

A Comparative Analysis and Evaluation of Person-Organization Fit in Higher Education

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Abstract

This study examines person-organization fit among university teachers in higher education, focusing on comparisons based on gender, experience, qualification, and institutional sector. The research population included teachers from both public and private universities. A sample of 200 teachers was selected from the Faculty of Social Sciences using a stratified sampling technique. Data were collected through a standardized 35-item instrument designed to measure person-organization fit. Statistical analysis, including means and t-tests conducted in SPSS, was used to test the hypotheses. The findings revealed a significant difference in person-organization fit between teachers in public and private universities. Furthermore, significant differences were observed based on experience and qualification, while no significant difference was found based on gender. The results highlight the importance of enhancing person-organization fit in higher education institutions. It is recommended that universities implement strategies to improve the alignment between faculty members and organizational values to foster a better work environment and organizational performance.

Introduction

Person-Organization fit is described as the compatibility and relationship among the employees and firms and the significant comparative congruence of attributes, including ethics, values, and norms. P-O Fit's definition includes instances of the fulfilment of a basic need, esteem consistency, character compatibility among organizations and employees, also; shared organizations and employees' objectives. Additionally, the P-O fit can also be said as an individual culture fit or person-job fit. The P-O fit implies a similarity of qualities and desires among workers and managers. The idea of P-O fit lays on two rule suppositions: firstly, provision of needs, or necessity to the both parties and secondly, the sharing of necessary similar characteristics among organizations and employees. (Kristof, 1996).The existence of person-organization fit occurs at an upper level, including the awareness or unawareness about the conscious practices required to lead productive time in firms. However, given that it would help a few more employees than others remain unchallenged, sufficient amounts of individuals have to locate a fit for resistance. Individuals discover a relationship where their oblivious ideas of control, initiative, and social relations work together (James, 1999).

Furthermore, massive connections between the Person and Organization fit and turnover demonstrate that the P-O fit organizations' significance (Westerman & Cyr, 2004). Robbins and Judge (2009) said that an organization confronts a change, dynamic conditions, and employees who can promptly change undertakings and move effectively between groups. It is increasingly significant that workers' characters fit with the general's way of life than with the qualities of a particular activity. Moreover, the organizations had a good "fit" through further authoritative exercises, upgraded execution, and protection against change reinforcements. (Castka et al., 2001). Moreover, the P-O fit model may appear to be extraordinary; it is nearer to the reality that might be suspected. When workers do not esteem indistinguishable things from the organization they work for, it showed negative results. Alternately, the solid match between the expectations

of a worker and organization can prompt positive results, as more elevated levels of hierarchical duty. The P-O fit seems like the most grounded positive relationships with hierarchical duty and authoritative fulfillments, trailed by reasonable positive connections through work faith and work fulfillments with collaborators or managers, and negative relationships with a plan to stop. According to practices, P-O fit is considered to have corresponded with job execution or turnover but connected through relevant execution and extra-role practices. On the other hand, when a person may not fit for any suitable place, they might be unhappy all the time because a person feels that he or she might be the right fit for another particular place. In contrast, the institution or the organization risks go up due to low productivity, money, a bad influence on other people, disciplinary issues, a ranking of the institutes, and vice versa.

