

A TASK-LEVEL MEASUREMENT APPROACH TO P-J FIT: MAKING (MIS)FIT MORE VISIBLE AND ACTIONABLE

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Conclusion

The fit literature has been at a theoretical crossroads, with numerous authors arguing for more dynamic tests of the fit to outcome (e.g., affect, job satisfaction) relationship (e.g., Kristof-Brown & Billsberry, 2013; Kristof-Brown et al., 2005; Kristof-Brown & Guay, 2010; Kristof-Brown & Jansen, 2007; Yu, 2009, 2013). Our study is the first to demonstrate that fit perceptions fluctuate within-persons over time via ESM techniques and to show that fit precedes affect at both levels of analysis. However, there were exceptions to this pattern, with strong support found for a reciprocal relationship between P-O fit perceptions and job satisfaction, and some less consistent findings for affect preceding fit perceptions. Further, by conducting analyses at the person and momentary levels of analysis, we found that the fit-to-affect relations were generally homologous (e.g., Bliese et al., 2007; Chen et al., 2005). **Practitioners seeking ways to improve the affect and satisfaction of their workforce may consider doing so by improving the actual and perceived fit of their employees with the job and organization.**

REFERENCES


Albarracín D, Kumkale GT. (2003). Affect as information in persuasion: A model of affect identification and discounting. *Journal of Personality and Social Psychology*, 84, 453–469.

Real DI, Weiss HM. (2003). Methods of ecological momentary assessment in organizational



PROBLEM:

HOW TO IMPROVE THE ACTIONABILITY OF PERSON-JOB (MIS)FIT MEASUREMENT?



WHAT SHOULD BE IMPROVED?

WHAT IS NOT FITTING?

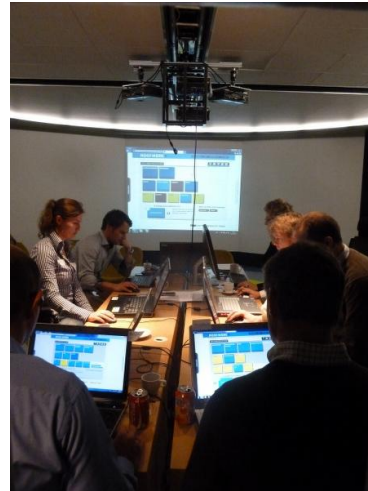
HOW MUCH IS NOT FITTING?

