significant relationships between selection based on organization fitness and employee outcome variables such as organizational commitment, dedication, loyalty and Job performance (Wong and Tetric (2017).

The more a person suits his/her job, the greater the degree of individual's innovative work behavior in terms of knowledge and skills related to position.

In fact, it is assumed that workers whose talents are firmly in line with their work requirements have ample knowledge and skills to fulfill their job needs and a greater tendency to handle the innovation process (Zhao & Han, 2016). Therefore, enhanced match between the individual and their organizational environment promotes innovative ideas and support for the application of creative thoughts to others, and such employees are highly engaged in innovative work behavior. People having better fit level contribute commitment and fairness to the companies by compensating, for example, creative job behavior in the context of constructive work experiences (Zhao & Han, 2016).

This study will add knowledge to existing body of knowledge by showing the relationship between selection based on Job fitness

and selection based on organization fitness and how each can affect job performance and eventually the organization overall performance in IT Sector.

Person - Job Fit

As briefly described above, hiring in IT industry is usually based on job fit which is all about the person's technical competencies and how they match the specific job requirements listed in the job description. As an employer, you have to think of the type of job you are hiring for. Is it highly technical? Job fit will be important if it is. Jobs such as Business Intelligence, Data Management, Data Science, Quality Assurance and Analytics are advanced and need people who have the technological skills necessary to complete the job (Carter & Mossholder, 2015).

Recruiters may really like a candidate and he perfectly fit the organization culture but if the job you are hiring for is in specific software development and they have experience in data engineering, job fit is going to matter more than organization fit. (Dirks & Ferrin,2002). Sometimes it's about the recruiting stage. At the screening phased, when recruiters look at resumes to shortlist candidates who have the basic requirements and skills to move forward in the hiring process. When it comes to shortlisting candidates, Job fit is more considered when reviewing resumes since candidates haven't been contacted yet (Li & Tan,2013).

Person-Organization Fit

Organizational fit is all about how the candidate fits into the

culture of the organization. Are they someone you and your team could work with? Do they have the same core values? Are there personality clashes? How do they fit in with the overall culture and vision of your company? A lot of employers feel this is more important than if they have a certain set of skills. Skills can be taught, but personality is what it is (Kristof-Brown, 2000).

In non-technical jobs 'Support Services" such as customer service, sales, finance, admin, HR and most office jobs, organization fit becomes more important and necessary. While the candidate will still need to possess some level of skills and meet basic requirements, you don't have to be as strict in these positions (Zhao & Han, 2016). As the hiring process moves forward, recruiters start eliminating candidates not only based on lack of Job-related skills but also evaluate based on who fits with their organization culture once the interview process begins.

In nowadays selection practices, most organizations are focusing on hiring people for organizations not only for jobs. Therefore, it offers a more comprehensive and flexible approach to employee selection. However, in IT sector due to the scarce resources available with high technical competencies, selection can become more challenging. It is difficult to find candidates with required technical competencies that fits the job, and if found they are usually very few to select from. In this case, recruiters don't have the luxury of selecting based on many other factors other than job fit (Xerri & Brunetto, 2013).

Recruiters in IT faces many challenges in hiring Technical staff due to;

- Lack of technical skills that fits the job recruitments.
- Very high salaries.
- Limited Human resources with the required skills.
- Candidates who possess the required skills have low-medium interpersonal skills.
- Job fit candidates are not necessary organization fit.

The focus of this study will be the consequences of Job fit vs Organization fit and its impact on individual performance and accordingly company performance in IT Sector (Muthusamy, 2009).

Job Performance

Job performance consists of task performance and contextual performance:

On a general level, job performance describes the contribution of an individual to the overall success of an organization. On a more specific and measurable level, job performance can be broken down into different factors. Depending on the framework you use, the factors vary (Koopmans et al. 2011). However, there is a broad consensus in the scientific community that job performance consists of two interplaying components.

Job performance consists of two main factors; Task performance describes the core job responsibilities of an employee. It is also called "in-role prescribed behavior" and is reflected in specific work outcomes and deliverables as well as their quality and

quantity (Koopmans et al. 2011).

Contextual performance goes beyond formal job responsibilities. Also referred to as "discretionary extra-role behavior" (Koopmans et al. 2011) contextual performance is reflected in activities such as coaching coworkers, strengthening social networks within an organization and going the extra mile for the organization. It is the ability of employees to contribute to the overall well-being of the organization performance and also helpful in organizational effectiveness (Verquer, Beehr, and Wagner 2003, Kristof-Brown et al. 2005).

One of the most important functions of an organization is to ensure that employees are effective in performing their jobs. However, in recent years, contextual performance is viewed as an integral part of overall job performance.

Researchers and practitioners agree that job performance is multidimensional and consists of two main factors: task performance and contextual performance. Task performance is important because it relates to producing job-specific goods and services and requires employees to acquire and demonstrate core technical skills (Lawrence,2004). Although task performance is necessary, contextual performance boosts the organizational climate through strengthening social networks. When employees engage in contextual performance this contributes to the culture and climate of the organization. Contextual performance has the ability to transform the organization because employees

volunteer for extra work, persist with enthusiasm and help and cooperate with others (Hecht and Allen, 2003).

Contextual performance is linked to organizational performance. One of the main reasons to also include contextual performance as a measure of job performance is that it impacts the quality of human resource practices (Befort & Hattrup, 2003). Job performance is intrinsically linked to the goals and mission of the organization. Consequently, decisions concerning how to measure job performance and the relative weight assigned to task vs. contextual behaviors has important implications for decisions made regarding human resource practices (Befort & Hattrup, 2003).

1.2 Research Objectives

The overall objective of this study is to analyze the relationship between person-job fit and person-organization and its impact on organizational performance in IT sector.

Specific Research Objectives:

1. To analyze the relationship between Person-Job Fit and Person-Organization Fit in Information Technology Sector.

2. To analyze the relationship between Person-Job Fit and task performance in Information Technology Sector.

3. To analyze the relationship between Person-Job Fit and Contextual performance in Information Technology Sector.

4. To analyze the relationship between Person-Organization Fit and task performance in Information Technology Sector.

5. To analyze the relationship between Person-Organization Fit and Contextual performance in Information Technology Sector.

1.3 **Research Importance**

This study is important from different perspectives as follow:

First: Theoretical importance:

1. Studying Different Types of "Fit" and Outcomes:

   This research discusses the importance of studying different types of fit, including person-job fit and person-organization fit, and their implications for individual development and outcomes (Kristof-Brown, A. L., & Misic, J. E., 2020).

2. Addressing Measurement Issues:

   This study highlights the significance of addressing measurement issues related to fit and how interviewers perceive person-organization fit in the context of selection decisions (Cable, D. M., & Judge, T. A., 2006).

3. Impact on Behavioral and Job Performance Outcomes:

   This study discusses the psychological contracts in organizations, including the impact of person-organization fit on behavioral and job performance outcomes (Chatman, J. A., & Kennedy, J. A. ,2001).

4. Analyzing Performance at Different Levels:

This study explores the predictors of perceived performance, including the impact of fit, and discusses performance at different levels (Griffin, M. A., & Salter, W. R., 2007).

5. HR Management Practices and Fit:

This article discusses the role of HR management practices, including fit, in the context of talent management and its impact on employee performance (Cascio, W. F., & Boudreau, J. W., 2016).

6. Lack of Studies in Specific Contexts:

There is a lack of studies related to Job Fit and Organization fit in IT industry and their effect on performance in Egypt according to the researcher's knowledge.

7. Contribution to Knowledge Development:

This research demonstrates the importance of studying fit with jobs, groups, and organizations and its effects, contributing to knowledge development in the field of organizational psychology. (Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C., 2007).

Second: Practical importance:

1. Application in the Information Technology Sector in Egypt:

This study may provide insights into how organizations in the Information Technology Sector in Egypt can effectively apply

person-job fit and person-organization fit practices (Nieto, M., & Quevedo, P., 2005).

2. Increasing Awareness Among Firm Owners and CEOs:

This research can offer suggestions that increase awareness among firm owners and CEOs regarding the impact of personality fit on employee performance (Aguilera, R. V., Rupp, D. E., Williams, C. A., & Ganapathi, J., 2007).

3. Benefits for Managers of Information Technology Companies:

Managers in Information Technology companies can benefit from this study's results and recommendations, leading to improvements in employee performance (Khoshhal, K. I., & Guraya, S. Y. , 2016).