Human behavior and culture are the critical parameters in P-O fit. Behavior is how an individual interconnects or acts (Scudder & Lacroix, 2013). In-Person Organization fit, the behavior is biased most of the time, and culture is a plan of shared fundamental desires embraced by a team. It addresses the external and central integrated problems. Most of them that are performed in good manners, enough to be validly assessed, skilled the new followers to seeing the right approach, thinking, and feeling relating to those problems (Schein, 2010). This thought envelops all sorts of association and individual clashes. The individual may collaborate, just as its workforce, its physical administrations, and other unmistakable components, in a particular or given timeframe (Bitner et al., 1990). Moreover, it includes relational and non-human collaborations with association culture (Meuter et al., 2000). This examination subject is hugely speaking to the creator as one of the critical components in a person's corporate sector issues. Behaviorally-based systems describe a character through learning and practicing. Representatives or employees of an organization who faces different circumstances (low productivity), the person-organization fit influences their work practices and states of mind. Workers need to have to collaborate and seek help from collaborators. People who are disqualified or adequately experienced are not skilled for their occupations and their endeavors on occupants. Personal satisfaction gets diminished; however, different employees' help made individuals learn and get themselves stand again. Further studies show that it might be essential to know how individual job experiences, job happiness, and job execution might away the linked between individual-job person fit and structure values. The research outcome recommends that getting the correct fit needs a more appropriate method for evaluating individual characters and job-related qualities. The majority of the people prefer concerning their abilities, and their technical skills are appropriately utilized and appreciate their individual qualities on time to time. Individual Organization fit is crucial for possession up the conferred workplace that is important in a driven business atmosphere. Initially, specialists did not divide the different kinds of fit, but rather amid the previous 25 years, examines have progressively cantered on various types of fit or consistency. People who live in individualist social values to assume that freedom, rivalry, and individuals' accomplishments are crucial. The person who lives independently in Western cultures such as the US, UK, and Australia mark high on individualism.

Moreover, personality Organization Fit has a significant influence on the work engagement, job of a person, and attitude. The fit person for the job may not be work engagement is a positive psychological condition characterized by vigor, dedication, and absorption. It is the strength of mind during work time that means how efficiently a person completes his tasks. It also means the bravery of a person to put all the effort and energy into completing the assigned task and remain motivated for work even in failure. Person-organization fit explains the compatibility of an institute and a person. It evaluates how a person fit for a job, and the fit is the job for a person. It is linked with job availing, level of job satisfaction, commitment with the institute, and how effectively and nicely a person behaves with other staff members. This dimension of person-organization fit gives details about the match of needs of workers with the institute. These requirements include fair pay and some other compensation parameters from the company. Staff

behavior and effectiveness of work are strongly affected by these parameters. If these needs of a worker are satisfied by the institute, it will increase the worker's motivation and dedication. Person- organization fit is one of many features that has a substantial impact on work engagement. This factor plays a vital role in improving harmony and concordance between the staff and the company. This results in long and dedicated services offered by employees for their institute. This factor's study improves worker contentment, consumer satisfaction, love, and dedication of a worker for his work and institute, resulting in increased worker efficiency, which would ultimately increase the company's output and reputation. If a person is receiving the organization's institute's expected, it will improve job contentment results and reduce stress. Work engagement is strongly affected by job satisfaction that increases job satisfaction results in increased work engagement. If a person is getting what he expects from the job, this results in improved work engagement. This depicts that persons who are contented with their jobs show increased performance and output and contribute much more to work engagement through their positive approach than those who are dissatisfied with their job. The presence of transparency and unity in the firm motivates the employee and boosts confidence personally. The company can be only as productive as its people. Research findings have explained that many personality characters usually are advantageous when it originates to a corporate structure. It is also linked with being hard-working, disciplined, and hones, potentials that are generally prized in employees. The terminology cooperates structure to all of the trust, customs, traditions, and art of a specific culture. With these suggestions in mind, nature psychologists have developed an interest in the hero of academic culture in easy-going personality. During the organization's research, Person organization fit over many developed countries has also identified a connection between mental illness and social fit. Therefore, anyone job meets their personality expectation, then they are more likely to enjoy and kill their daily stress and might live longer. The quantitative research method was used to generalize the results and help other researchers conduct further research and numerically verify the research problem. Moreover, the researcher used the P-O fit questionnaire as an instrument for collecting data from the teachers teaching social sciences at public and private sector universities of Islamabad. Also, the survey technique was used to gather information. The present study was based on an analysis of person-organization fit at higher education level; further, the researcher identified the comparison among teacher's person-organization fit on the basis of gender, qualification, experience, and sector (including public and private universities). All the teachers were teaching in the session in February 2018 in the social sciences departments. The research population included all the teachers in Pakistan's higher education system from the public and private sectors. This research was carried out in government and private sector educational institutions of Islamabad. Moreover, this research questionnaire was distributed to the teachers of social sciences groups in NUML, IIUI, and QAU universities. To carry out the research, the researcher selected 211 teachers of social sciences in different (public and private) universities in Islamabad.

