



VICHAARA
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VIVEKANANDA INSTITUTE OF MANAGEMENT STUDIES
COIMBATORE, TAMILNADU, INDIA



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Vichaara in Sanskrit language means academic activities deeply engaged in systematic studies and researches on socio-political and economic topics. It also means reflective thinking and self enquiry.

Objectives of Vichaara

1. To be a vehicle of academic research, documentation and dissemination of management innovation and practice.
2. To maintain the quality of publication by means of achieving high Impact Factor and securing a coveted place in the Social Science Index Citation and online databases.

VICHAARA An International Journal of Management, ISSN print version (ISSN NO: -----) is a bi-annual double blind and peer-reviewed journal promoted by Vivekananda Institute of Management Studies. *Vichaara* is a medium for academicians to share the current developments and perspectives on research stratagem, business/ management diplomacy and paradigms of Business, Management and allied Social Sciences. The journal invites robust papers that contribute to the area of research in business management and related disciplines. Every issue of the journal carries the following features:

Business Research

This section is designed to be quantitative, empirical in nature and can include the summary or findings of completed research or work in progress.

Contemporary Management Thoughts

Articles based on current issues and contemporary trends in business and management will be included in this section.

Case Studies

Business and management practices in diverse, institution – context specific cases will find place in this section.

Book Reviews

Reviews on books pertaining to contemporary management thoughts, general and professional practices are incorporated in this segment.

Management Practices

The best management practices are to be included under this section:

- The interviews of CEOs / Young Entrepreneurs,
- Success stories of High Performance Enterprises,
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To disseminate Indian Ethos and Values in management learning and business practices and evaluate the same as success ingredients in management.

(INSIDE FRONT COVER PAGE)

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- **Sample Reference to Chapter in Book**
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- **Sample Journal Reference**
Pandey & Raman, (2012). Financial Inclusion in Uttar Pradesh and Bihar. Journal of Social and Management Sciences, 41 (2), 147-164

Guidelines for submission of Book reviews

Vichaara invites the submission of spontaneous book reviews on current management themes.

- The reviews can range from 1500-3000 words.
- The reviews can be written either by a single reviewer or by more than one.
- Reviews should give a brief introduction about the title of the book and author (s).
- Reviews should make a clear attempt to comprehend the issues or problems highlighted in the book.
- It should objectively evaluate conceptual foundation of the book with its strengths and weaknesses
- The usage of references should be avoided to the maximum. If used APA reference style is preferred.

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Manuscripts must be sent as an email attachment to editorvichaara@gmail.com along with scanned copy of Declaration Form and Copyright Form

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- ✓ Acknowledgement of paper received via e-mail: 5 working days
- ✓ Intimation of paper status: 60 days

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Last date for Submission: July 15 th	Last date for Submission: December 15 th

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Editorial

It is heartening to see that the first issue of the VICHARA AN INTERNATIONAL JOURNAL OF MANAGEMENT has been brought out successfully. An educational journal is a platform where knowledge gets amplified and disseminated; research results and innovations are documented and unique experiences are shared for enhancement of knowledge.

The design architecture of *Vichaara* is made in such a way that it becomes a comprehensive document to reflect the different dimensions of Management discipline. **Business Research** forms the core part wherein original, empirical based research papers are included. Four such studies find a place in the current issue: 1) “Impact of Person Environment Fit on Job Satisfaction” 2) “A Study of Financial Position of Selected Steel Industries Ltd in BSE” 3) “Impact of Advertisement on Jewel Purchase Decision: A Study in Coimbatore District” 4) “Feasibility of Online Marketing: A Study in Coimbatore District”.

Another Dimension is about **Contemporary Management Thought** which include a new concept namely “Servitude” and another is on FDI in Retail Sector. A concept based **Case Study** namely Transformation from CRM to CMR finds its application in yarn marketing. **Book Review** is an added feature. An exclusive section on **Management Practices** is included to throw insights into successful entrepreneurs as well as robust enterprises and the coordinates and ingredients of success phenomena. The section devoted to **Revisiting Native Wisdom** provides scope for rediscovering native management perception and practices prevailing since ancient times in India as well as in other old world countries.

We invite scholarly articles and research papers and write ups on robust cases and highlights of successful enterprises and business leaders

Suggestions and views from readers and scholars are solicited for the qualitative improvement of the journal

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BUSINESS RESEARCH

IMPACT OF PERSON– ENVIRONMENT FIT ON JOB SATISFACTION:A STUDY CONDUCTED AMONG EMPLOYEES OF ROOTS INDUSTRIES INDIA LTD, COIMBATORE.

Dr Rupa Gunaseelan, Associate Professor, BSMED, Bharathiar University.

