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**Linking person job fit to employee job  
performance amid employees of services sector:  
The role of burnout as mediator**

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**Abstract.** Person Job Fit (PJF) and Employee Job Performance (EJP) are general issues in now a days in business world. Most of the individuals alter their job due to misfit with their occupation which disturbs their job performance. Misfit can be a reasonable predictor of incompatibility between PJF and EJP. It can aggravate feeling on job and personal well-being of employees. Usually the employees who are better fit with their jobs are more satisfied, they can increase their job performance and produce good results. To contest with this we presume through watchful consideration to PJF through assessment phase or consultation, the organizations may hire those employees who are able to bring change and easily adjust in the environment and can avoid the adverse effects of burnout which is caused by incompatibility of individual's job. The aim of present research work is to observe the detailed effects of EJP and significance of PJF in order to enable organization to avoid from unusual cost of personnel who are incompatible to their jobs. The studies designate that the employees who are compatible with their jobs may have a greater efficiency and are able to make changes smoothly in organization than those employees who are misfit with their jobs. This study also aim to examine if Burnout (BO) mediate relationships between PJF and EJP. Current study's findings demonstrates that by giving proper attention to PJF in organization are indispensable facets for declining burnout.

**Keywords.** Person job fit, Employee job performance and Burnout.

JEL. D91, J24, J28, O14, Z22.

## 1. Introduction

PJF, EJP and Burnout play an important role in the employees' working life. A person well fit with job is supposed to have less problems and adjusting himself easily (Farooqui & Nagendra, 2014; Roberts & Robins, 2014). The person job fit states that a person's level of congruence with his/her work (Hecht & Allen, 2005; Kristof, 1996; Edward, 1991). It has been show that PJF is positively connected with individual' performance and organizational performance as well (Lu, *et al.*, 2014;

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Christian, Garza & Slaughter, 2011). The PJF and EJP has been observed by several practioners and scholars (Lu *et al.*, 2014; Bakker & Leiter, 2010; Le Pine & Crawforsm, 2010; Albrecht, 2010).

The efficient and effective members are required to maintain their existence (Suliman, 2001). Harmony between organizational goals and employee qualification affects performance. At present there is a need of highly qualified employees to serve in their particular fields and attain certain advantage on their rivals (Sonnetag & Frese, 2002). Performance has been explained differently like incidental, behavioral, multifaceted and measurable, and can be assessed in terms of actions which has taken by employees in a given period of time (Motowildo, Borman & Schmit, 1997). The effectiveness and the outcomes of the employee behavior involved in particular jobs is termed as employee job performance. The performance in organization is affected by individual, organization and environmental factors (Dicle, 1982; Erdogan, 1991). These factor affects either in positive or in negative ways the level of performance.

In the light of various studies the burnout has emphasized as influencing factor of performance. When employees deal with PJF and EJP they encounter "Emotional exhaustion" (EE), "Cynicism" (Cyn), and "Reduced Personal Accomplishment" (RPA) a decline in achievement (Karatepe & Uludag, 2008). A study of school directors and vice principals witnessed that one third of vice principals suffer from burnout syndrome (Dagli, 2006). Since the burnout is a multidimensional notion so it is difficult to distinguish between stress and burnout.

The burnout consists of three distinct albeit related dimensions like EE, Cyn and RPA (Maslach & Jackson, 1981). Cordes & Dougherty (1993) stated that emotional exhaustion happens when individuals tensed and feel fear to maintain their previous performance. Burnout's second dimensions is cynicism, it arises when employees perceive desensitizing because of interactions with co-workers, tasks, and clients and they don't to work. Individuals seeking relief by crating cushion to ignore their quality of work (Maslach, Schaufeli & Leiter, 2001). RPA is 3rd and last burnout's dimension, it states incompetence and lack of interest at work place (Maslach & Leiter, 2008).

### 1.1. Research question

Is there any relationship among Person Job Fit and Employee Job Performance and what is mediating role of burnout on this relation? The relevant literature has been analyzed to answer this question, a model is developed and statistical techniques have been used to assess relationship amidPJF and EJP andburnout mediating effectsonconstructs.

### 1.2. Objectives of study

Present study measures relationship amidPJF and EJP andinvestigating mediating effects of burnout amidvariables. Following objectives of the study has been developed,

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- To examine relationships of PJJF and EJP.
- To measure relationships of PJJF and burnout.
- To assess relationships of burnout and EJP.
- To analyze mediating effect of burnout amid PJJF and EJP

### 1.3. Significance of study

This research is significant from several aspects. It allows to analyze relationship of PJJF to some other constructs in public services sector. There is no any significant study has been conducted by taking these constructs in this region. it will also fills the gap in existing literature of social and management sciences by using PJJF, EJP and Burnout as constructs. The managers may acquire knowledge and benefit from this study to deal the issues among employees of public sector of Pakistan relating to the PJJF, EJP and Burnout. The present work may also relish a status as decision maker can frame prolific plans originated on results of present research.

