ANTECEDENTS AND CONSEQUENCES OF PERSON-JOB FIT: A LITERATURE REVIEW

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ABSTRACT

Because there are currently few models that can be built in this area, the goal of this study is to do more research on the idea of Person-Job Fit. As a result, this research uses the literature review method to investigate the notion of Person-Job Fit, encompassing definitions, antecedents, and outcomes. In addition, bibliometric techniques are used in this study to gain a clearer image of the person-job fit. It may be inferred from the analysis of numerous researches that there are multiple definitions of Person-job. These concepts might also be viewed as complimenting and supporting one another. Likewise, the antecedents of Person-job fit consist of individual, organizational, customer and technological factors. In addition, it is also concluded that the consequences of Person-job fit are broadly classified into individual attitudes and behaviors. Individual, organizational, consumer, and technical variables are also antecedents of Person-job fit. Furthermore, it is argued that the effects of person-job fit may be generally divided into individual attitudes and behaviors.

Keywords: Person-Job Fit, Antecedence, Consequence, Quality Job, Decent Job.

INTRODUCTION

Many businesses are competing to survive and grow in today's changing business environment. As a result, organizations must have workers who are completely engaged in their job since employee quality has a significant impact on the company's performance, especially in today's unpredictable work environment.

Workplace design is recognized to be influenced not just by management, but also by employees (Fuller et al., 2006). As a result, employees have a significant influence on the characteristics of their work (Strauss and Parker, 2014). Employees must be able to adapt their skills to the workplace's opportunities and difficulties through proactive person-environment fit behavior (Parker and Collins, 2010).

Furthermore, according to (Edwards and Billsberry, 2010), the person-environment fit model is derived from the person-job fit model (PJF). Person-Job Fit (PJF) is an essential factor in the world of work for employees. Employees that are deemed appropriate for the role or job

are more likely to have fewer issues and adapt quickly. PJF happens when the person and the job are a good fit, which will eventually impact job performance (Sengupta et al., 2015).

PJF is a result of study in industrial-organizational psychology that looks at how individuals interact with their surroundings (Kristof-Brown et al., 2005). However, there are still a few PJF-related models that can be constructed. As a result, further study on the drivers (antecedents) and affects (consequences) of PJF is needed in order to offer a better knowledge of the literature on PJF in the development of organizational research.

RESEARCH METHOD

In order to examine the concept of PJF, this study will use the literature review method. *Literature review* is a research method by reviewing the essence of previous studies that are relevant to the topics discussed (Levstek et al., 2018). The first thing to do is to determine the scope of the research, namely the concept of PJF. The PJF concept studied includes definitions, antecedents, and consequences.

Furthermore, the search for references in the form of previous studies through online databases is carried out. To facilitate the search, this research uses bibliometric techniques with the help of VosViewer software version 1.6.16. In this case, bibliometrics is used to map other topics related to PJF from previous studies. In addition, there are several criteria that have been determined in order to produce a more in-depth study related to PJF. The criteria used in the bibliometric, among others:

1. A scientific article.
2. Sourced from scientific journals.
3. Published 2000-2021.
4. Keywords: Person-job fit.

In addition, Figure 1 shows the results of subject searches using bibliometric approaches. Meanwhile, the database utilized is made up of many databases that scholars are familiar with. Then, for additional examination, scholarly publications regarding prior study are gathered. Scientific papers that are not related to the topic of this literature review are eliminated from consideration. As a result, a number of scientific papers are regarded relevant and used as research material in this literature review. Based on the database in Table 1, some of these scholarly publications have been summarized.

31 papers in 7 research databases and well-known journal publishers were chosen as the foundation for this research investigation. The most often cited sources are 9 research papers about PJF from the Semantic Scholar database. There will also be a detailed summary of the review of the 31 papers used.