Total number of teachers

Universities	Education	IR	Economics	Psychology	Total
NUML	23	18	18	13	72
IIUI	17	16	29	30	92
QAU		16	14	17	47
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Sampling Procedure

A stratified sampling method was used for selecting the sample. The sample selected for this study were teachers from three strata including, public and private sector universities of

Islamabad, i.e., Islamic International Universities (IIUI), National University of Modern Languages (NUML), and Quaid-e-Azam (QAU) Islamabad.

Sample Size

10% of the population was selected as a sample. In this study, the total number of teachers was teaching social sciences subjects (IR, economics, psychology, and education) from all the public and private universities. In which 211 teachers selected were teaching social sciences subjects in public and private sector universities of Islamabad. However, only 200 teachers were available to fill the questionnaires. Thus, the sample was even reduced to 200 only.

Research Instruments

The used instrument or tool was 5 points Likert scale that consists of options from strongly agreed to agree, neutral, disagree, and strongly disagree. The instrument was based on the Chatman model. Therefore, the questionnaire was in a simplified form to gather data more easily. Moreover, the questionnaire consists of two parts in the first part; demographic details of the respondents were collected. The demographic information includes the gender, qualification, experience, and sector in which the teachers were teaching. On the other hand, in the second part, different questions were asked related to (the primary variable of) the research i.e., P-O fit. A total of 35 items, each item of the instrument was defining the mindset of the employee and their adjustment in the organization.

Data collection

The researcher approached three private and public sector universities in Islamabad to collect the required data. Furthermore, the researcher contacted each teacher from the social science departments teaching economics, psychology, IR, and education to ask their availability to fill the questionnaire. After the filling of questionnaires, the desired data was collected for analysis.

Delimitations of the study

The present study was restricted to universities (both private and public) of Islamabad only. Therefore, the research was conducted by surveying three universities in Islamabad. Moreover, the teachers teaching in universities were more in number, and the entire survey was required to be conducted by the researcher at her own expense. Due to this fact, the population was limited to sociologists' employees and the board studies of the three public and private sector universities in Islamabad.

Discussion of the Literature Findings

Every acknowledged and substantial study revealed the relationship between person organizations go with the positive and negative resultant, except for Ostroff's (1993) study. All the studies about the association between P-O fit with a person's positive and negative behavior were acknowledged. Acknowledged studies are categories below; the distinct studies of person-organization fit upshot the behavior, attitude, and intention of employees. New employees' behavior, intention, and attitude and recruitment organization are the consequence of person-organization fit. Most of the studies about employee's behavior, intention, and attitude show the positivity between person adjustment and organization, firmly, and negatively intent to quit (Chatman, 1991). Job is the satisfaction and organizational commitment forecaster (O'Reilly et al., 1991). A positive work attitude is straightly related to it (Posner, 1992). Organizational commitment is the positive response related to job satisfaction, and the intention to quit is a negative attitude. Job satisfaction and commitment to the organization were associated with work on time (Meglino et al., 1989). As a result, the early employment period preference is given to staying with the organization. Vandenberghe (1999) was the forecaster of contextual and task performance. Maintaining the organization and having the willingness and job satisfaction to