VISUAL

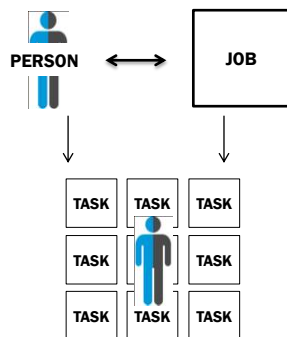
TASK-LEVEL

MEASUREMENT

WEB-BASED APPLICATION



WEB-BASED APPLICATION

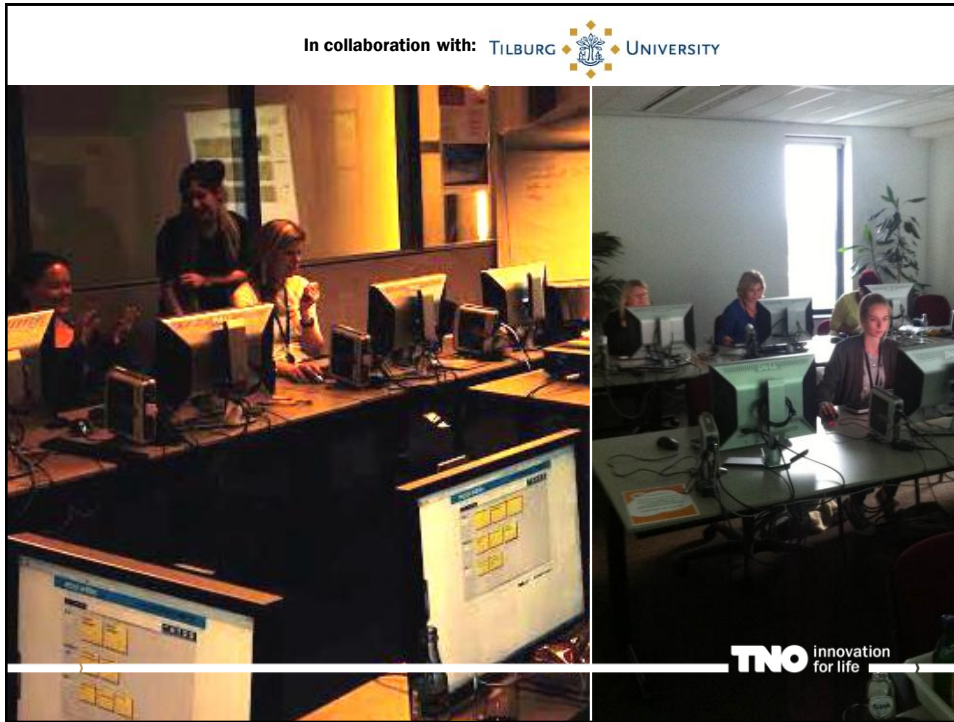



PERSON-TASK FIT APPROACH

TO WHAT **EXTENT** ARE **WHICH** TASKS (NON/MIS)FITTING WITH INDIVIDUAL NEEDS/STRENGTHS?