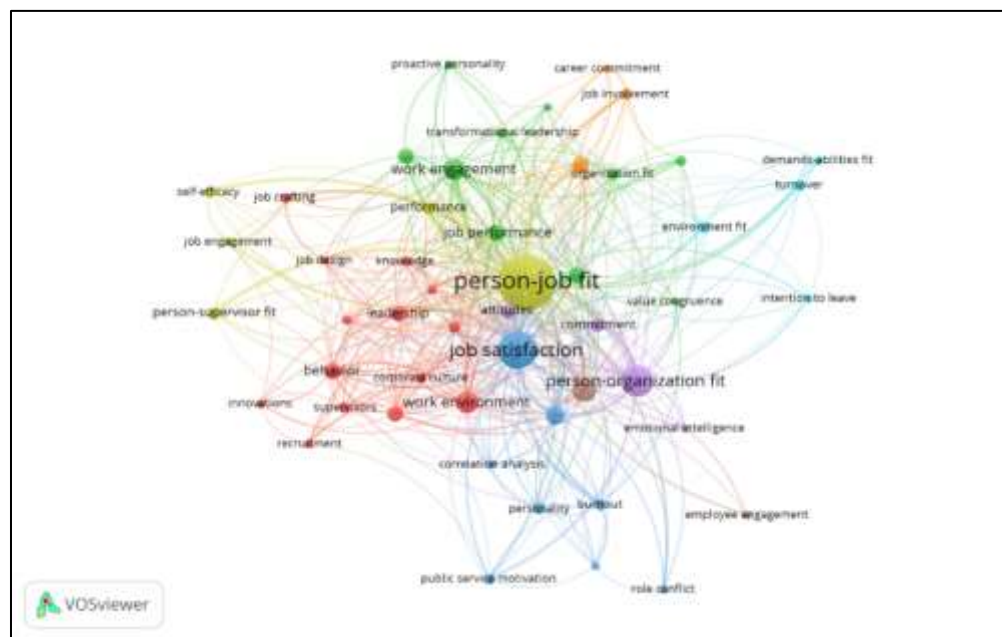| Table 1 Relevant Articles	
Databases	**Keyword: Person-Job Fit**
Emerald Insight	7
ProQuest	2
SAGE	1
Science Direct	7
Semantic Scholar	9
SpringerLink	3
Taylor & Francis Online	2
Total	31

FIGURE 1
TOPIC SEARCH RESULTS WITH BIBLIOMETRICS

RESULTS AND DISCUSSION

Definition of Person-Job Fit (PJF)

There are multiple definitions for PJF on the 31 research that were used. Nonetheless, these multiple meanings are in agreement and complement one other. The relevance of PJF 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, PJF 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 PJF 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.

Furthermore, PJF is also described as a match between individual skills and the characteristics required in the job (Yang et al., 2019). Therefore, the PJF 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 PJF. In line with this, PJF 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 PJF has two dimensions: needs-supplies fit (NSF) and demands-abilities fit (DAF). The NSF is concerned with the appropriateness of individual needs, wants, and preferences for items that may be met via employment. DAF, on the other hand, is concerned with the appropriateness of an individual's knowledge, skills, and abilities in relation to work needs.

Thus, it can be seen that the definitions of PJF from the five studies are indeed complementary. However, there are still PJF ideas from various other studies which are summarized in Table 2 as follows:

No.	Definition	Source
	Table 2 **Definition of Person-Job Fit**	
1	The fit that arises when the individual fulfills the needs of a job or the job provides for the needs of the individual.	(Kristof-Brown, 2000)
2	Amatch that exists between an individual's knowledge, skills, abilities (KSA) and the needs of the job.	(Carless, 2005)
3	The fit of people to work has identified two different forms of compatibility, namely compatibility with values (wants, goals, interests and preferences) and compatibility with abilities (knowledge, skills, and abilities of employees to meet job demands).	(Wu et al., 2011)
4	Differences in a person's preferences, goals, or values, as well as the presence or absence of conceptually comparable features of the environment, contribute to different types of well-being, such as contentment or involvement.	(Cifre et al., 2013)
5	The degree to which an individual worker's dispositions, talents, expectations, and performance contributions fit the needs of the job, situational demands, available expectations, and incentives available from a specific employment.	(Ilyas dan Lacaze, 2013)
6	The match between a person's abilities and the demands of the job or the needs of the person and the supply of work.	(Aktaş, 2014)
7	The relationship between employee characteristics and job characteristics. Describe the conceptualization of two dimensions, namely needs-supplies fit (the match between the needs, desires, and preferences of employees and the rewards they receive for their work) and demands-abilities fit (the match between job demands and employees' knowledge, skills, and abilities).	(Chen et al., 2014)
8	Matching people and requirements which are related to a particular job. This is the traditional basis for employee selection	(Farzaneh et al., 2014)
9	A match between personal characteristics and job characteristics, which can be divided into demands-abilities fit and needs-supplies fit.	(Lu et al., 2014)