recommendations are related to positivity (Tepeci, 2001). Self appraised work performance is positively responded (Tziner, 1987), and promotions and salary increment results from the positive performance. Organizational satisfaction has a straight affect on job promotion and salary increment in organizational tenure. Two investigating studies revealed that moderators' impacts in person-organization fit and work-related variables are different following moderator variables. One of the studies shows that demographic changes did not moderate relationships (Posner, 1992). Another study revealed that a person working with the organization has to work cooperatively in the association of people to improve working ability. It is only possible when individuals and organizations have a moderate relationship (Adkins et al.,1992). Moreover, one of the studies demonstrated the assorted outcome about working attitude had a complete outcome for the mediation relationship among intention to be in the relatable work environment; mediation had impacts for values of congruence, and personality congruence has no substantial mediation (Westerman & Cyr,2004). Cogitation was different about climate person interaction did not significantly explain the variation in a person's behavior and attitude beyond climate and personal orientation (Ostroff's, 1991). Two studies are investigated incongruence and examined the relationship between congruence and outcome variable effects. Non-congruence was connected with job dissatisfaction, leading to insufficient supplies and tension that leads to dissatisfaction for the job. All the essential stages of values are due to an excessive level of supply or insufficient level. Another study demonstrated these. A study related to a person's well-being and the value of supplies increased and resulted in a higher productivity level (Edward & Rothbard, 1999). Moreover, several studies were mainly on individuals seeking jobs. New applicants and new employees demonstrate their behavior and intention towards the organization's recruitment based on the salary that positively fits the person-organization fit (Judge & Bretz, 1992). To demonstrate the attractive policies of pay that play a role in attracting employees and job or work choices related to this, Schneider (1995) and Arygris (1957) disagreed that for significant fit. While working in an organization may lead to an inability to adopt the changes in the individual's environment choice in a job as the behavior and intention of finding a job was different. It has been investigated (Judge, 1994), particularly in person-organization fit the individual's behavior about preference was upright and made the actual choice for organizations. A study focused on job search behavior as it determines the time of person-organization fit. In this study, job seeker candidates said they anticipate fitting with these companies. They were interviewing based on interaction with the formal organizational representative (i.e., recruiter) and informal contact with other infirm (Rynes et al., 1991). The company's fit assessment was based on its industry/product, general reputation, attitude, working, training and advancement opportunities, geological location, and firm functional area (Rynes et al.,1991). This was the only exception study in person-organization fit literature. In individual person-organization fit during the organizational entry, the person organization literature is based on consequences, not antecedents.

Research Methodology

This chapter explains the methodology used for conducting the research. Furthermore, this chapter explains (1) the procedure of the study, (2) sample size, (3) sampling techniques, (4) research design, (5) data collection, and (6) selection and analysis of research instrument.

Research Approach

To generalize the results and help other researchers conduct further research, the quantitative research approach was used to verify the research problem and generated better results numerically. Moreover, the quantitative research method was used to compare the person or organization fit on a different basis (including gender, sector, experience, and qualification). Furthermore, the survey using the quantitative research method consisted of 35 questions with five points Likert scale. The research aimed to conduct 211 teachers teaching social sciences and

higher education level institutions (public and private sector universities). The questionnaire was given to the teachers to respond to each question. However, only 200 survey results were filled and included in the research for further analysis.

Research Design

The study was conducted by adopting the quantitative research approach, further research was designed, and the teacher's person-organization fit was studied. The methodology through which the research was conducted is explained in this section. The survey method was used to the present research, and the research was descriptive and quantitative. Descriptive analysis was run on the data, facts, and numerical information to get results from the survey. Moreover, the descriptive was used to analyze the data consistently and interpret quantitative information on the basis of objectives. The research was focused on comparing person- organization fit at higher education level among teachers. Thus, the data was statistically analyzed to produce results. Furthermore, the quantitative approach was used to gain more accurate and precise results. All the responses were collected from the respondents and statistically analysed to get results. Firstly, the comparison of person-organization fit level among teachers was analysed, and then the level of person-organization fate level among teachers on the basis of gender, qualification, experience, and sector (public and private universities).