TO WHAT **EXTENT** ARE **WHICH** TASKS (NON/MIS)FITTING WITH THE INDIVIDUAL ABILITIES TO COPE WITH ITS DEMANDS?

DO THE AGGREGATE LEVELS OF PERSON-TASK (NON/MIS)FIT RELATE TO TRADITIONAL P-J FIT MEASURES?

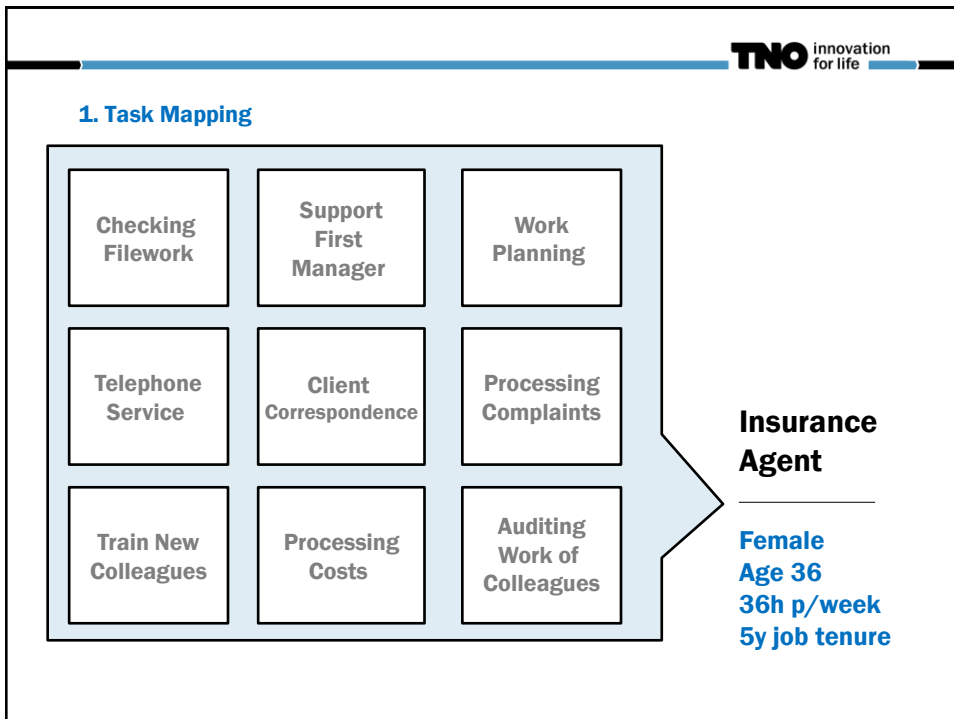
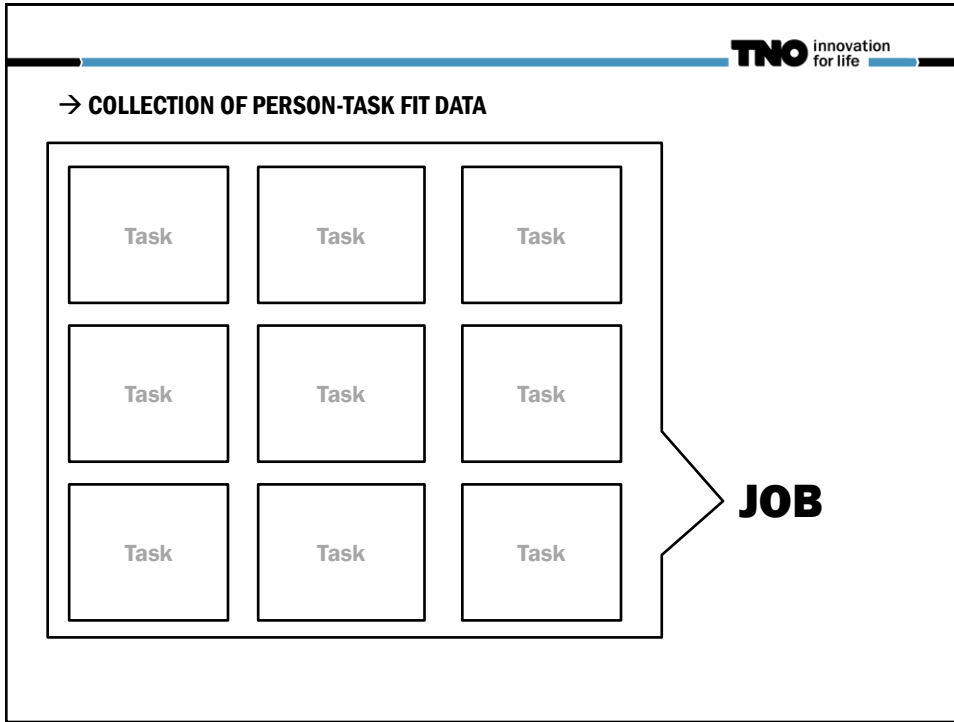