No.	Definition	Source
	Table 2	
	Definition of Person-Job Fit	
10	A match between an individual's personality, knowledge, skills and abilities with the requirements of a particular job	(Afsar et al., 2015)
11	A fit between a person's own knowledge, skills, and talents and the work criteria or needs/wants that the job can meet.	(Deniz et al., 2015)
12	It can be divided into 2 characteristics, including demands-abilities fit and needs-supplies fit.	(Quratulain dan Khan, 2015)
13	Individuals' attitudes and behavior result from the congruence between their attributes (eg biological needs, psychological needs, abilities, values, goals) and environmental characteristics (eg physical or psychological demands, intrinsic and extrinsic rewards).	(Sengupta et al., 2015)
14	Suitability of people with certain work environments	(Kaub et al., 2016)
15	Alignment of job characteristics with employee needs and abilities. Two types of fit are distinguished between demands-abilities fit and needs-supplies fit.	(Tims et al., 2016)
16	Employees' assessments of how well their talents and abilities meet the requirements of the job.	(Tseng dan Yu, 2016)
17	The perceived degree of congruence between the knowledge, skills, abilities, needs, values of the individual, and the requirements of a particular job or job task.	(Choi et al., 2017)
18	The result of the exploration of the individual interacting with the environment. Generally, these interactions involve 2 conceptions, namely individual characteristics (skills, abilities, and values) and organizational (fulfilling individual needs by providing rewards or experiences they want).	(Player et al., 2017)
19	Conformity between the individual and his job, including suitability based on employee needs and available work equipment to meet those needs (needs-supplies fit) and job demands and employee's ability to meet these demands (demands-abilities fit).	(Sulistiowati et al, 2018)
20	A fit between an employee's traits and the conditions of their workplace. This appropriateness is defined by two key dimensions: the organization's capacity to meet the objectives and values that workers demand, and the fit between employee skills and job requirements.	(Suwanti et al., 2018)
21	A match between the requirements of the job and the KSA of the employee to perform the task or work that is possible to serve the need.	(Rajper et al., 2019)
22	Needs-supplies fit and demands-abilities fit are two separate aspects. These fit categories pertain to the individual's needs, desires, and preferences in relation to the work's environmental supply, as well as the (perceived) fit between the individual's ASD and the job requirements.	(Sylva et al., 2019)
23	A fit between personal skills and vocational requirements, or as a match between personal requirements and vocational characteristics.	(Yang et al., 2019)
24	Individual level analysis and ensuring that employees have the technical expertise to do the work assigned to them and contribute to added value.	(Pudjiarti dan Hutomo, 2020)
25	A match between the attributes that are present or perceived in the job and the degree to which the individual wants or needs these attributes to be present.	(Stich, 2021)

Based on several definitions that have been summarized, it can be stated that PJF is a match between the knowledge, skills, and abilities of individuals who will fill a job with qualifications that are considered suitable for the needs of the job. Furthermore, PJF can be

conceptualized into two dimensions, namely NSF (perception suitability and fulfillment of job needs) and DAF (suitability for individual abilities and job needs). With the achievement of these conformities, it is expected that individuals can maintain good work performance and productivity.

Antecedents of Person-Job Fit (PJF)

Referring to previous studies, it has been proven that various factors are the drivers or antecedents of PJF. In this literature review, there are 10 antecedents of PJF which are presented in Table 3 as follows:

No	Antecedent	Source
	Table 3 **PERSON-JOB FIT ANTECEDENTS**	
1	Transformational Leadership	(Bui et al., 2017)
2	Inclusive Leadership	(Choi et al., 2017)
3	Job Crafting	(Chen et al., 2014; Lu et al., 2014; Tims et al., 2016)
4	Training	(Sengupta et al., 2015)
5	Customer Orientation	(Sengupta et al., 2015)
6	Service Technology	(Sengupta et al., 2015)
7	Emotional Intelligence	(Akanni et al., 2020)
8	Perceived Organizational Support	(Tseng dan Yu, 2016)
9	Cooperative Learning	(Tseng dan Yu, 2016)
10	High Performance Work Practice	(Wu et al., 2011)

Based on Table 3, PJF is generally influenced by 5 factors. These five factors include individual, organizational, leadership, customer, and technology factors. Individual factors (job crafting, emotional intelligence) relate to how capable individuals are in meeting the demands or things needed in a job. The organizational factors (training, perceived organizational support, cooperative learning, high performance) relate to how well the organization can meet expectations, and support for individuals for the work carried out. The better the organization at providing support through work, the better the fit between the organization and the individual. Meanwhile, leadership (transformational leadership, inclusive leadership), customer (customer orientation), and technology factors (service technology) can be said to be supporting factors in PJF that determine individual expectations of work and the abilities needed by individuals to carry out work.

Consequences of Person-Job Fit (PJF)

There are various things that can be affected by PJF. Referring to previous studies, the following is a summary of the 23 consequences of PJF presented in Table 4.