Population of the Study

The study was carried out to estimate the Person Organization Fit of the teachers teaching in higher education sector. The research population included all the teachers in higher education system from the public and private sectors. This research was carried out in government and private sector educational institutions of Islamabad. However, there were many different (government and private) educational institutions in Islamabad, and due to reduced resources, the area of my study was restricted to Islamabad only. Moreover, the questionnaire of this research was distributed to the teachers of social sciences groups in NUML, IIUI, and QAU universities.

Sample and Sampling Technique

A stratified sampling technique was used as a sampling technique in the present research study. The stratified sampling technique provides more coverage of the population and precision because the researcher could control the subgroups or strata to ensure their presence in the sampling. The sample selected for this study were teachers from three strata including, public and private sector universities of Islamabad, i.e., Islamic International Universities (IIUI), National University of Modern Languages (NUML), and Quaid-e-Azam (QAU) Islamabad. The sample size for each stratum is determined through relative administration, and the detail about the number of teachers in the concerned departments.

To carry out the research, the researcher selected 211 teachers of Social Sciences in different (public and private) universities in Islamabad. So the questionnaire is distributed to all the teachers, 200 filled questionnaires are received. Eleven teachers were not able to fill the questionnaire because of their busy schedules. The one private sector university was compared with public sectors to analyze the P-OFit value among private and public sector teachers.

Total number of teachers

Universities	Education	IR	Economics	Psychology	Total
NUML	23	18	18	13	72
IIUI	17	16	29	30	92
QAU		16	14	17	47
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Sample

The sample consisted of 211 teachers who were selected from three public and private sector universities. According to Sekaran (2003), sampling is the technique used to find the exact number of representations from the selected area to make it more valid. Therefore, the desired results could be generally applied to the entire area. A total of 211 questionnaires were distributed to 3 selected university teachers. However, only 200 teachers were available to fill the questionnaires. Thus, the sample was even reduced to 200 only.

Data Source

The primary data source was used to attain responses from teachers of 3 public and private sector universities of Islamabad by conducting the survey.

Research Instrument

The questionnaire was based on the Chatman model (1989) that consist of two-part as in the first part, demographic detail of the respondents was included. In the second part, different questions were asked related to (the primary variable of) the research. The used instrument or tool was 5 points Likert scales consisting of options ranging from strongly agree to strongly disagree. The 5 points Likert scale is employed (recommended by many researchers) because it reduces the participant's frustration level of responding and helps increase the response quality and response rate. Moreover, the demographics included the teacher's sector (public or private institutions), experience, qualification, and gender. While all the other 35 items were identifying the level P-O fit in the teachers (the compatibility among teachers and their institutions. Furthermore, the scale selected was highly reliable as all the items were highly correlated with one another. The estimated reliability was .995 which was considered as good reliability value.

Data Analysis of The Data

This chapter includes the analysis and interpretation of the collected data and a detailed discussion about the findings. The present study was focused on "the comparative analysis on person organization-fit at a higher level." All the participants selected for the research were teaching during the session in February 2018. Teachers from social science department teaching psychology, education, IR, and Economics in public and private universities of Islamabad were selected. The questionnaire was initially distributed among 228 teachers of social sciences at public and private universities of Islamabad. However, only 200 questionnaires were filled and received for further analysis. The data was collected using a personality organization fit P-O Fit instrument based on primary and secondary variables, including person-organization fit and experience, qualification, salary, gender, respectively. The sample was taken under consideration to conduct the research rather than the whole population. Therefore, only three universities and 211 teachers were selected to conduct the research. Moreover, the scale P-O Fit was further categorized into sub-scales such as qualification, experience, age, and gender (of teachers). The questionnaire or scale consists of 35 items to evaluate the teacher's characteristics while working in public or private sector universities. The experts identified the validation of the scale at the National University of Modern Languages, Islamabad. Furthermore, the collected data using P-O Fit was analyzed and interpreted in this chapter to see either the hypotheses are accepted or not.