Abstract

Today's business scenario makes the organizations to respond hastily against the universal challenges and competitions, to meet the challenges the business organizations need universally proficient manpower. Hence the organizations need to recruit fit personnel and assess how intensely the recruits fit with the organization environment. The researcher coined the current study as an attempt to measure the impact of person– environment fit variables individually on job satisfaction of the employees of Roots Industries India Limited– Coimbatore. Moreover the researcher employed Descriptive research design and adopted Census survey to collect data from the recruits of the selected organization. The statistical tools used were descriptive analysis, correlation and regression analysis. Based on the analysis made, the results show evidence that 'the match between personal and superior's values' *Person – Person fit* variable a sub variable of person – environment fit have significant impact on job satisfaction of organization employees.

Keywords: Person –Organization fit , Person –Job fit , Person -Vocation fit, Person –Group fit, Person – Person fit, Job satisfaction.

Introduction of the Study

The global business environment and its resultant competition, particularly the introduction of various technologies made the organizations to recruit and retain the talented persons, to improve and maintain their targeted goals. Human resource is one of the main forces which drive the goals of the organizations towards success as well; the human resource must fit the organization environment and its factors, to be a successful vigor.

The aforementioned essentials channel the need for this study. The fundamental need for the fit research shows that the outcomes are a function of the interaction between individuals and their environments, where good fit typically results in positive outcomes for the individual (Kristof 1996). Here the researcher attempts to analyze impact of person – environment fit on job satisfaction of organization employees.

The research on person-environment fit and job satisfaction helps to analyze the level of satisfaction of each individual on job with reference to his or her working environment.

Statement of the Problem

The job market is characterized by an oversupply of talent and under these circumstances the organizations have to recruit the fit personnel which would result in positive consequence; conversely the negative consequence of fit will result in bad recruits.

The purpose of this study is to help the organization to concentrate on measuring the environment fit which includes person – organization fit, person – job fit, person – vocation fit, and person – group fit and person – person fit variables in it. Measuring the satisfaction of recruits by measuring those areas will help the organization to improve and contemplate on feeble areas and improve job satisfaction which would also result in good workforce.

Need for the Study

The fast moving business scenario induces organization in recruiting competent persons. The competent personnel who well fits with his/her organization environment alone contributes for gratifying success of his/her organization and its goals.

The need of studying environment fit and its outcome job satisfaction will make the organization to quantify employee satisfaction in terms of either organizational or individual characteristics. This would also help the organization to trace out how people make sense of their environment.

This would also help to analyze and present important information regarding recruiting the fit personnel. These statistics can be used to make better decisions, and also focus on actions in order to receive the best return on investment.

Scope and Significance of the Study

Recruiting adept human resource is the focal challenge faced by the business in the present outlook in India. Since India has large educated pool, the gap arises not in the stipulations of numbers but in the requisites of skills and requirements. It is anticipated that at least a part of business letdown crop up from unproductive hiring decisions or the inability to attract the right and requires talent.

This study helps in identifying the perfect personal for the job and removing the inefficient person out of the system. This also helps organization to remove the bottlenecks uncontrolled in the system and design the recruitment strategy in an effective way.

Objectives of the Study

- To examine the environment fit of organization employees
- To analyze the relationship between Person – Environment fit variables and Job Satisfaction
- To examine the impact of person – environment fit variables on job satisfaction.

Hypothesis of the Study

Explanation of Terms

Person –Environment (P-E) fit variables

Person –Organization (P-O) fit

Person –Job (P-J) fit

Person -Vocation (P-V) fit

Person –Group (P-G) fit

Person – Person (P-P) fit

- There is no significant relationship between Person – Environment fit variables and Job Satisfaction
- There is no significant impact of Person – Environment fit variables on Job Satisfaction

Research and Research Methodology

In this study, Descriptive research design is used. Descriptive research design is concerned with describing the characteristics of a particular individual, or a group. Here, descriptive research design is employed to study the information regarding the relationship between the dimensions of person – environment fit and job satisfaction. Primary purpose of this research study is to measure the impact of Person – Environment fit variables on job satisfaction of organization employees.

Census Survey

According to Kothari (1985), a complete enumeration of the entire item in the population is known as a census inquiry and in such inquiry, when all items are covered, highest accuracy is obtained.

The study was conducted at Roots Industries India Limited, Coimbatore. The total no of new employees employed during particular recruitment period is 54. As the population of this study is small, the researcher adopted *census survey* where complete population of new recruits during particular recruitment period is considered.

A Study on Literatures on the Topic Selected

DEFINITION OF THE TERMS

PERSON –ENVIRONMENT (P-E) FIT

According to Holland (1997) and Schneider (1986) the concept of person – environment (P-E) fit is defined as “the degree of congruence or match between a person and environment“. Kristof – Brown (2006) later explains that P-E fit is multi – dimensional and constructed the *five* dimensions as stated and explained under

- Person – Organization (P-O) fit
- Person – Job (P-J) fit
- Person – Vocation (P-V) fit
- Person – Group (P-G) fit and
- Person – Person (P-P) fit.