4. Evaluation of Employee Performance and Solutions:

This study will evaluate employee performance and identify reasons, results, and solutions for improvement, which can be invaluable for organizations (De Waal, A. A. , 2006).

1.4 Problem Statement
Based on the background, then put forward the following issues:
The Information Technology (IT) sector in Egypt is a rapidly evolving and competitive industry where optimizing employee performance is crucial for organizational success (Kristof-Brown & Misic, 2020).

Employee performance is influenced by the alignment between individuals and their job roles, known as person-job fit (PJ fit), and the compatibility between individual attributes and organizational values, referred to as person-organization fit (PO fit) (Chatman & Kennedy, 2001).

Despite the recognized importance of PJ fit and PO fit in predicting employee performance, there is a notable research gap regarding their application and impact in the context of the IT sector in Egypt. This knowledge void raises significant questions about the effectiveness of implementing PJ fit and PO fit practices to enhance employee performance within this specific industry and geographical context (Griffin & Salter, 2007).

The present study aims to address this research gap by investigating the relationship between PJ fit, PO fit, and employee performance in the Information Technology Sector in Egypt.

1.5 Research Gap

While existing literature extensively examines the concepts of person-job fit (P-J fitit) and person-organization fit (P-O fit) and their impact on employee performance, research specific to the Information Technology (IT) Sector in Egypt remains limited. Most studies on PJ fit and P-O fit have focused on Western contexts and industries (Kristof-Brown & Misic, 2020; Chatman & Kennedy, 2001).

This raises questions about the applicability of these findings to the dynamic and culturally distinct landscape of IT organizations

in Egypt (Hofstede, 2001). Furthermore, the Information Technology Sector in Egypt is a critical driver of economic growth and innovation (World Bank, 2020). However, the sector's unique challenges and opportunities suggest that a research gap exists in understanding the nuanced relationships between fit and performance in this specific context.

While some studies have explored fit in various industries (Griffin & Salter, 2007; Cable & Judge, 2006), limited research has been conducted within the Egyptian IT sector, leaving a significant gap in our understanding of how PJ fit and PO fit impact employee performance in this region (Researcher's Knowledge).
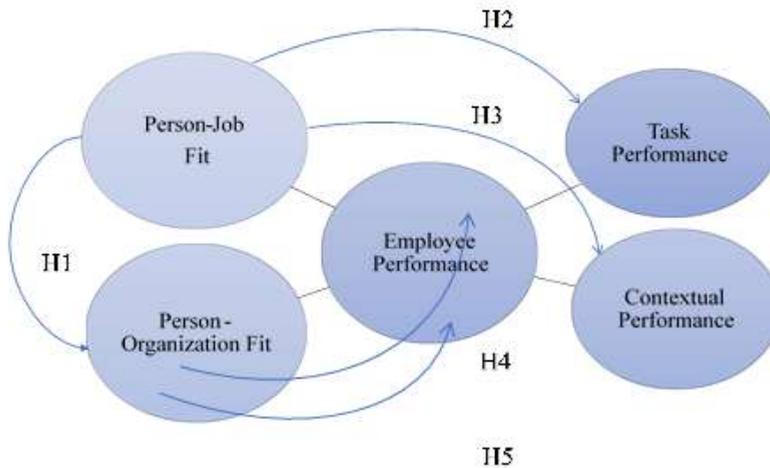
1.6 Research Model

Figure (1): Research Model
Source: The researcher based on the previous literature review

2- Literature Review on Job-Fit and Person-Organization Fit

2.1 Definition of Person-Job Fit (P-J Fit)

There are multiple definitions for P-J fit, these multiple meanings are in agreement and complement one other. The relevance of P-J fit is underlined in one of the journals, Stich (2021), as the appropriateness of the job's traits versus the degree to which individuals seek these features. In this scenario, P-J fit is viewed from the perspective of persons seeking certain job traits or characteristics. The individual will sense a good fit with the work if it has the necessary features.

Meanwhile, Pudjiarti and Hutomo (2020) emphasize P-J FIT as individual technical expertise to be able to carry out the work assigned. The work carried out by individuals can provide added value. In addition, by understanding the added value in work, individuals are expected to understand their work better. Wong and Tetric (2017) defined person-job fit as the extent of interaction between both the employee and work. Person-job fit is linked to the interaction between the process for improving work and the needs system of the worker (Xie et al., 2016). PJ fit is defined as matching the person's interests with the job requirements.

Furthermore, P-J fit is also described as a match between individual skills and the characteristics required in the job (Yang et al., 2019). Therefore, the P-J fit can be used as an indicator of how suitable an individual is to perform a job based on the

required skills. If the individual is able to fulfill the required skills, it can be said that he has a good P-J fit. In line with this, P-J fit is a match between work needs and individual knowledge, skills, and abilities, according to Rajper et al. (2019). These three requirements must be met in order for the task to be completed properly and in accordance with the demands and expectations of the parties involved. Furthermore, Sylva et al. (2019) claimed that P-J fit has two dimensions: needs-supplies fit (NSF) and demands-abilities fit (DAF).

2.2 Person-Job Fit as a Determinant Factor in Job Seeker Decision

Wanous points out that when people are searching for jobs within organizations one of the most important factors considered is what the people will gain from joining a particular organization.

Often what is not stated in the organization's promotional material is inferred by job researchers based on their past experience in other organizations (Rynes, Bretz and Gerhart, Sekiguchi, Huber). This demonstrates the importance of establishing perceived person-organization fit during the interview process in order to ensure that individual perceptions of an organization match actual aspects of the organization (Deniz et al., 2015).

During a typical job search, applicants look for a fit between their qualifications and the task requirements of the job. Job seekers are unlikely to pursue a job if they are not qualified

and/or do not expect to get the job. Job seekers tend to believe they are more qualified for the job when they have the necessary knowledge, skills, and abilities (KSAs) that meet the demands of the job. Further, most job seekers do not expect a job offer when they do not meet the basic task requirements of the job. Therefore, in order for individuals to fit the job, they must have the necessary KSAs, as well as have a high probability of getting the job (Bhat & Rainayee, 2019).

A match between an applicant's qualifications and the job may lead to an increase in his/her expectancy of a job offer. Saks and Ashford define person-job fit as the traditional concept of person-situation fit in which individuals match their knowledge, skills, and abilities to the requirements of the job. (Muchinsky & Monahan, 2017, p. 269).

2.3 Organization Employee Recruitment and Selection Process

On the other hand, Organization selection decision is more complicated, and has a huge impact on the employee performance which is reflected in the organization outcome"(Bui et al., 2017). Research on employee selection has traditionally focused on the assessment of the match between job requirements and qualifications of candidates in terms of their knowledge, skills, and abilities (Sekiguchi and Huber, 2011). Subsequently, however, researchers have become interested in the potential benefits of selecting employees based on their fit with the culture and goals of an organization (Elfenbein and O'Reilly III, 2007).

To succeed, employers need to hire applicants who perform well on the job and who are unlikely to quit the organization. In pursuit of optimal hiring goal, the organization needs to examine the effectiveness of actual P–O fit in predicting employee retention (McCulloch and Turban, 2007).

During the processes of employee selection, the understanding of P-O fit that occur beyond KSA (knowledge, skill, abilities) matching, and how to offer the potential candidates for a more flexible and comprehensive approach is very important (Bui et al., 2017). Recruiters often rely on implicit P–O fit judgments to distinguish between qualified candidates by determining fit with the organization's values or congruence on personality with the organization. However, recruiters perceptions of fit are often inaccurate, and these inaccurate perceptions of fit have been shown to be more predictive of hiring decisions than the actual fit between an applicant and an organization. Increased accuracy in fit measurement is crucial for recruiters to obtain the beneficial outcomes of P–O fit (Westerman & Cyr, 2004).

Once the values and culture are made clear, the organization then designs screening processes that help the organization identify who will fit in and screen out those who do not share these values (Kristoff-Brown et al., 2005). This does not mean that organization ignore a candidate's abilities. Instead organization should recognize that to really contribute over a long period, a person must feel comfortable in the organization, the abilities

that are important are thus those that help someone grow, change, and develop to meet changing business challenge (O"Reilly III and Pfeffer, 2000).