Demographic Characteristics

Sector-wise demographics (N=211)

No	Sector	Frequency	Percent
1	Public	128	64%
2	Private	72	36%
3.	Total	200	100%

The Table shows sector wise distribution of the participants including 200 teachers participated. Both teachers of public and private universities of Islamabad participated in this research including, 128 (64%) teachers from public sector and 72 (36%) from private sector.

Department-wise demographics (N=200)

Sr. no	Departments..	Frequency.....	Percent.....
1.	Education	35	17.5
2.	IR	45	22.5
3.	Economics	59	29.5
4.	Psychology	61	30.5
	Total	200	100.0

The Table showed that 200 teachers participated in the present study. The teachers teaching in Education department were 35 (16.5%), IR were 45 (22.5%), Economics 59 (29.5%) and Psychology department 61 (30.5%) participated in the present research.

Gender-wise demographics (N=200)

No	Gender.....	Frequency.....	Percent.....
1	Male	88	44
2	Female	112	56
3.	Total	200	100.0

Table showed gender-wise selection of the teachers. Male teachers were 88 (44%) who participated in the study and female teachers were 112 (56%). Therefore, most of the teachers participated were female teachers.

Qualification-wise demographics (N=200)

No	Qualification	Frequency	Percent
1.	M. Phil	109	54
2.	PhD	91	45
3.	Total	200	100.0

The Table showed the qualification division of teachers. The teachers having M. Phil degree were 109 (54%) and teachers having PhD degree were 91 (45%). Therefore, the majority of the teachers were having M. Phil degree.

Experience-wise demographics (N=200)

No	Experience (years)	Frequency	Percent
1.	1-3	81	40.5
2.	4-6	64	32.0
3.	7-9	55	27.5
	Total	200	100.0

The Table showed the experience-wise distribution of participants. The teachers having experience from 1 to 3 years were 81 (40.5), 4 to 6 years were 64 (32.0) and 7 to 9 years were 55 (27.5). Thus, the teachers having less experience were more than other teachers.

Summary of the data

After collecting the data from 200 teachers who filled the 35 items P-OFit scale, the present study was analyzed. The statistics of the collected data were measured using software called SPSS. In SPSS, the data was recorded to run the analysis

Summary

The present research was conducted to identify the level of person-organization fit among teachers teaching in the higher education sector, including public and private universities. The teachers were teaching different social science subjects, such as education, IR, economics, and psychology. The universities selected to conduct the present research would both public and private, and the teachers were from the National University of Modern Languages (Numl), International Islamic University, Islamabad (IIUI), and Quaid.e.Azam University (QAU). Among these universities, two were public, and the other one was a private university. The selected teachers were teaching the subjects mentioned above; however, the teachers' teaching education at QAU University was not selected.

Moreover, to conduct the research, the quantitative research method was used to gain accurate and numerical results. Also, descriptive was used to analyze results numerically and clearly. In order to target a specific group of teachers from the population, a small sample of 200 teachers were selected by using a stratified sampling technique. However, the initial sample was 211 teachers, out of which 11 teachers got busy and left the research. Chatman developed the research instrument used for the present research and is known as a person-organization fit questionnaire. The instrument contained 35 items to measure the level of person-organization fit among teachers on the basis of their experience, qualification, gender, and sector (public and private universities). Furthermore, the research in the respective universities was conducted after getting permission from the universities' Director. Afterward, the teachers were asked to fill the questionnaire. Thus, the primary data was collected after conducting this survey. Further, the data were statistically analyzed, and for the in-depth analysis, the data was analyzed in SPSS software. The mean values above 3.00 showed that the sample (teachers) did not agree with the questionnaire's statements or items. After statistical analysis, the t-test was run for the data to identify the significance level of variables. The reduced significance values showed that the hypothesis was rejected. There was a statistically significant difference on the basis of gender, experience, qualification, and sector (public and private universities) among social science teachers. As per numerous investigations, organizations are more effective, and people inside organizations improve the situation if person-organization esteems consistency exists. Person-organization fit prompts more prominent constructive outcomes. The positive results for workers incorporate upgraded representative employment states of mind, decreased pressure, turnover, higher responsibility, more prominent fulfillment, beneficial outcomes on self-report appraisals of cooperation, and inclinations toward moral conduct. Organizations likewise get constructive outcomes from the person-organization fit. Workers will probably impression as though they are an essential asset of the organization. They are propelled in light of the evidence that tenure in the organization has to learn from them. Arrangement and Kennedy said employees who comprehend what their companies' remains for and what norms they are to build are considerably more prone to settle on options that would bolster these measures. High person-organization fit likewise improves the probability that additional part practices (master social acts that are not sincerely mentioned in the person's set of working roles and that principally essential the organization rather than the people) will happen, and people will feel more valuable and equipped in the company. Employees with a definite feeling of shared qualities will probably decay advancement on the off chance that they believed they couldn't allocate with the obligations. At the same time, they would not like not to misuse the organization. In examining line managers, when their efforts coordinated the organization's qualities, the chiefs worked