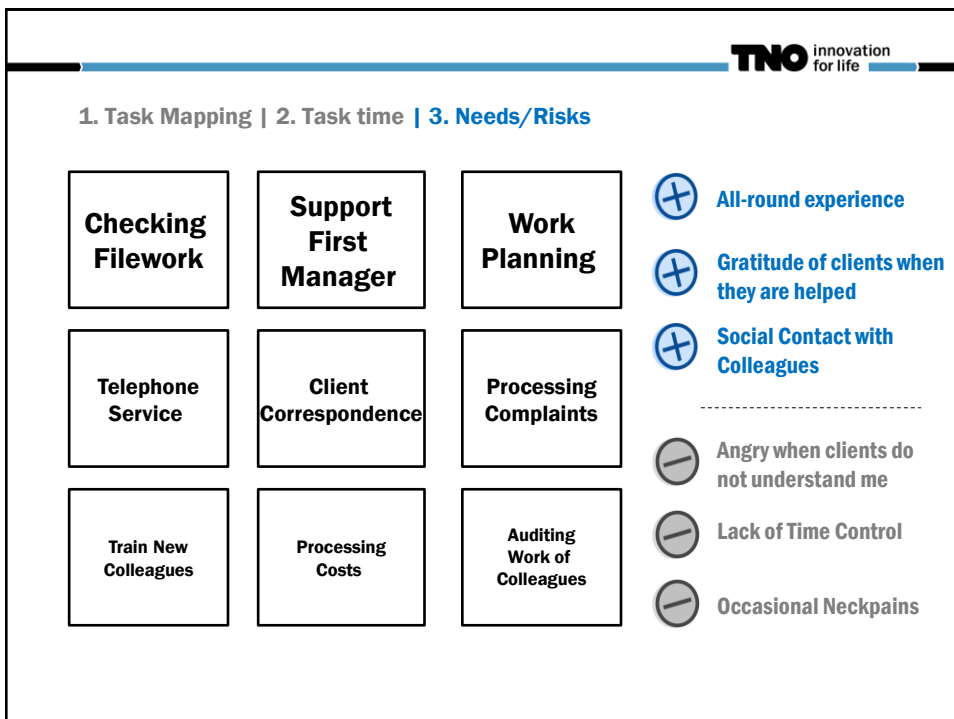
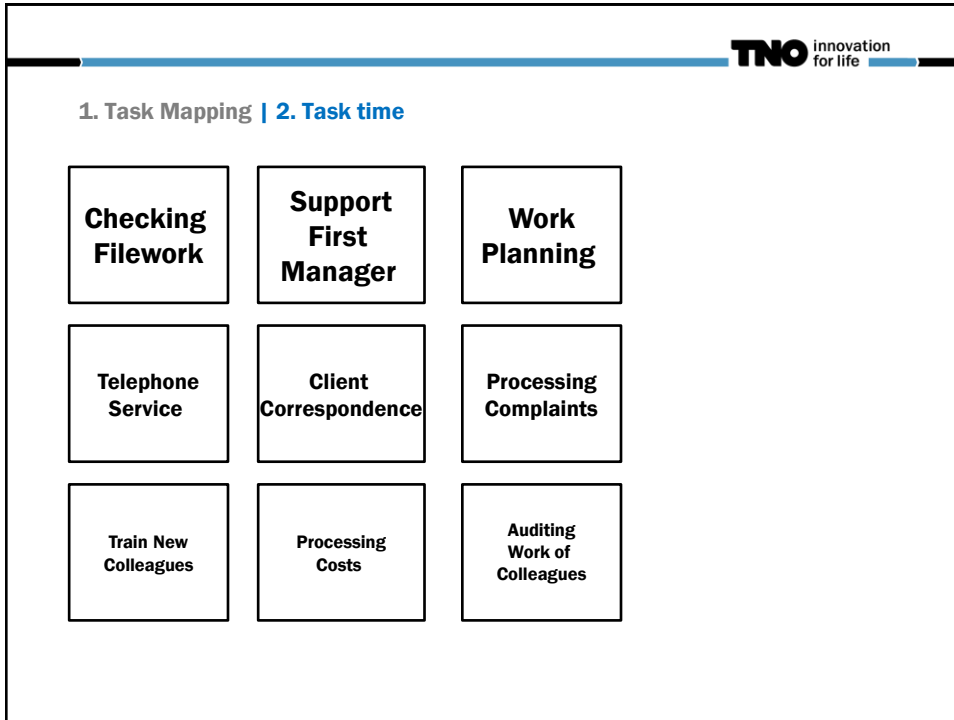
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› **THIS STUDY**