2.4 Definition of Person-Organization Fit (P-O Fit)

Person-Organization fit (P-O fit) is defined as the "compatibility between people and organizations that occurs when at least one entity provides what the other needs or they share similar fundamental characteristics or both" ((Kristof-Brown, Zimmerman and Johnson (2005). P-O fit is a type of Person-environment (P-E) fit in the organization in which people may fit or misfit (Judge and Kristof-Brown, 2004). P-O fit takes place when the organization fulfils employee's needs, whereas from all abilities- demands perspective, there is congruence between person and organization, when the employee possesses and demonstrates the abilities to meet organizational demands (Morley, 2007).

Edwards has brought together these two perspectives suggesting that needs and abilities compose the "person" angle, and supplies and demands the "job" angle of the P-O fit research. He described needs in terms of employees" desires, goals, values, interests and preferences, and abilities in terms of aptitudes, experience and education (Hussain & Mohtar, 2017).

Van Vianen, De Pater and Van Dijk (2007) elaborates that people's fit with the organization (P- O fit) associates a person's personality, goals and values with those of the organization. Peoples' values are important attributes on which to establish

their fit. Within the work context, values have been labeled as work values. Instrumental work values are work values related to obtaining desired ends, and refer to work benefits, work security, and success at work (Van Vianen, De Pater and Van Dijk, 2007). The Person-organization fit essentially argues that people are attracted to and selected by organizations that match their values, and they leave organizations that are not compatible with their personalities (Robbins and Judge, 2009).

The integration of an organization with employees' demands and expectations, cultural structure and performance of individuals may be positively effective in organizational behavior. It is expected that P-O fit, particularly the physical and mental state and abilities of employees, must be sufficient to meet the job requirements, since in the employee selection process, the match between personal characteristics and job requirements is thought to be the primary factor in ensuring a person-vocation fit (Demir 2010).

2.5 Person-Job Fit vs. Person-Organization Fit

It is important to compare person-job Fit and Person-Organization Fit. For example, Kristof (1996) explained how organizational compensation policies may be implemented differently at the organization and job level. Specifically, an organization may set guidelines as to how rewards should be distributed, however there is variability within how the rewards are actually distributed between different jobs (Bartol & Martin, 2018). Therefore, a person may fit at the organization level, yet

not at the job level with regards to organizational policies and vice-versa. Similarly, O'Reilly et al. (2011) support this idea by suggesting that the individual's compatibility between organizational characteristics and job characteristics may vary. Moreover, Bowenet al. (2011) claimed that "person-job fit needs to be supported and enriched by person-organization fit" (p. 36) Bowen et al.'s conceptualization of person-organization fit encompasses the notion of person-job fit, in that P-O fit is above and beyond person-job fit. In addition, Bowen et al. claimed that those who achieve person-organization fit, match both the content and context of the job. Whereas those who achieve person-job fit, only match the content of the job (Bowenet al., 2011).

Chatman (2019) opposed person-job fit as the "traditional" mode for selecting employees, and stated that the selection process may be more "loosely" linked to P-J fit than industrial psychologists have claimed. Dawes (2018) claimed that the interview is still used today because it allows the organization to assess whether job seekers' values are compatible with organizations' values and norms. Therefore, it appears that organizations may no longer only be looking for a fit between the tasks on the job and the person's abilities, rather are looking for people with compatible values.

According to Wanous, individuals are interested in creating fit within the climate of the organization. Finally, Saks and Ashforth (2017) suggested that a successful job search extends

beyond finding fit with a job, to finding a job in which one perceives a fit with the organization. Researches proposed that P-O fit is positively related to P-J fit, and this relationship is explained by spillover theory. Spillover theory suggests that fit in one aspect may influence fit in another aspect. When an individual experience fit in one aspect, then it is likely that he or she may strive to modify other aspects that are a poor fit or misfit (Therasa & Vijayabanu, 2016). P-O fit is positively related to P-J fit (Saufiet al., 2020).

2.6 Person-Job Fit in IT Industry

With the rapid development of technology and economic globalization, organizations face not only a complex and changeable external environment but also need to satisfy customers and stakeholders' diverse demands (Madrid et al., 2014). Therefore, modern organizations cannot solely depend on traditional or standard rules and procedures to guarantee success (Janssen, 2000).

Instead, actions oriented toward effectively managing unforeseen work situations or exploiting new opportunities in the workplace are essential for achieving success (Kanter, 1988; West and Farr, 1990). In this context, employee innovation behavior, which is regarded as a resource of organizational innovation (Amabile et al., 1996; Ding et al., 2018), has attracted significant scholarly attention (e.g., Madrid et al., 2014; Mussner et al., 2017; Che et al., 2018; Kim et al., 2018).

Since employee innovation behavior has long been regarded as a

significant determinant of organizational performance, competitive advantage, and long-term survival, many researchers have investigated how to foster it (Tu and Lu, 2013; Madrid et al., 2014; Afsar et al., 2015). These studies have generally focused on examining innovation behavior's antecedents in an organizational context; among those identified are organizational justice, job characteristics, the psychological contract, intrinsic motivation, rewards, leadership, and working relationship quality (e.g., Scott and Bruce, 1994; Dorenbosch et al., 2005; Ramamoorthy et al., 2005; Reuvers et al., 2008; De Jong and Den Hartog, 2010).

However, they are limited by focusing on either individual or job characteristics, rather than both. This is unhelpful for predicting employees' innovation behavior, which often results from communication, friction, and interaction between individuals and their environment (Ashforth et al., 2007). With more in-depth research on the topic of person– Organization fit, attention has been gradually given to the effect of person–job fit, which emphasizes the match between individual knowledge, skills, abilities, and job requirements (Zhou et al., 2011).

Afsar et al. (2015) and Lin and Ding (2017), respectively, adopted the perspective of innovative self-efficacy and innovation trust to explore the link between person–job fit and innovation behavior, indicating that there are multiple interpretations of this relationship (Janssen, 2000). Their research also provides a reference for us to consider the mediating role in the relationship of job involvement,

which has been considered as the key to activating employee motivation (Lawler, 1986) and an important mechanism for transforming inducing factors into the employee attitudes and behaviors expected by organizations (Shantz et al., 2016; Welbourne and Sariol, 2017; Culibrk et al., 2018; Liu and Gu, 2018).

In the classical interaction model of creativity proposed by Woodman et al. ability and knowledge are two important antecedents of individual creativity. Ford's creative action model also emphasizes that knowledge and ability in a certain field are important driving factors for individual creative action (Zhao and Han, 2016). On this basis, the higher the match between an employee and their job, in terms of position related knowledge and skills, the higher should be the resulting level of employee innovationbehavior. (Huang et al., 2019).

2.7 Person-Organization Fit in IT Industry

The current rate of technological, social and institutional changes has resulted in shorter product life cycle, making continuous innovation a business compulsion. Innovation is critical for organizational long-term prosperity, competitiveness and survival (Shipton et al., 2006). One option for organizations to become more innovative and successful is to encourage their employees to display innovative work behaviour (IWB). In this context, employees can help to improve business performance through their ability to generate ideas and use these as building blocks for new and better products, services and work processes

(De Jong and Den Hartog, 2007). The major concern for managers, however, is how to engender IWB among employees.

Because IWB needs high level of engagement, long-term commitment, meaningfulness in what one is trying to achieve and social support among co-workers, one of the critical ways may be to promote congruence between an employee's and organization's values (Baer, 2012).

An employee's IWB implies going beyond the scope of basic job requirements and responsibilities. In line with other researchers (De Jong and Den Hartog, 2010), IWB in this research comprises idea initiation and idea implementation. It is different from employee creativity, which relates only to idea initiation. Since constant innovation has emerged as a critical source of organizational success, firms are increasingly interested in examining factors which foster IWB (Baer, 2012).

Innovation in organizations necessitates collaborative, structural, political and socio-technical conditions. This complex set of IWBs inevitably requires a variety of cognitive and affective efforts from employees who want to generate and implement new ideas (Janssen etal., 2004).

Given the attributes of IWB, which can be regarded as employees' positive work attitudes and contributions that go beyond their job prescriptions or duties, it is quite reasonable to argue that performing IWBs could be contingent upon employees' subjective beliefs of the similarity between their and

organizations' values. Hence, employees may have similar approaches to cognitive processing, resulting in greater levels of IWBs (Young, 2012).