harder, were more committed to the objective, were more positive they would stay with their company for the following five years or even more periods. The administrators settled on better choices, by and large, since their view of shared qualities guided them. At that point, when esteems harmoniousness reduced, administrators communicated expanding degrees of pessimism about the level of moral worry of their companions, subordinates, and directors.

Findings

Teachers who took part in the present study were teaching in both public, and private sector universities in Islamabad, including 128 (64%) teachers from public universities and 72 (36%) teachers were from private sector universities.

The findings showed that 200 teachers teaching in public and private universities participated in the research. Table 4.2 showed that the teachers teaching in the Education department were 35 (16.5%), IR was 45 (22.5%), Economics 59 (29.5%), and Psychology department 61 (30.5%) participated in the present research. Therefore, the teachers teaching from various departments of social sciences of public and private universities were the participants of the present research. Most of the teachers who participated were from the Economic and Psychology department.

The selection of the teachers on the basis of their gender showed that male teachers were 88 (44%) who participated in the study and female teachers were 112 (56%). Therefore, most of the teachers who participated were female teachers.

The findings of table 4.4 showed the qualification of teachers. The teachers with M. Phil degree were 109 (54%), and teachers with a PhD degree were 91 (45%). Therefore, the majority of the teachers had M. Phil degree.

Moreover, it was found in table 4.5 that teachers' experience was categorized into three groups. The teachers having experience from 1 to 3 years were 81 (40.5), 4 to 6 years were 64 (32.0), and 7 to 9 years were 55 (27.5). Thus, the teachers having less experience were more than other teachers.

The objective to explore the level of person-organization fit among teachers of public and private universities was identified through the level of significance that was $p < 0.05$ and negative t-value (-19.536) showed a statistically significant difference in person-organization fit among teachers of public and private universities. Therefore, teachers of public and private educational institutes had different conceptions of the persons related to their organizations. Moreover, the mean of the public sector (78.7188) and private sector (150.9722) showed a high level of person-organization in private sector teachers. Therefore, there was a significant difference in person-organization fit among teachers of public and private educational institutions. Also, the private teachers were more satisfied with their institutions due to more mean value than public sector teachers.

Conclusions

The present research results show statistically significant results to determine the level of Person-Organization fit in the teachers teaching at higher educational institutions. The teachers were teaching social science subjects in the universities of Islamabad. Therefore, the present study divided the sample into groups to identify the level of person-organization fit on the basis of the sector (public and private universities), gender, experience, and qualification. Therefore, the study's objectives and further analysis revealed a significant difference in the level of person-organization fit in the teachers on the basis of sector, experience, and qualification.

The analysis ran to identify the level of person-organization fit on the basis of the sector showed a significant difference between the teachers. The private sector teachers had more level of person-organization fit rather than public sector teachers. Thus, there were varying values of person-organization fit in the teachers of both public and private sector. Moreover, the teachers, both male, and female had similar conceptions about their organizations or institutions, and the

level of person-organization fit is slightly higher in males. However, there was no significant difference that had been highlighted.

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