- › **45 EMPLOYEES OF A DUTCH HEALTH INSURANCE COMPANY TOOK PART IN A P-J FIT WORKSHOP**
- › **1 WEEK PRIOR TO THE WORKSHOP: A QUESTIONNAIRE WITH TRADITIONAL P-J MEASURES (Cable & DeRue, 2002)**
- › **JUST BEFORE WORKSHOP: SELF-REPORTS ON JOB SATISFACTION & JOB PERFORMANCE**
- › **DURING THE WORKSHOP: COLLECTION OF PERSON-TASK FIT DATA →**





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1. Task Mapping | 2. Task time | 3. Needs/Risks | 4. **Person-Task Fit**

Checking Filework	Support First Manager	Work Planning
Telephone Service	Client Correspondence	Processing Complaints
Train New Colleagues	Processing Costs	Auditing Work of Colleagues

Which tasks best fulfill your work needs and best utilize your personal strengths?

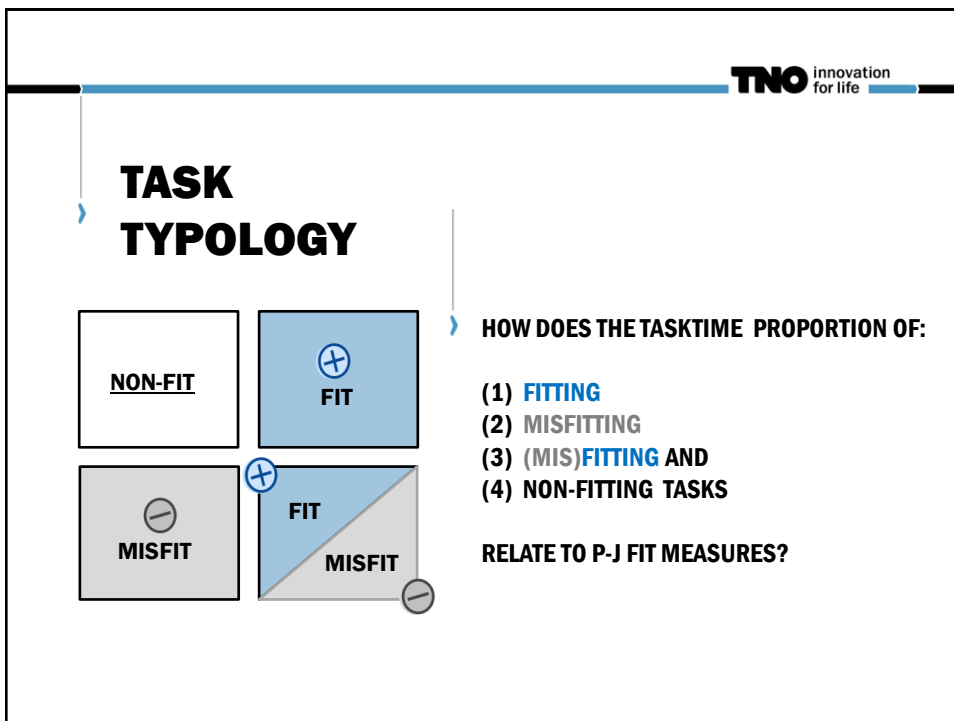
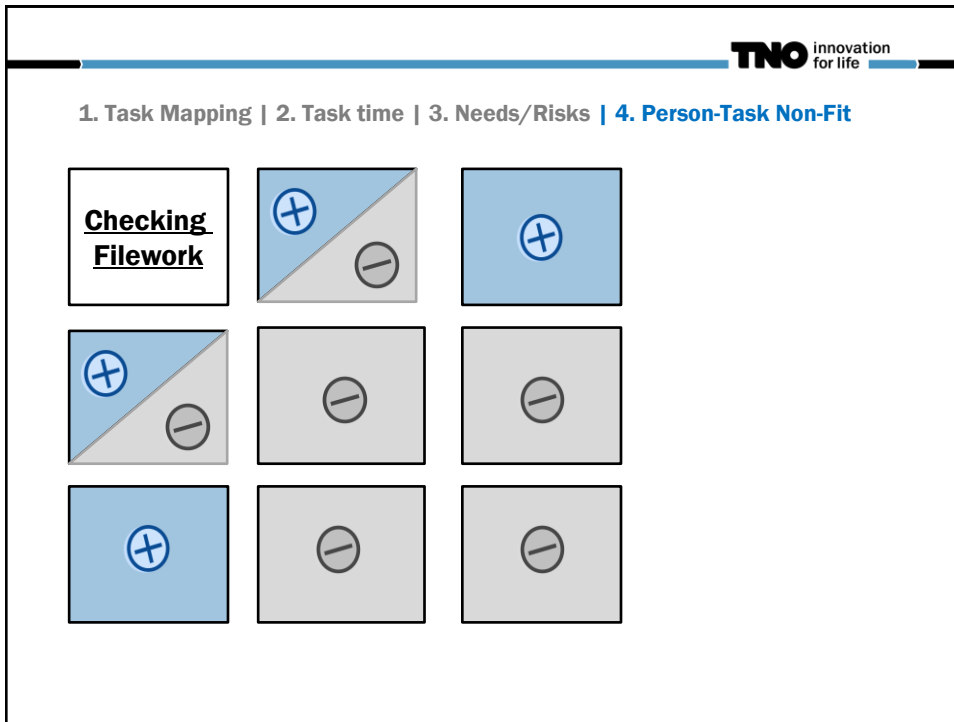
- Angry when clients do not understand me
- Lack of Time Control
- Occasional Neckpains