Person-organization (P-O) fit is extremely important to maintain flexible, inspired and committed personnel. P-O fit is an interesting area in explaining high-performing workforce because it suggests that individuals and organizations are attracted to each other on the basis of similar values and goals (Schneider, 1987), thus taking in to account both individual and organizational contexts which help to better understand employee positive outcomes, attitudes and behaviours (Hoffman and Woehr, 2006; Kristof, 1996; Verquer et al., 2003).

2.8 Person-job Fit and Job Performance Link

Person-job fit can be a reasonable predictor of job performance because individuals with high person-job fit had found to have positive work outcome (Edwards). Furthermore, the theory of congruence by Barrett as cited by Lawrence (2004) explained that person-job fit as the fit that may exists between individual preferences and the job requirements or the knowledge skills and ability (KSAs). Thus, when congruency exists between one's preference and the KSAs, it will lead to motivational outcome and this is eminent in order to have greater job performance. Furthermore, a large number of empirical researches have established that person-job fit is important for work outcome. Person-job fit had found to be positively related to job

satisfaction, organizational commitment, task performance and contextual performance, acceptance of job offer, tension reduction as well as intention to leave (e.g. Lauver & Kristof-Brown, 2001; Cable & DeRue, 2002; Saks & Ashforth, 2002; Cable & Edwards, 2004; Shin, 2004; Kristof-Brown et al., 2005; Greguras & Diefendorff, 2009).

In separate studies person-job fit found to be related to productivity and commitment, job performance and having positive effects on performance, job satisfaction, and reduction in job stress, motivation, attendance and retention (Greenberg, 2002). Interestingly Kristoff et al. (2005) found that when person-job fit and person-organization fit were tested on job performance, the relationship tends to have a modest correlation which contradicts with the findings by Li and Hung (2010) where person-job fit found to be highly correlated with job performance.

Many research interest on the determinants of job performance (e.g. Hurtz & Donovan,2000; Canty, 2005; Messer, 2007; Sommer-Krause, 2007), has proven this positive relation. (June et al., 2011) Another research study (Tahir Iqbal et al., 2012) has proven that Person-Job Fit has a positive impact on Job Performance. It was explained by Edwards that functioning and job satisfaction can be positively affected through person-job fit. It could also lead to motivation, reduction in job stress, retention, and attendance. With regard to that, it also known that person-job fit leads to enhancement of task performance when the job

holder's ability aligns well with the job requirements.

Studies had found that person-job fit could have influence on job performance, however the amount of research is yet limited (Mosley, 2002). In addition, given the mixed results on the relationship between person-job fit and job performance (Edwards, 1991), studies on the relationship between person-job fit and job performance have therefore yet to come to similar   agreements (Taylor, Locke, Lee, & Gist, 2014 ; Conte, Rizzutto & Steiner, 2019).

2.9 Person-Organization Fit and Job Performance Link

Person-organization fit is defined as compatibility between characteristics of the people such as personality, values, goals, and those of the organization such as culture, values goals and norms(Ostrof, Shin and Kinicki, 2005). They maintain that when individuals' values are consistent with the organization's values as defined by the manager, interpersonal interactions, cognitive processing of information, and communication are facilitated, thereby leading to more positive work attitudes.

Arthur and colleges considered person-organization fit as a criteria of the personnel selection processing. The results indicate that person-organization fit is good predictor of job performance and turnover behavior (Arthur, Bell, Doverspike, Villado, 2006). On the other hand, it could be thought organizational identity strength also has an effect on the contextual performance. Mainly organizational identity strength taken in hand as the extent to which individual member's

identity perceptions are widely held and deeply shared (Kreiner andAshforth, 2004).

In job performance, Person-Organization fit is highly effective in aiding high Job performance (Janssen, Van Yperen, 2004). The active role job Person fit plays an important role in decreasing production deviance, and is also effective in taking Job performance to a higher level.

Employees will like to work in organizations where they feel that the values of the organization are aligned with their own values and also organizations will try to recruit those employees whose values are consistent with the values of the organization match his abilities, he will perform the satisfactorily and shows the greater results or higher performance (Demir et al., 2015).Based on the previous Literature review, it can be concluded that in job performance, Person-Organization fit is highly effective in aiding high Job performance (Janssen, Van Yperen 2004).

The active role Job-Person fit plays an important role in decreasing production deviance, and is also effective in taking Job performance to a higher level (Business School, 2017).

2.10 Job Performance Definition

In order to fully understand the mechanism by which managers can manage and improve employee performance efficiently, performance must first be defined (Parkinson, Mc Bain, 2018). Performance is the process of assessing and benefiting the employee on how he/she is going in his/her job. This is followed

by stating a plan to develop this performance. The process of assessment aims at promoting, firing, lowering, and giving bonuses (Almashouk, 2011). Since the performance is the output of an institution, it reveals the ability of that institution in exploiting its financial, human, technological, and information resources well to achieve its objectives well.

Performance is the completion of a task with the application of knowledge, skill and abilities (Shields Brown et al., 2015). Job performance means the effectiveness of employees' activities that make a payment to organizational goals (McCloy, Campbell, & Cudeck, 1994; cf. Motowidlo, 2003). Employee perception about his tasks and responsibilities were not associated to employee's self-ranking of his very own performance (Tahir Iqbal et al., 2012).

Job performance is commonly described as the responsibilities carried out by a person at work. Hence, the overall work performance of an employee can be affected by the different phases of job and also by the intricacy of the job (Ackerman, 2017, Murphy, 2019). Job performance is often described in vague and general terms, which decreases its usefulness (Campbell, Gasser & Oswald, 2016). This may suggest that there can be different descriptions of job performance as a construct and may depend on the stage and complexity of the job (Grubb, 2019).

According to Sarmiento and Beale (2007), job performance is related to two features possessed by an employee, that is, the

abilities and skills (natural or acquired) and his/her motivation to use these skills to exhibit better performance on the job. (Sarmiento and Beale, 2007) Furthermore, industrial psychologist may have a broader perspective on the definition of performance. Job performance is considered from a multidimensional construct perspective in the field of psychology (Hough & Oswald, 2000; Viswesvaran & Ones, 2000).

2.11 Task and Contextual Performance

Job performance has generally been defined as the degree to which an individual helps the organization achieve its goals. A two-factor theory of job performance consisting of task performance and contextual performance has been established by Borman and Motowidlo (2017).

When employees use technical skills and knowledge to produce goods or services or accomplish a specialized task that support the actual functions of an organization, the employees are said to be involved in task performance. An employee engages in contextual performance when they are for instance involved with voluntarily helping colleagues, put- ting in extra effort to complete a given task, putting in extra hours to get work done on time and so forth (Van Scotter, 2000).

Edwards, Bell, Arthur and Decuir (2008) propose that employees who are less satisfied with their jobs may exhibit lower levels of contextual performance behaviours and are therefore less likely to engage in such contextual performance activities, thus concluding

that overall job satisfaction will have a stronger relationship with contextual performance than with task performance.

In addition to fulfilling job specific tasks (task performance), employees have to constantly communicate, work together and perform in such a way that goes beyond their routine job descriptions. Katz and Kahn (1978) persist that for an organization to achieve success, such types of behaviour is essential (Alibegovic et al., 2018).

Task performance and contextual performance are generally perceived as important performance dimensions that are relevant for all kinds of jobs (Motowidlo, Borman, & Schmit, 2017). If we recall different types of jobs and the various tasks that are embedded in these jobs, we realize that it is not that easy to find an overall definition of performance that is applicable across situations.

Task or in-role performance is relevant for every job and is defined as those officially required outcomes and behaviors that directly serve the goals of the organization (Motowidlo & Van Scotter, 2014). Among other things, task performance includes meeting company objectives and effective sales presentations (Behrman & Perreault, 2012). Contextual performance is defined as discretionary behaviors on the part of an employee that are believed to directly promote the effective functioning of an organization without necessarily directly influencing the employee's productivity (MacKenzie, Podsakoff, & Fetter, 2011). Organ(2017) proposed that contextual performance is the

best term for describing such activities. Contextual or extra-role performance is defined as actions that go beyond what is stated in formal job descriptions and that increase organizational effectiveness highly depends on such extra-role actions.

Several studies have shown that task and contextual performance can be differentiated empirically (e.g., Turnley, Bolino, Lester, & Bloodgood, 2003). In addition, Xanthopoulou, Bakker, Heuven, Demerouti, and Schaufeli (2008), who measured overall levels as well as episodes of task and contextual performance using the scale of Goodman and Svyantek, further supported previous findings on the empirical distinction between these two traits.