## 2. Literature review

### 2.1. Person job fit

PJJF is demarcated as congruence between job requirements and employee's KSA 'Knowledge, Skills and Abilities' to perform tasks or job which enable to serve needs/longings of people (Brkich, Jeffs & Careless, 2002). PJJF based on two dimensions, one is "person job fit", and other one is "person job unfit" (Brkich et al., 2002).

PJJF describes that match between the employees' needs, preferences and the job rewards and the similarity between employee knowledge abilities and skills and job requirements (Chien, Yen, & Tsai, 2014; Brkich et al., 2002; Edward, 1991).

PJJUnfit elucidates that the employee who is incapable to do the job without being a peril to oneself or others. The mismatch between the employee and job demands in a situation where a "person job unfit" arises, it can cause a decline in the level job performance (Buchman & Nokro, 2011; Brkich et al., 2002).

### 2.2 Employee job performance

The effectiveness in employees' activities that make a good payment to goals of organization is said to be employee job performance (McCloy, Campbell & Cudeck, 1994; Motowildo, 2003). Perception of employees towards his/her tasks and responsibilities were not connected to self-ranking of employee's for his performance (Lawler & Hall, 1970). Studies revealed that job performance as a individual ruling and relational interactions, in the quest for improve EJP (Griffin, 1983).

Earlier studies assessed the efficiency, productivity outcome, organizational performance, financial performance and employee turnover (Huselid, 1995; Huselid et al., 1997). The goal of any organization is to maximize the wealth of shareholders and increase the liquidity ratio

(Becker & Huselid, 1998). Organizational performance comprises of efficiency, effectiveness, quality, innovation and development (Delery, 1998).

### 2.3. Burnout

Various studies witnessed in assessing relationships amid PJF and EJP and Burnout has taken mediator among these relations. The PJF and EJP had a negative relationship with burnout and its dimensions in several studies (Cordes & Dougherty, 1993; Kristof-Brown, 2005; Maslach, Schaufeli & Leiter, 2001; Demir, 2013). Study assessed negative relationship between burnout and job performance (Maslach, 1982). Wright & Bonett in (1997) argued in addressing the empirical work that there is a dearth of research in investigating the relationship between BO and EJP.

### 3. Hypotheses development and research model

On the basis of available literature the following hypotheses are proposed to be confirmed:

Hypothesis 1: Significant and Positive relationships amid PJF and EJP

Hypothesis 2: Significant and Negative relationships amid PJF and burnout.

Hypothesis 3: Significant and Negative relationships amid burnout and EJP.

Hypothesis 4: Burnout completely mediates amid PJF and EJP.

By keeping in view existing literature the following research model has designed to propose for study:

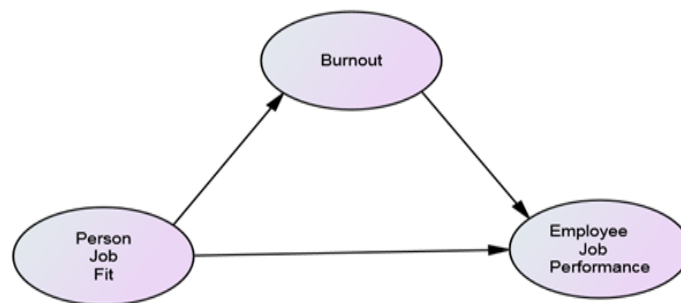


Figure 1. Research model

#### Research model

The above research model shows direct/indirect and mediational relationships between constructs. There are three study constructs in this model: PJF (IV), BO (Mediator), and EJP (DV). Person Job Fit is showing positive relationship with EJP and burnout has taken a mediator among constructs. It shows indirect and negative relationships with PJF and EJP.

## 4. Methodology

### 4.1. Collection of data and demographic sample distribution

In this study data was gathered from public sector of Sindh including government banks, government hospitals and general public universities. A total of 382 questionnaires duly filled have been finalized. By using frequency analysis the demographic profile of respondents was determined. Occupation of respondents comprises of 23.6% were university teacher, 29.1% were bankers and 47.4% were doctors. Among these 79.1 & respondents were male and 20.9% were females. 85.9% respondents were attained the age between 20 to 40 years and from 41 to 60 years were 14.1%. The marital status of 32.5% participants were single and 67.5% were married. The participants' experience in their fields comprises of 58.4% having experience from 1 to 10 years, and 41.6% was ii years and above experience.