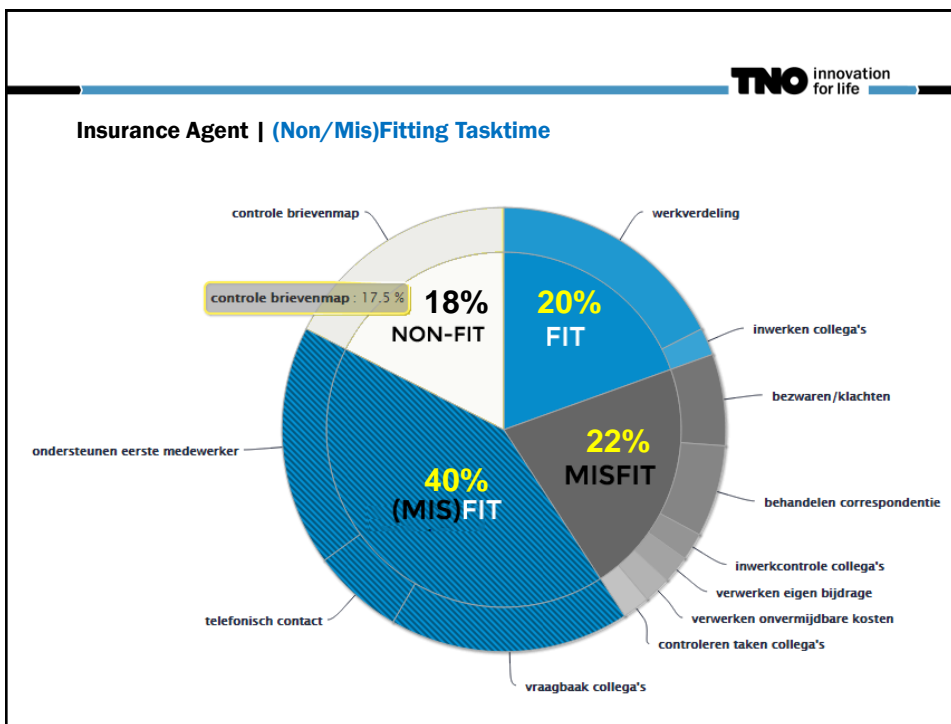
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1. Task Mapping | 2. Task time | 3. Needs/Risks | 4. **Person-Task Misfit**

Checking Filework	Support First Manager	
Telephone Service	Client Correspondence	Processing Complaints
	Processing Costs	Auditing Work of Colleagues

In doing which tasks do you run into your (work-related) well being risks?





Multiple Regression Analysis

	M (SD)	S-V FIT β (+R ²)	D-A FIT β (+R ²)	JOBSAT β (+R ²)	JOB PERF β (+R ²)
GENDER (1=female)	0.73 (.45)	.07	.09	.02	-.11
AGE (years)	30.20 (5.43)	.19	.23	.18	.06
WORK HOURS (p/week)	35.07 (2.61)	.25	.23	.14	.01
R ²		8%	9%	4%	2%
FITTING TASKS (%)	20.11 (18.23)	.31* (+9%)	-.01 (+0%)	.34* (+11%)	.05 (+0%)
MISFITTING TASKS (%)	8.96 (10.62)	.01 (+0%)	-.29 (p<0.66) (+7%)	.22 (+4%)	-.47** (+20%)
(MIS)FITTING TASKS (%)	66.76 (21.97)	-.25 (+4%)	.16 (+2%)	-.41** (+15%)	.24 (+5%)
NON-FITTING TASKS (%)	4.71 (7.04)	-.05 (+0%)	-.04 (+0%)	.05 (+0%)	-.15 (+2%)

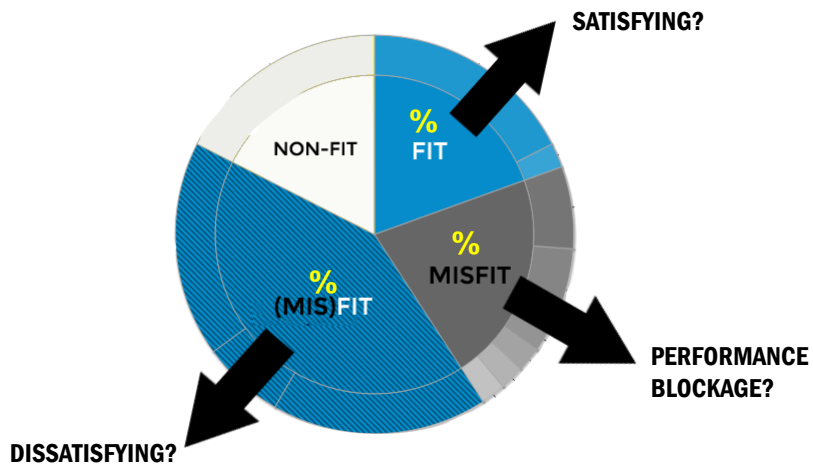
N=45; * = p<.05; ** = p <.01

Multiple Regression Analysis (sig only)