Task performance was measured with items that assessed employees' current performance (e.g., ''Achieves the objectives of the job,'' ''Plans and organizes to achieve objectives and meet deadlines'') and promotion expectations (e.g., ''Appears suitable for a higher level role,'' ''Meets criteria for promotion''), while contextual performance was measured with the scale of altruism (e.g., ''Helps others when their workload increases,'' ''Takes initiative to orient new employees to the department even though not part of his/her job description) (Demerouti et al., 2014) .

2.12 **Performance Appraisals**

Performance appraisal or performance and development reviews form a critical operational component of PMS and are increasingly common in firms of the same size (Parkin & Mc Bain, 2018). Formal appraisal takes place regularly, usually

annually, representing both the start and finish point of the yearly PM cycle. Appraisal also most involve formal employee interviews, usually carried out by line mangers rather than HR professional. Such top down appraisal are favored because line mangers are felt to be best equipped to assess the performance of their subordinates through knowledge of prior performance and the conditions under which the appraisal has worked. The principal role of HRM specialist is the design and implementation of appraisal process and to support line mangers in dealing with any issues resulting from the appraisal process (Wilton, 2014).

2.13 Research Methodology

3.1 Research Methods

This research's case study is related to the Information Technology Sector in Egypt, which is playing an important role in boosting the national economy. To address the research question which is "What is The Relationship between Person-Job Fit and Person-Organization Fit and Their Impact on Employee Performance in Information Technology Sector?" To do so, a questionnaire with employees in Egyptian Information Technology Sector were conducted.

The content of the survey is articulated based on the literature reviews that were discussed previously. (See Appendix 1)

The sources used for these sections were a mix of:

- Journal articles, consulting reports

- Academic publications,
- Presentations, books,
- Statistics from central bank and research organizations,
- And governmental reports.

This research established the theoretical framework for this thesis and was vital to creating the questions for the interview guides used to gather data from employees working in Information Technology Sector as a Primary source of data who have a deep institutional knowledge and an expertise in the area of HRM in Egypt were the only means to access the information needed in order to achieve the research objectives of this thesis.

To ensure the sample is representative for the population in the Information Technology Sector a meeting was held with employees and administration staff in the Egyptian Information Technology Sector. The participants were reassured that their data and thoughts would remain confident; therefore, they have contributed to this survey voluntarily. Collected data was analyzed through descriptive and regression analysis using SPSS package version 25. The survey tests if there are any statistically significant differences between Person-Job Fit and Person-Organization Fit and Their Impact on Employee Performance.

3.2 Data Analysis Method

In order to be accurate and objective in achieving the objectives of the study and in line with its specificities, the case study was adopted for the detailed study in-depth study status in order to

obtain the greatest amount of information useful in diagnosing the current situation and dealing with the problems and gaps. It is also possible to predict what the future situation will be. This approach has been used to analyze and accurately identify the attitudes, interests, behaviors, attitudes and problems of members of the research community regarding Employee Performance.

As the questionnaire is one of the most important techniques used by scientific research to serve such studies, we relied on it in the collection of data from the sample of the study as the means that allows us to answer the questions asked to identify the near reality and trends of respondents about specific attitudes related to their interest and deal with Person-Job Fit and Person-Organization Fit in the workplace. The questionnaire has been prepared in a way that applies to the theoretical part of the study in an attempt to test the theoretical study on applied reality.

3.3 Research Population and Sample

This research scrutinizes the relationship between Person-Job Fit, Organization Fit and Job Performance. The population of this study consists of Technical employees in companies working in IT Industry in Cairo.

Population

The study was conducted in Egypt and focused on IT Sector. The targeted companies are those who have IT employees that work with niche technology or Data Science, Management and

Analytics. Those companies have strong presence in the Egyptian market and many employees, BBI Consultancy, Lagorta, Elsewedy Technology and Microsoft Egypt.

The population of targeted segment is 2500 employees whose jobs are directly related to IT.

Sample

The target sample of this study will be full-time technical employees in IT Sector. Hence, a survey was developed and distributed randomly through emails for the purposes of capturing the views of a large number of respondents working in the targeted companies.

The population of targeted companies is 2500 employees, the sample size is about 333 according to the next equation from different job levels.

$$\mathbf{n} = \cfrac{pq}{\left[\cfrac{E}{Z\alpha/2}\right]^2 + \cfrac{pq}{N}} =$$

Where: N is total population size = (2500)

     n is sample size

     Z is confidence interval at 95% (from normal distribution curve)

     P percentage sets to 50% to get a maximum sample size

     q   Complementary percentage sets to 50%

     Zα   Allowed error set to 0.05

$$n = \frac{0.50 * 0.50}{\left[\frac{0.05}{1.96}\right]^2 + \frac{0.50 * 0.50}{2500}} =$$

$$n = \frac{0.25}{[0.000651] + \frac{0.25}{2500}} =$$

$$n = \frac{0.25}{0.000651 + 0.0001} =$$

$$n = \frac{0.25}{0.000751} = 333$$

In this study, the researcher used Robert Mason equation to calculate sample size. The sample size equals (333) respondents.

3.4 Sample Characteristics

Firstly, the results will discuss the first section; which will analyze the sample characteristics "demographic variables" (Age – Gender – Educational level – Working experience).

The sample size of the survey consists of 333 respondents working in IT Industry in Cairo.

3.4.1 Gender

The sample consists of 207 (62.3%) males and 126 (37.7%) females; as shown in the next Table.

Table (3.1) Sample Characteristics – Gender

Item	Frequency	Percentage	Cumulative percentage
Males	207	62.3%	62.3%
Females	126	37.7%	100.%
Total	333	100%	

3.4.2 Age

The data shows that; the average age is "25 - 35 years old". 59.0% of the respondents are in the range of "25 - 35 years old". Only 6.6% of the respondents are in the range of "45 - 55 years old"; as shown in the next table.

Table (3.2) Sample Characteristics – Age

Item	Frequency	Percentage	Cumulative percentage
20 - 25 years old	66	19.7%	19.7%
25 - 35 years old	196	59.0%	78.7%
35 - 45 years old	49	14.8%	93.4%
45 - 55 years old	21	6.6%	100.0%
Total	333	100%	

3.4.3 Educational Level

According to educational level 80.3% have Bachelor's degree (BA, BSc, BEd), 16.4% have Master's degree (MA, MSc, Mphil), 1.6% Doctorate degree (phD), and only 1.6% have high school graduate, diploma or the equivalent; as shown in the next table. The respondents have the adequate educational background to answer this questionnaire and to apply modern methods and strategies.

Table (3.3) Sample Characteristics – Educational Level

Item	Frequency	Percentage	Cumulative percentage
Bachelor's degree (BA, BSc, BEd)	267	80.3%	80.3%
Doctorate degree (phD)	6	1.6%	82.0%
High School graduate, diploma or the equivalent	6	1.6%	83.6%
Master's degree (MA, MSc, Mphil)	55	16.4%	100.0%
Total	333	100%	

3.4.4 Working experience

According to Working experience 32.8% of the participants have 5 to less than 10 years, 27.9% of the participants have 1 to less than 5 years, and only 9.8% have of the participants have 10 to less than 20 years. Data necessities that it is important to have program to exchange experience among different levels of experience. Also, the respondents have the adequate Working experience to answer this questionnaire and to apply modern methods and strategies.

Table (3.4) Sample Characteristics – Working Experience

Item	Frequency	Percentage	Cumulative percentage
Less than 1 year	28	8.2%	8.2%
1 to less than 5 years	92	27.9%	36.1%
5 to less than 10 years	109	32.8%	68.9%
10 to less than 15 years	71	21.3%	90.2%
15 and more	34	9.8%	100%
Total	333	100%	

3.5 Hypothesis

1. There is a significant relationship between Person Job Fit and Person- Organization Fit in Information Technology Sector

2. There is a significant relationship between Person Job Fit and task performance in Information Technology Sector
3. There is a significant relationship between Person Job Fit and Contextual performance in Information Technology Sector
4. There is a significant relationship between Person-Organization Fit and task performance in Information Technology Sector
5. There is a significant relationship between Person-Organization Fit and Contextual performance in Information Technology Sector.