### 4.2. Measures

In current study the researchers has prepared demographic properties of respondents by asking them through first part of questionnaire. The second part of questionnaire was developed by using scale. It was adopted from early studies, in which all study variables examined by using Likert scale it ranges 1= strongly disagree to 5= strongly agree. PJF was assessed by using scale of 'Brkich, Jeffs and Careless' in 2002, five assessment tools developed to determine the needs of employees and the requirement of job. Employee job performance was measured through the scale of DeRue & Morgeson (2007), comprised of 10 items scale. MBI-GS (1989) contains 16 items scale adopted to assess the burnout.

### 4.3. Analysis of data and testing of hypotheses results

The research used AMOS v22 software in this study to analyze the data. Cronbach's alpha scale was used to calculate reliability. Structural equation modeling was used to test direct effects and mediating effect of study hypotheses.

## 5. Results

Above table illustrates entire demographic profile of respondents in the field survey. 382 sample size of respondents screening response the staff of public sector in Sindh.

**Table 1.** Demographic Profile

Demographic Variables	Category	Frequency	(%)
Occupation	Teachers of university	90	23.6
	Government Bankers	111	29.1
	Government Doctors	181	47.4
Gender	Male	302	79.1
	Female	80	20.9
	20 - 30 Years	129	33.8

Age	31 - 40 Years	199	52.1
	41 - 50 Years	43	11.3
	51 - 60 Years	11	2.9
Marital Status	Single	124	32.5
	Married	285	67.5
Job Experience	1 - 5 Years	105	27.5
	6 - 10 Years	118	30.5
	11 - 15 Years	102	26.7
	16 Years & above	57	14.9

Table 2. Reliability statistics

Variables	Nature of Variable	Cronbach's Alpha	No. of items
Person Job Fit	IV	.79	5
Burnout	MV	.83	6
Employee Job Performance	DV	.81	6

Cronbach's Alpha value was intended to examine internal reliability of constructs in this particular study. Acceptable reliability score is .70 as advocated by Schaufeli *et al.* in (2002), Nunally in 1975. Hence above results denote all variable are having score of more than .70 which are reliable for study.

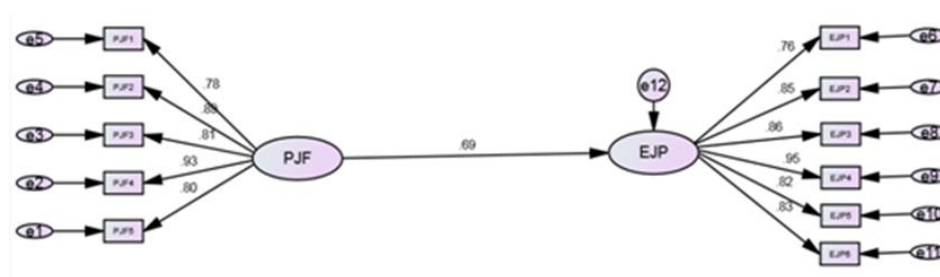


Figure 1. Direct Relationship (H1)

Table 3. Path Coefficient

Path Coefficient (PJF → EJP)		
PJF → EJP		.69, p < .05
PJF		
Items ← Construct	Standardized Regression Weights	P-Value
PJF1 ← PJF	.77	***
PJF2 ← PJF	.88	***
PJF3 ← PJF	.80	***
PJF4 ← PJF	.92	***
PJF5 ← PJF	.79	***
EJP		
Items ← Construct	Standardized Regression Weights	P-Value
EJP1 ← EJP	.75	***
EJP2 ← EJP	.84	***
EJP3 ← EJP	.85	***
EJP4 ← EJP	.94	***
EJP5 ← EJP	.81	***
EJP6 ← EJP	.82	***
Model Fit Indices		
CMIN/DF= 1.71, PVALUE=.000, GFI=.96, AGFI=.94, TLI= .94, CFI= .94, PCFI= .93 RMSEA=.051, PCLOSE=.071		

Above results confirm path co-efficient amid constructs. It denotes that all items of variables strongly related and their factor loading are quite good and are connected positive and significantly to constructs which is suitable for this study. The PJF is significant and positively connected with EJP at 69%. Therefore model fitness witnessed goodness of fit indices are suitable for current research work. Following hypothesis is proved as earlier studies proved

**Hypothesis 1:** Significant and Positive relationships amid PJF and EJP. (Brown et al., 2005, Collins & Amabile, 1999).