No	Consequence	Source
Table 4		
CONSEQUENCES OF PERSON-JOB FIT		
1	Innovation Trust	(Afsar et al., 2015)
2	Job Stress	(Deniz et al., 2015)
3	Innovative Work Behavior	(Afsar et al., 2015; Choi et al., 2017; Suwanti et al., 2018)
4	Burnout	(Rajper et al., 2019)
5	Employee Retention	(Hamid dan Yahya, 2016)
6	Public Service Motivation	(Quratulain dan Khan, 2015)
7	Organizational Citizenship Behavior	(Farzaneh et al., 2014; Suwanti et al., 2018)
8	Proactive Career Behavior	(Sylva et al., 2019)
9	Job Satisfaction	(Aktaş, 2014; Cifre et al., 2013; Ilyas dan Lacaze, 2013; Peng dan Mao, 2015; Quratulain dan Khan, 2015)
10	Work Engagement	(Bui et al., 2017; Chen et al., 2014; Cifre et al., 2013; Hamid dan Yahya, 2016; Sulistiowati et al., 2018)
11	Self-efficacy	(Peng dan Mao, 2015)
12	Employee Well-being	(Akanni et al., 2020; Choi et al., 2017)
13	Job Involvement	(Jyoti et al., 2021)
14	Career Commitment	(Jyoti et al., 2021)
15	Job Performance	(Sengupta et al., 2015; Sethela, 2011; Wu et al., 2011)
16	Turnover Intention	(Aktaş, 2014; Sengupta et al., 2015)
17	Organizational Commitment	(Aktaş, 2014; Farzaneh et al., 2014)
18	Psychological Climate	(Atitsogbui dan Amponsah-Tawiah, 2019)
19	Organizational Attraction	(Carless, 2005)
20	Job Acceptance Intentions	(Carless, 2005)
21	Person-Organization Fit	(Deniz et al., 2015)
22	Meaningfulness	(Tims et al., 2016)

Based on Table 4, it can be seen that the various factors that can be influenced by PJF are generally individual factors which are divided into two. The two things are attitude and behavior. Attitudes are related to individual responses to matters relating to work, whether directed at the work itself or the organization. Meanwhile, PJF is also able to influence individual behavior. That is, PJF can encourage individuals to do or not to take a specific action. Furthermore, both the attitude and behavior factors influenced by PJF have implications for individuals and organizations. Therefore, the organization must be able to make the best use of PJF in order to facilitate it in achieving its goals.

FINDING

In the findings, several variables in previous research became antecedents and consequences of PJF as illustrated in the following Figure 2:
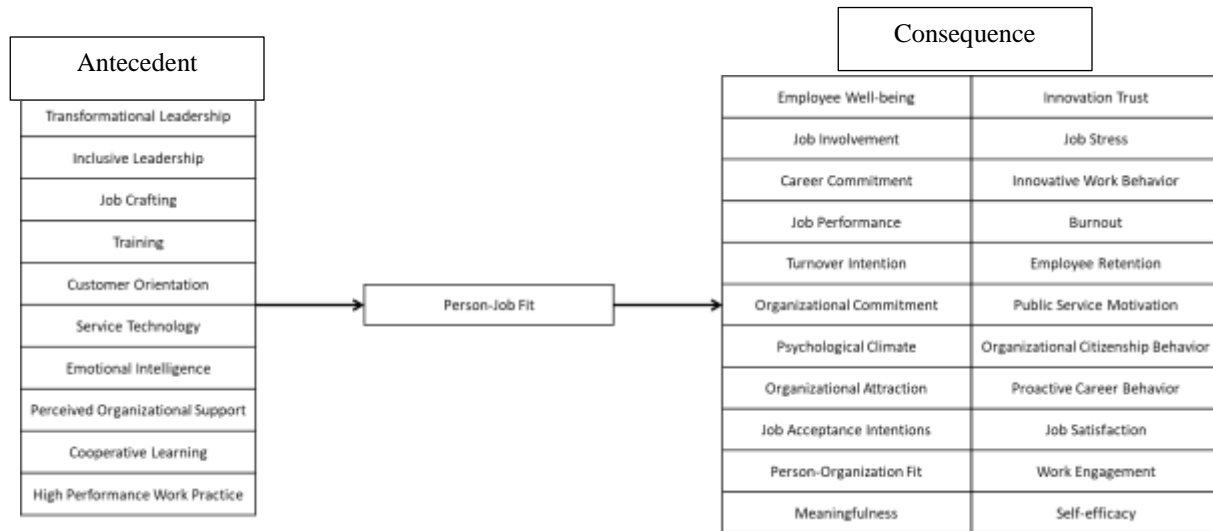
FIGURE 2
FINDINGS OF PJF'S ANTECEDENTS AND CONSEQUENCES