3.6 Research Measures

The survey was conducted in English language. It consists of 4 sections. The first section "demographic variables" (Age – Gender – Educational level – working experience). The next section "Person-Job Fit" consists of 13 statements. The third section " Person-Organization Fit" consists of 9 statements. The last section "Employee performance", consists of 5 statements to measure task performance and 8 statements to measure contextual performance. (see Appendix 1). The last three sections use the five Likert-Scale (Completely Agree, Agree, Not Agree, and Completely Not Agree).

3- Results and Findings

4.1 The analysis and testing of hypnosis

- There is a significant relationship between Person Job-Fit and Person- Organization Fit in Information Technology Sector

- There is a significant relationship between Person-Job Fit and task performance in Information Technology Sector

- There is a significant relationship between Person Job-Fit and Contextual performance in Information Technology Sector

- There is a significant relationship between Person-Organization Fit and task performance in Information Technology Sector

- There is a significant relationship between Person-Organization Fit and Contextual performance in Information Technology Sector.

Analysis of Data shows that; the average age is "25 - 35 years old". 59.0% of the respondents are in the range of "25 - 35 years old". Only 6.6% of the respondents are in the range of "45 - 55 years old"

According to educational level 80.3% have Bachelor's degree (BA, BSc, BEd), 16.4% have Master's degree (MA, MSc, Mphil), 1.6% Doctorate degree (phD), and only 1.6% have high school graduate, diploma or the equivalent; as shown in the next table.The respondents have the adequate educational background

to answer this questionnaire and to apply modern methods and strategies.

According to Working experience 32.8% of the participants have 5 to less than 10 years, 27.9% of the participants have 1 to less than 5 years, and only 9.8% have of the participants have 10 to less than 20 years.

Data necessities that it is important to have program to exchange experience among different levels of experience Also, the respondents have the adequate Working experience to answer this questionnaire and to apply modern methods and strategies.

The analysis of the Person-Job Fit variables shows that statement " My current job is really me " gets the highest mean (4.11) with (82.30%) and 0.9 standard deviation. While statement " My abilities, skills, and talents are the right type for this job" gets the lowest mean (3.12) with (62.33%) and 1.15 standard deviation.

The overall Person-Job Fit variable has (3.85) mean, 77.08%, and (0.68) standard deviation, the T-test value is equal to 44.29 and it is statistically significant at (α =0.01); which mean that there is a common agreement among respondents about the importance and effect of Person-Job Fit variable.

The analysis of the Person-Organization Fit variables shows that statement " My level of cooperativeness meet the organization's level of cooperativeness" gets the highest mean (3.82) with (76.39%) and 0.90 standard deviation. While statement " My

goals are similar to the Organization's goals" gets the lowest mean (3.5) with (70.0%) and 0.89 standard deviation.

The overall Person-Organization Fit variable has (3.61) mean, 72.27%, and (0.73) standard deviation, the T-test value is equal to 38.53 and it is statistically significant at (α =0.01); which mean that there is a common agreement among respondents about the importance and effect of Person-Organization Fit variable.

The analysis of the Task Performance variables shows that statement " I complete my all assigned duties" gets the highest mean (4.18) with (83.61%) and 0.65 standard deviation.

While statement " developing strategies and action plan with others to achieve those goals" gets the lowest mean (3.9) with (78.0%) and 1.04 standard deviation.

The overall Task Performance variable has (4.07) mean, 81.31%, and (0.61) standard deviation, the T-test value is equal to 50.91 and it is statistically significant at (α =0.01); which mean that there is a common agreement among respondents about the importance and effect of Task Performance variable.

The analysis of the Contextual Performance variables shows that statement "I cooperate with other employees to fulfill their work" gets the highest mean (4.2) with (84.0%) and 0.82 standard deviation.

While statement "When I am working, I forget everything else around me" gets the lowest mean (3.33) with (66.56%) and 1.04 standard deviation.

The overall Contextual Performance variable has (3.78) mean, 75.53%, and (0.69) standard deviation, the T-test value is equal to 42.52 and it is statistically significant at (α =0.01); which mean that there is a common agreement among respondents about the importance and effect of Contextual Performance variable.

The overall Employee Performance variable has (3.89) mean, 77.73%, and (0.6) standard deviation, the T-test value is equal to 50.28 and it is statistically significant at (α =0.01); which mean that there is a common agreement among respondents about the importance and effect of Employee Performance variable.

4.2 Results and Findings

This study revealed that that there is a significant positive relationship between person-job fit and job performance. Thus, the findings of this study suggested that when fit exists between employees and the job that they are doing, they tend to exert more effort in carrying out their duties which may lead to greater job performance. The findings of the study supported the testing hypothesis. The assumptions were accepted that person-job fit and job performance has significant and positive relationship. Results are based and supported by previous literature. The results of our study are compatible with the observations from Choi et al. (2017), Suwanti et al. (2018), Afsar et al. (2014) and Ying (2011), which established person-job fit impact on job performance.

Person-job fit relies on personal level and guarantees that workers hold the professional skills to do the required jobs and produce upgraded efforts (Werbel & De Marie,2005). Consistency between the perception of employees and the circumstances under which they operate and their specific preferences determines the effects of promoting job performance (Kim, Hon & Crant, 2009).

Afsar et al. (2018) stated that person-job fit plays a major role in shaping workers innovative behavior. Person-job fit relates to consistency with employee expertise and demands of work. If workers are equipped with the right skills in the job, they would be engaged with joy in the job which contributes to better results in the work.

If employees have greater degree of person-job fit, they will increase the efficiency of job as they feel assured that their actions can deliver required benefits in the shape of corporate incentives (Astakhova & Porter, 2015; Greguras & Diefendor, 2009).

4- Recommendations and Conclusion

5.1 Recommendations and Conclusion

Person-job fit and Person-organization fit are very important for the organization. Companies must focus more in recruitment and selection of those employees which are highly fit for the job and the organization. Employee becomes more likely to be efficient and provide the company with his best when his talents and abilities suit the needs of organization. Managers must develop

employment by taking into account the experience, expertise, talents and personality characteristics of the people doing those specific jobs. A balance between workers' interests and organizational resources, and individuals' perception of work and skills should be maintained by managers. This match promises positive outcomes, and one of the results found in this analysis is innovative work behavior.

Person-job fit may be a substitute for wide-level domain-related abilities that Amabile claims as an inventiveness prerequisite. However, managers expect their workers not only to produce concepts, but to implement their creative methods. Our findings indicate that a good fit between the individuals and their work would possibly enhance task and contextual performance.

Measures should be taken to gain knowledge about employees' personal interests and expectations and incorporate them into positions which will enable them and convey themselves better. Furthermore, managers should use organization selection tools including a realistic job preview not just to get a good person-job fit but also to render upcoming workers to help enhance match with colleagues and their expectations.

The significance of balancing the personal beliefs of workers with the job and corporate principles has increased the realistic interest of research on the innovative behavior as well as its antecedents. This ensures that management will promote the performance of workers by choosing and maintaining certain

people that match best into the principles and environment of organization. They must be mindful though that selecting of the workers on the basis of their organization match merely won't assure innovative work behavior. Managers must strive to encourage meaningfulness through successful work design.

The study's results also indicate that hiring the best workers for different job positions would maximize productivity and improve overall organizational performance. Not just the connection between a person with job and organization ensures innovative behavior at work but also the atmosphere of shared confidence between a person and his or her managers. While staff trusts their supervisors for support and inspiration, insecurity and fear of coercion on the part of employees will possibly be lessened due ambiguity regarding tasks.

Managers can encourage employees to implement creative thoughts and not think about the consequences of those innovations. Workers are usually reluctant to talk in organizations because of the fact that if the concept was unsuccessful, the initiator would be criticized and threatened.

Managers should give their workers faith to trust them, and must take the responsibility readily if the plan doesn't yield the required outcome. Likewise, workers often will not talk when the plan is successful; the incentives go to unworthy individuals rather than the inventor. Building and preserving confidence in managers is a significant way by which workers may be inspired

to work. This confidence brings benefit to organizations in terms of creating a positive and effective energy that improves the job efficiency of workers.

Maintaining employees to foster innovation is necessary if managers want to access the maximum innovative capacity of our work environments (Shipton et al., 2005). Thus, the practical implications of this research relate to the role of organizations, and in particular HR managers, in developing a motivating, informed and innovative environment at work.

It is important to consider the well-being of the employees of an organization, in order to obtain a healthy work environment (Haddon, 2018), and this is valid for start-ups as well. If start-up founders and hiring managers are able to attract and retain the right talents, the employees will have a lower intention to leave the workplace and will be generally more satisfied with their workplace, which consequently is manifested through a higher performance (Ölcer & Florescu, 2015).