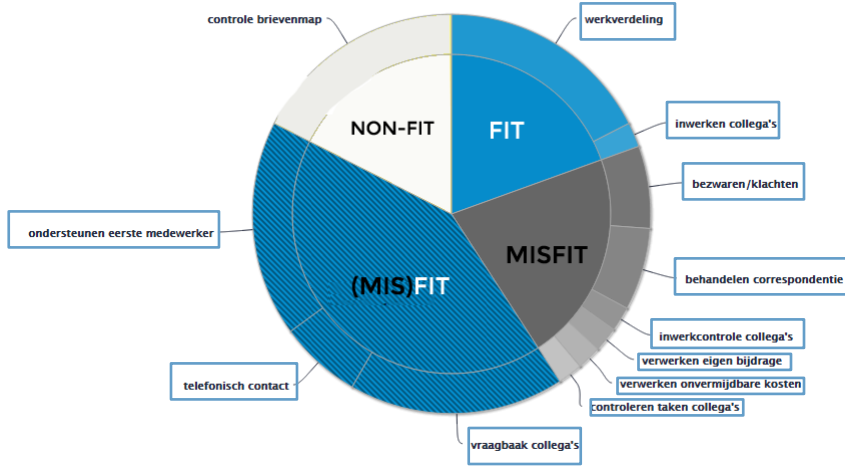
	M (SD)	S-V FIT β (+R ²)	D-A FIT β (+R ²)	JOB SAT β (+R ²)	JOB PERF β (+R ²)
Gender (1=female)					
Age (years)					
Work hours (p/week)					
R ²		8%	9%	4%	2%
FITTING TASKS(%)		.31* (+9%)		.34* (+11%)	
MISFITTING TASKS(%)			-.29 (p<0.66) (+7%)		-.47** (+20%)
(MIS)FITTING TASKS(%)		-.25 (+4%)		-.41** (+15%)	
NON-FITTING TASKS(%)					

N=45; * = p<.05; ** = p <.01

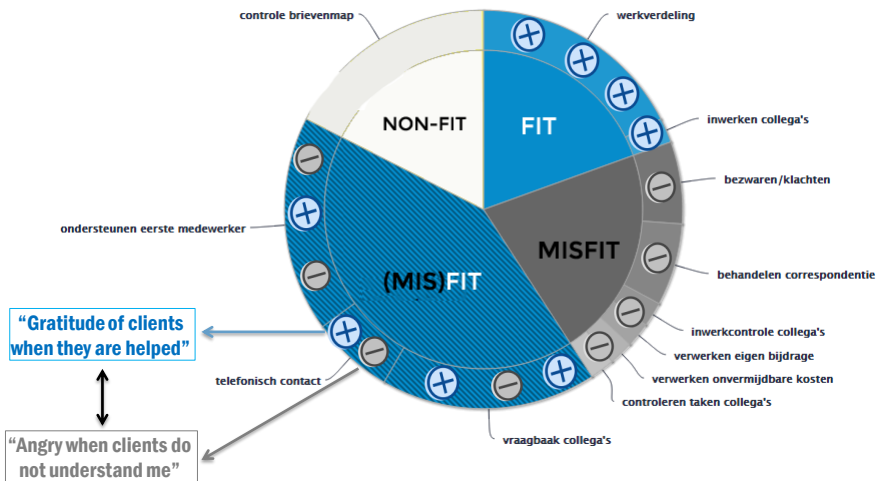
CONCLUSION | EXPOSURE TO % (MIS)FITTING TASKTIME & DIFFERENT MECHANISMS



ACTIONABILITY | KNOWING WHICH TASK/TASKTIME TO ALTER OR ADJUST



ACTIONABILITY | KNOWING FOR WHICH TASKS TO INCREASE EMPLOYEE ABILITIES OR REMOVE THE WORK RISK



CONCLUSION

There are possibilities to enrich rigorous P-J fit research with more actionable insights and applications.

Employees are able to visualize their own job and understand the concept of person-task fit.

1st test of a task-level measurement approach to P-J fit follows earlier research on fit-differences (S-V <-> D-A)

Fit and misfit can be argued to be distinct phenomena. However, there also can be a S-V fit and a D-A misfit on the same task – this can be a *dissatisfier* to employees.

Of course, the sample size is small and very specific. It should be tested if the results hold in different occupational samples.

Approach very useful to target customized i.e. training/ coaching, job crafting, i-deals with the goal to alter % of (mis)fitting tasktime

THANK YOU!

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