After reviewing various relevant studies in the context of PJF research, there are 10 variables that are associated and can affect PJF. Based on leadership factors, PJF is influenced by transformational leadership (Bui et al., 2017) and inclusive leadership (Choi et al., 2017). This shows that the type of leadership that has a clear vision can ensure that subordinates have the technical expertise to do the work assigned to them and contribute to the added value of the organization. Furthermore, several organizational factors were also found to have an effect on PJF such as training (Sengupta et al., 2015), perceived organizational support (Tseng and Yu, 2016), cooperative learning (Tseng and Yu, 2016), high performance work practice (Wu et al., 2011). This shows that the type of organization that provides support for improvement and development will condition the match between the needs, desires, and preferences of employees with the supply environment provided by work.

Next, individual factors such as job crafting (Chen et al., 2014; Lu et al., 2014; Tims et al., 2016) and emotional intelligence (Akanni et al., 2020) can have an effect on PJF. This can be interpreted as the ability to adapt and initiative in work can form a match between the individual and his work. In other words, a person will feel suitable for their job because of the internal drives that condition the situation. In addition, PJF was also found to be influenced by other factors, namely external factors such as customer orientation and technological factors such as service technology (Sengupta et al., 2015). This explains that the individual's suitability for the job occurs because the work provides the needs of the individual regarding orientation in providing good service to customers and the need for technology that supports his work activities.

The findings of this study related to the consequences or impacts of the influence of PJF showed varied results. All consequences of PJF can be expressed as work outcomes, in which

they produce positive job attitudes such as person-organization fit (Deniz et al., 2015), innovation trust (Afsar et al., 2015), public service motivation (Quratulain and Khan, 2015) , Psychological Climate (Atitsogbui and Amponsah-Tawiah, 2019), job satisfaction (Aktaş, 2014; Cifre et al., 2013), job involvement (Jyoti et al., 2021), Organizational Attraction (Carless, 2005), organizational commitment (Sengupta et al., 2015), career commitment (Jyoti et al., 2021), turnover intention (Aktaş, 2014), job acceptance intentions (Carless, 2005), and meaningfulness (Tims et al., 2016). This gives an indication that someone who feels that he and his work are compatible; he will tend to have a positive attitude towards his organization which is manifested by suitability, satisfaction, meaning, desire to grow, and the desire to survive in his organization. In addition, PJF was also found to have an effect in reducing negative impacts such as job stress (Deniz et al., 2015) and burnout (Rajper et al., 2019). This shows that someone who has matching needs, desires, and preferences with his work tends to avoid bad psychological impacts.

Furthermore, other outcomes that are consequences of PJF are occupational well-being which consists of employee well-being (Akanni et al., 2020; Choi et al., 2017) and work engagement (Bui et al., 2017; Chen et al., 2014; Cifre et al., 2013; Hamid and Yahya, 2016; Sulistiowati et al., 2018), and employee retention (Hamid and Yahya, 2016). This shows that someone who feels his work and what he does is in accordance with his desires (desire), that person tends to feel well-being, attachment, and feel comfortable with his work. In addition, PJF also affects behavioral outcomes including performance, which consists of innovative work behavior (Afsar et al., 2015; Choi et al., 2017; Suwanti et al., 2018), organizational citizenship behavior (Farzaneh et al., 2014; Suwanti et al., 2018), proactive career behavior (Sylva et al., 2019), and job performance (Sengupta et al., 2015; Sethela, 2011; Wu et al., 2011). This proves that someone who feels in accordance with his work both in terms of needs and desires will tend to show behavior that contributes to the achievement of organizational goals and provides value to the organization.

CONCLUSION

The goal of this research was to undertake a review of the literature on Person-Job Fit. There are 31 relevant scientific papers that form references in this case, ranging from 2000 to 2021. The literature study delves into the definitions, antecedents, and implications of the notion of Person-Job Fit. As a result, a number of elements, including customers and technology, become antecedents of individual and organizational PJF factors. Work outcomes consisting of attitudes and actions that help to accomplishing goals and creating organizational value are also a result of PJF. In addition, PJF has a positive influence on lowering workplace stress and burnout.

However, the framework for the antecedents and effects of PJF that was effectively created in this literature review has the potential to be further expanded and investigated in diverse study contexts with an inherent organizational culture. This opens up the possibility of developing research structures that are more colorful in light of current organizational dynamics.

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