The current study shows that start-up employees with a strong person-job and person-organization fit are more likely to also have a higher job satisfaction and a lower intention to leave.

These findings can be further developed in future studies and can contribute to a deeper knowledge about how to create a healthy and successful start-up setting. As a result, in this study, it has been seen that there is a positive relationship between Person-

Organization Fit and Person-Job Fit, and Person-Job Fit is a predictor of Person-Organization Fit.

In addition, this study, which draws attention to the importance of the human factor, which is the basis of every sector, in the field of education with a universal approach, emphasizes the importance of the effectiveness of the individual together with the fit of person-job and person-organization.

5.2 **Research Limitations**

This study is subject to the following limits:

• **The objective limit**: The study will be limited to knowledge of the current reality and the role of The Relationship between Person-Job Fit and Person-Organization Fit and Their Impact on Employee Performance in Information Technology Sector in Egypt.

• **Sample Limit:** The study will be limited to a sample of two banks only (National Bank of Egypt and Banque Misr) as their total assets represent 40% of the total assets of the banking sector.

• **Human Limit:** This study will focus on full-time technical employees in IT Sector

• **The spatial limit**: This study will be limited to the Information Technology Sector in Egypt.

• **Time limit**: Data on the study will be collected during the academic year (2021-2022).

The researcher will use a confidence level of 95% in testing the hypotheses and generalizing the results, which is the most accepted level in case studies in general. This means that any

statistical result at this level and the confidence levels below.

5.3 **Future Research Directions**

Future research can find certain mediating variables such as job design, organizational climate because the present study has only Person-job fit and Person-organization fit and their implications on (task and contextual) employee performance. Future studies will also strengthen the model by establishing other moderator variables that will more accurately depict employee performance, including the well-being of individual, moral obligations, perceived organization support, cultural dimensions and personality traits.

5- LIST OF REFERENCES

1- Afsar, B., & Badir, Y. (2016). The mediating role of psychological empowerment on the relationship between person-organization fit and innovative work behaviour. Journal of Chinese Human Resource Management, 7(1), 5–26. https://doi.org/10.1108/JCHRM-11-2015-0016

2- Afsar, B., Cheema, S., & Bin Saeed, B. (2018). Do nurses display innovative work behavior when their values match with hospitals' values? European Journal of innovation management, 21(1), 157- 171.

3- Aguilera, R. V., Rupp, D. E., Williams, C. A., & Ganapathi, J. (2007). The Influence of CEO Transformational Leadership on Firm-Level Commitment to Corporate Social Responsibility. The Academy of Management Review, 32(3), 1090-1103.

4- Alibegovic, S., Hawkins, A. J., Parmar, M., & Sasinovskaya, O. (2018). Title: Empowerment, Contextual Performance & Job Satisfaction: A case study of the Scandic Hotels in Jönköping.

5- Anne Rodgers, C. (2018). Person-job fit and person-organization fit as components of job seeking. https://scholarworks.lib.csusb.edu/etd-project/1608

6- Ashforth, E., & Mael, F. (2019). Social identity theory and the organization. The Academy of Management Journal, 14(1), 20–39.

7- Bhat, Z. H., & Rainayee, R. A. (2019). Examining the mediating role of person- job fitt in the relationship between training and performance: A civil servant perspective. Global Business Review, 20(2), 529-548.

8- Bui, H. T., Zeng, Y., & Higgs, M. (2017). The role of person-job fit in the relationship between transformational leadership and job engagement. Journal of Managerial Psychology,32(5)373-386.

9- Business School, S. (2017). The relationship between person-organization fit and employee outcomes: the mediating role of psychological need satisfaction and employee attitudes NUR QAMARINA SHAROM PHD thesis 2017 the relationship between person- organization fit and employee outcomes: the mediating role of psychological need satisfaction and employee ATTITUDES NUR QAMARINA SHAROM.

10- Cable, D. M., & DeRue, D. S. (2002). The convergent and discriminant validity of subjective fit perceptions. Journal of Applied Psychology, 87(5), 875–884. http://doi.org/10.1037//0021-9010.87.5.875

11- Cable, D. M., & Edwards, J. R. (2004). Complementary and supplementary fit.

12- Cable, D. M., & Judge, T. A. (2006). Interviewers' Perceptions of Person-Organization Fit and Organizational Selection Decisions. Journal of Applied Psychology, 91(4), 777-789.

13- Cascio, W. F., & Boudreau, J. W. (2016). The Search for Global Competence: From International HR to Talent Management. Journal of World Business, 51(1), 103-114.

14- Chatman, J. A., & Kennedy, J. A. (2001). Psychological Contracts in Organizations: Understanding Written and Unwritten Agreements. Thousand Oaks, CA: Sage Publications

15- De Jong, J. P., & Den Hartog, D. N. (2007). How leaders inuence employees' innovative behaviour. European Journal of innovation management,10(1),41-64

16- De Jong, J., & Den Hartog, D. (2010). Measuring innovative work behaviour. Creativity and innovation management, 19(1), 23-36.

17- Demerouti, E., Xanthopoulou, D., Tsaousis, I., & Bakker, A. B. (2014). Disentangling task and contextual performance: A multitrait-multimethod approach. Journal of Personnel Psychology, 13(2), 59–69. https://doi.org/10.1027/1866-5888/a000104

18- Demir, M., Demir, S. sen, & Nield, K. (2015). The relationship between person-organization fit, organizational identification and work outcomes. Journal of Business Economics and Management, 16(2), 369–386. https://doi.org/10.3846/16111699.2013.785975

19- Deniz, N., Noyan, A., & Ertosun, Ö. G. (2015). Linking Person-job Fit to Job Stress: The Mediating Effect of Perceived Person-organization Fit. Procedia - Social and Behavioral Sciences, 207, 369–376. https://doi.org/10.1016/j.sbspro.2015.10.107

20- Dessler, G. (2011). Human Resource management. (12th ed.). Prentice-Hall, USA.

21- De Waal, A. A. (2006). Improving Employee Performance through the Alignment of Key Performance Indicators: The Case of the Local Government Service in Scotland. Public Administration, 84(4), 981-999.

22- Edward, J.R., & Shipp, A. (2007). The relationship between person-environment fit and outcomes: An integration theoretical framework. In C.

23- Edwards, J.R. (1991). Person-job fit: A conceptual integration, literature review, and methodological critique. International Review of Industrial/Organizational Psychology,6, 283-358.

24- Edwards, J.R. (2011). Person-job fit: A conceptual integration, literature review, and methodological critique. In C. L. Cooper & I. T. Robertson (Eds.), International review of industrial and organisational psychology, 6, 283-357. Chichester, UK: John Wiley & Sons, Ltd.

25- Edward, J.R. (2016). An examination of competing versions of the person–environment fit approach to stress. Academy of Management Journal, 39, 292-339.

26- Farr,J.and Ford,C.(1990)Individual Innovation. In West, M. and Farr, J. (eds.), Managing Innovation. Sage, London.

27- Greguras, G. J., & Diefendorff, J. M. (2009). Different fits satisfy different needs: linking person-environment fit to employee commitment and performance using self-determination theory. Journal of Applied Psychology, 94(2), 465–477. http://doi.org/10.1037/a0014068

28- Griffin, M. A., & Salter, W. R. (2007). A Longitudinal Study of the Predictors of Perceived Performance: Directional Findings and Extensions. Personnel Psychology, 60(3), 557-592.

29- Huang, W., Yuan, C., & Li, M. (2019). Person-job fit and innovation behavior: Roles of job involvement and career commitment. Frontiers in Psychology, 10(MAY). https://doi.org/10.3389/fpsyg.2019.01134

30- Hussain, H., & Mohtar, S. (2017). PERSON JOB-FIT AND JOB PERFORMANCE AMONG NON-GOVERNMENTAL ORGANIZATION WORKERS: A CONCEPTUAL FRAMEWORK. www.ijafb.com

31- Hussain, H., Mohtar, S., Hussain, H., & Mohtar, S. (2017). Person job-fit and job performance among non-governmental organization workers: a conceptual framework. International Journal of Accounting, 2(5), 108-122.