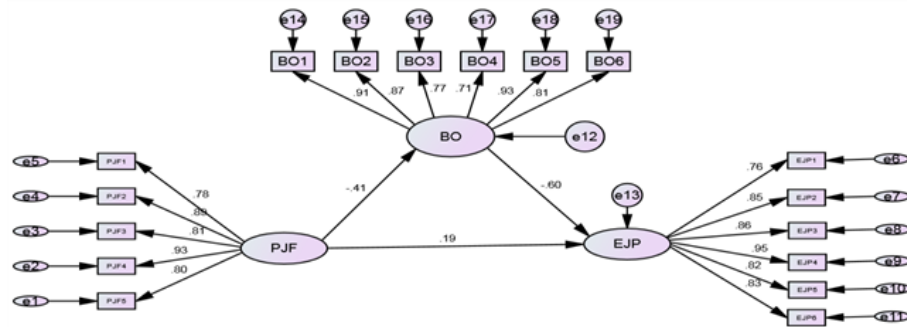


Figure 2. Mediating Effect of Burnout (H2, H3, & H4).

Table 4. Path Coefficient

Path Coefficient (PJF → EJP)		
PJF → BO		-.41, p<.05
BO → EJP		-.60, p<.05
PJF → EJP		.19, p=.18
PJF		
Items ← Construct	Standardized Regression Weights	P-Value
PJF1 ← PJF	.77	***
PJF2 ← PJF	.88	***
PJF3 ← PJF	.80	***
PJF4 ← PJF	.92	***
PJF5 ← PJF	.79	***
Burnout		
Items ← Construct	Standardized Regression Weights	P-Value
BO1 ← BO	.91	***
BO2 ← BO	.87	***
BO3 ← BO	.77	***
BO4 ← BO	.71	***
BO5 ← BO	.93	***
BO6 ← BO	.81	***
EJP		
Items ← Construct	Standardized Regression Weights	P-Value
EJP1 ← EJP	.75	***
EJP2 ← EJP	.84	***
EJP3 ← EJP	.85	***
EJP4 ← EJP	.94	***
EJP5 ← EJP	.81	***
EJP6 ← EJP	.82	***
Model Fit Indices		
CMIN/DF= 2.19, PVALUE=.000, GFI=.93, AGFI=.92, TLI= .95, CFI= .91, PCFI=.90 RMSEA=.041, PCLOSE=.063		

Path co-efficient reveals in above table among study variable, factor loadings of items. Whole items of study variables are demonstrating correlations and mediating effects among constructs. PJF is significant and negatively associated -41% to burnout and EJP is significant and negatively connected -60% to burnout. However after arising burnout the correlations between PJF and EJP changed, it reduced from 69% to 19% and also became insignificant. Hence all hypotheses are accepted and proved. Goodness of fit indices signify model fitness. Previous studies viewed for receipt of following hypotheses (Kristof-Brown *et al.*, 2005; Schaufeli, Leiter & Maslach, 2009; De Silva *et al.*, 2016).

Hypothesis 2: Significant and Negative relationships amid PJF and burnout.  
Hypothesis 3: Significant and Negative relationships amid burnout and EJP.  
Hypothesis 4: Burnout completely mediates amid PJF and EJP.

### 6. Conclusion and recommendations

The results show in this current study that PJF has significant and positive relationships with EJP. However the PJF is showing significant and negative relationships to Burnout. The BO is negatively associated to EJP, it shows a significant and negative relationship with EJP. Performance of employees greatly affected by BO. While looking at mediating relationships for constructs, burnout mediates relationship amid PJF and EJP. BO creating influence and badly affects both constructs.

The findings of this study indicating regard to PJF is a significant factor for enhancing Employee Job Performance and it helps employees to make them adjust within organizational working environment and keeps away the BO factor, which can affect the overall performance. While taking decisions of recruitment and selection the HR Department should take a major consideration about PJF, "proper person for proper place makes a massive change".

The results of current study empirically supports today's business world, as suggested relationships are crucial in enhancing the desired results such as performance of employees and reducing the job burnout. Present study focuses on PJF for job performance. In the last it is vital to stipulate for future research endeavors that relationship with diverse organizations factors like: role identity, wellbeing, organizational citizenship behavior, and satisfaction should be tested with regard to PJF.

Earlier studies are witnessed that problems of compliance are caused due to job burnout in organizations. Moreover, the burnout has a negative effect on PJF resulting decline in the level of EJP in organizations (Yang & Yu, 2014; Baker, Tims & Derks, 2012; Kristof-Brown & Jansen 2006). Present study designates that organization which attend PJF and detailed employee adjustment programs may experience to enhance level of performance and reduces burnout level in employees. Studies in future may focus on the organizational role to offer better facilities according to the needs of employees in a changing environment. By organizing similar larger sample

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the similar study can be done on employees in different sectors or comparative study may also be organized while linking possible connection between sectors and industries.

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