32- Janssen, O. (2000). Job demands, perceptions of effort reward fairness and innovative work behavior. Journal of Occupational and Organizational Psychology, 73(3), 287-302

33- June, S., Utara Malaysia, U., Sintok Kedah, U., & Rosli Mahmood, M. (2011). The Relationship between Person-job Fit and Job Performance: A Study among the Employees of the Service Sector SMEs in Malaysia. In International Journal of Business (Vol. 1, Issue 2). www.ijbhtnet.com

34- Khoshhal, K. I., & Guraya, S. Y. (2016). The Influence of Leadership Style on Employee Job Satisfaction in Higher Education. Leadership in Health Services, 29(4), 400-418.

35- Kim, T. Y., Hon, A. H., & Crant, J. M. (2009). Proactive personality, employee creativity, and newcomer outcomes: A longitudinal study. Journal of Business and Psychology, 24(1), 93-103.

36- Kristof-Brown, A. L. (2000). Perceived applicant fit: Distinguishing between recruiters' perceptions of person-job and person-organization fit. Personnel Psychology, 53(3), 643–671

37- Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences of individuals' fit at work: A meta-analysis of person-job, person-organization, person-group, and person- supervisor fit.

38- Kristof-Brown, A. L., & Misic, J. E. (2020). Person-Job Fit: An Integrative Review of Its Implications for Staffing and Individual Development. Applied Psychology, 69(3), 664-702.

39- Lado, A.A., & Wilson, C.M. (2014). Human resource systems and sustained competitive advantage: A competency-based perspective. Academy of Management Review, 19, 699–727.

40- Lauver, K. J., & Kristof-Brown, A. (2001). Distinguishing between employees' perceptions of person- job and person-organization fit. Journal of Vocational Behavior, 59,454–470.

41- Lawrence, A. D. (2004). Screening for person-job fit: Incremental validity of a congruence based approach to assessment (Doctoral dissertation, ProQuest Information & Learning).

42- Morley, M. J. (2007). Person-organization fit. Journal of Managerial Psychology, 22(2), 109–117. https://doi.org/10.1108/02683940710726375

43- Nieto, M., & Quevedo, P. (2005). The Impact of HRM Practices on Organizational Performance: A General Model and a Test for Uruguay. Management Decision, 43(7/8), 951-967.

44- Saufi, R. A., Mansor, N. N. A., Kakar, A. S., & Singh, H. (2020). The mediating role of person-job fit between person-organization fit and intention to leave the job: Empirical evidence from pakistan.

45- Tahir Iqbal, M., Latif, W., & Naseer, W. (2012). The impact of person job fit on job satisfaction and its subsequent impact on employees performance. Mediterranean Journal of Social Sciences, 3(2), 523– 530. https://doi.org/10.5901/mjss.2012.v3n2.523

46- Therasa, C., & Vijayabanu, C. (2016). Person - job fit and the work commitment of IT Personnel. Journal of Human Growth and Development, 26(2), 218–227. https://doi.org/10.7322/jhgd.119277

47- Verquer, M. L., Beehr, T. a, & Wagner, S. H. (2003). A meta-analysis of relations between person–organization fit and work attitudes. Journal of Vocational Behavior, 63(3), 473–489. http://doi.org/10.1016/S0001-8791(02)00036-2

48- Wan, F., Williamson, P. J., & Yin, E. (2015). Antecedents and implications of disruptive innovation: Evidence from China. Technovation, 39, 94-104.

49- Werbel, J. D., & DeMarie, S. M. (2005). Aligning strategic human resource management and person-environment fit. Human Resource Management Review,15(4), 247-262.

50- Wong, C. M., and Tetrick, L. E. (2017). Job crafting: older workers' mechanism for maintaining person- job Fit. Front.Psychol.8: 1548.

51- Xie, B., Xin, X., & Bai, G. (2016). Hierarchical plateau and turnover intention of employees at the career establishment stage. Career Development International, 21,518-533

52- Zhao B., Han P. (2016). The impact of people-work matching and abusive management on innovation behaviors: the mediating role of basic psychological needs. Soft Sci.30, 74-79.

APPENDIX

Research Questionnaire

The Relationship Between Person-Job Fit and Person-Organization Fit and Their Employee Performance in Information Technology Sector

The researcher hopes that the answers to the questions contained in this survey will be accurate so that the results and recommendations based on this list are at a high level of accuracy.

We thank you for your cooperation with us and we promise that the information in the list is for the purposes of the letter only.

The Researcher

Please place a ( ) sign in front of The alternative that suits your point of view.

First Section: personal data

1. Gender:

☐ Male   ☐ Female

2. Age:

☐ less than 20 years' old   ☐ 20 to less than 25 years' old

☐ 25 to less than 35 years' old   ☐ 35 to less than 45 years' old

☐ 45 to less than 55 years' old   ☐ 55 and more

3. Education level:

☐ High School graduate, diploma or the equivalent

☐ Bachelor's degree (BA, BSc, BEd)

☐ Master's degree (MA, MSc, MPhil)

☐ Doctorate degree (PhD)

4. working experience:

☐ less than one year   ☐ one to less than 5 years

☐ 5 less than 10 years   ☐ 10 less than 15 years

☐ 15 less than 20 years   ☐ 20 and more

Section2: The Set of Statements Used to Measure Person-Job Fit

1.   Person-Job Fit

No.	Statements	Completely agree	Agree	Neutral	Not agree	Completely not agree
1	This job is really what I would like to be doing.					

2	All things considered; this job suits me.					
3	I feel like this is the right type of work for me.					
4	I feel that my goals and needs are met in this job.					
5	I find my current job motivating.					
6	My abilities, skills, and talents are the right type for this job					
7	I am sure there is no another job for which I am better suited.					
8	I am able to use my talents, skills and competencies in my current job.					
9	My knowledge match the task requirements of the job					
10	My skills match the task requirements of the job					
11	My abilities meet the task requirements of the job					
12	I attracted to the tasks of the job					
13	The tasks on the job similar to the tasks I want to perform					

Source: Sana Samson, (2020), Impact of Person-job Fit on Innovative Work Behavior with Mediating Role of Psychological Meaningfulness and Moderating Role of Trust in Manage, Unpublished Master thesis of Science, Faculty of Management & Social Sciences, Capital university of science and technology, Islamabad

2. Person-Organization Fit

tements	Completely agree	Agree	Neutral	Not agree	Com agre
goals are similar to the Organization's ls					
rive for what the organization strives					
ree with the goals of the organization					

4	My level of flexibility meets the organization's level of flexibility?					
5	My level of sociability meet the organization's level of sociability					
6	My level of creativity meet the organization's level of creativity					
7	My level of cooperativeness meet the organization's level of cooperativeness					
8	My level of conscientiousness meet the organization's level of conscientiousness?					
9	Overall, my personality match the personality of the organization					

Source: Rodgers, Carrie Anne, "Person-job fit and person-organization fit as components of job seeking" (2018). Theses Digitization Project. 1608.
https://scholarworks.lib.csusb.edu/etd-project/1608

Section 3: The Set of Statements Used to Measure Employee Performance

1. Task performance:

No.	Statements	Completely agree	Agree	Neutral	Not agree	Completely not agree
1	I complete my all assigned duties					
2	I fulfil responsibilities according to job descriptions					
3	I meet the formal performance standards					
4	I'm able to perform as expected from me					
5	I have the ability to setting goals and developing strategies and action plan with others to achieve those goals					

Source: Sethela June & Rosli Mahmood, (2011), The Relationship between Person-job Fit and Job Performance: A Study among the Employees of the Service Sector SMEs in Malaysia, International Journal of Business, Humanities and Technology, Vol. 1 No. 2; September 2011

2. Contextual performance:

No.	Statements	Completely agree	Agree	Neutral	Not agree	Completely not agree

1	I help other employees with their work when they have been absent.					
2	I cooperate with other employees to fulfill their work.					
3	Our supervisor helps us to complete our duties effectively.					
4	Our supervisor gives the adequate praises for employees when they successfully complete their work.					
5	I voluntary put in extra hours to get work done on time.					
6	I do my work with a lot of enjoyment'					
7	When I am working, I forget everything else around me					
8	I get my motivation from the work itself, and not from the reward for it					

Evangelia Demerouti, Despina Xanthopoulou, Ioannis Tsaousis, and Arnold B. Bakker, Measuring Job Performance: Disentangling Task and Contextual Performance A Multitrait-Multimethod Approach, *Journal of Personnel Psychology,* 2014; Vol. 13(2):59–69