Person –Organization (P-O) fit

Kristof (1996) defines Person - Organizational fit as the compatibility between people and organizations. In employee selection research Judge and Ferris (1992) conceptualized P-O fit as that match between an applicant and broader organizational attributes. Fit between an individual's values beliefs, attitudes and personality and the values, norms and culture of the organization.

Person - Job (P-J) fit

Edwards (1991) defines Person-job fit as the fit between the abilities of a person and the demands of a job or the desires of a person and the attributes of a job.

In pursuing person – job fit companies seek to match the job holder's knowledge, skills and abilities to the requirements of the job. Companies can ascertain person – organizational fit by focusing on how well the individual fits with the culture or values of the company and the individual's capacity to work well the fellow employees.

Person – Vocation (P-V) fit

Holland (1985) describes person-vocation fit as the congruence between a person's interests, abilities, characteristics and the requirement of their vocation. It explains the fit between a person's interest, abilities, values and personality and his or her chosen occupation, regardless of the person's employer.

Person – Group (P-G) fit

Kristof (1996) explains Person-group fit as the extent to which people share similar characteristics with their work-groups, the congruence between an individual and the work group is achieved when one's needs are met by the actions of the group members.

Person – Person (P-P) fit

Muchinsky & Monahan (1987) describes Person-person fit as that which transpires when people perceive themselves as fitting in because they are alike or similar to other people possessing the same characteristics. Phillips and Connell (2003) further explain that people experience peer cohesion as the new employees personalities align with the personalities of the team members.

Job Satisfaction

Locke (1976) defines job satisfaction as “pleasurable emotional state resulting from the appraisal of one’s job; and affective reaction to one’s job; and an attitude towards one’s job”.

Review of Literatures

A detailed review of literature has been made to find out the research gap and to identify the relevant researchable issues for the study. The following are the reviews:

Bottger and Barsoux (2012) in their work titled ‘Masters of fit: how leaders enhance hiring’ explains that hiring leaders need to check for fit and to ensure a good match; leaders must be capable of discerning a candidate’s character and motivation. That is the leader’s value adding role in the interviewing process. So the leader can decide the fit level of the candidate in three ways which are also considered as an emerging need of organization. This can be measured in three ways: fit with the job, fit with the leader and fit the others. Fit with others includes fit with the team and fit with the organization. It also explains that leaders must continuously upgrade the quality of their hiring diagnostics. While intuitive judgments contribute to effective hiring, leaders must also be aware of their preferences and prejudice. They can offset their selection biases by asking questions that help them reconsider their first impressions.

Billsberry et al., (2005) in their paper titled ‘Towards a composite map of organizational person – environmental fit’ explores the concept of person – organizational fit to extend the existing literature by revealing organizational members’ sense of fit using casual mapping and storytelling. The study resulted in suggestion that respondent’s sense of fit is influenced by five main factors: job, People, organization, employment and work / life balance. A further thirteen sub- dimensions relating these factors are also outlined in the paper. The importance of fit and misfit as independent variables in the explanation of specific work- related behavioral outcomes are discussed.

Samarakoon et al., (2008) in their research article titled ‘Factors that influence hiring the right person for the right job in Sri Lankan service sector organizations’ explained that “What factors prevent Sri Lankan service sector companies from hiring the right person for the right job?” they also identified person-job fit to be one of the key types of “fit” and formulated the following research question:

“What factors enable Sri Lankan service sector companies to make hiring decisions that ensure person-job fit?” Eight independent variables that were indicated by literary sources to be antecedents of person-job fit were identified and these were categorized under the broad headings of process related variables, people related variables and policy related variables. The sample consisted of 38 companies in seven industries within the Sri Lankan service sector. Likert scale questionnaires were administered to the Heads of Human Resources Management at each of these companies. Several interviews too were held with some of the persons in the sample in order to get qualitative responses and the rationale responses. , it was found that out of the variables identified, all except policy related variables had an influence on the level of person-job fit in organizations.

Brown (2011) in her thesis titled ‘Measuring the impact of person - environment fit and Its Affective Outcomes- A Case Study of International Cooperation and Development Fund’, expressed that the major purpose was to measure the impact of person-environment fit on employees job satisfaction, organizational and career commitment, intention to leave and organizational citizenship behavior. The target of this study was the employees of International Cooperation and Development Fund. A quantitative method was adopted. The statistical methods utilized were reliability analysis, descriptive analysis, regression analysis and correlation. The results of the study displayed that all the person-environment fit variables have a significant impact on the aforementioned outcomes.

DATA ANALYSIS AND INTERPRETATION

Objective 1: To examine the environment fit of organization employees.

Total mean score on Person -Environmental (P-E) fit

S.No	TERMS	Mean Scores
1.	Person-Organization(P-O) fit	3.96
2.	Person- Job(P-J) fit	3.95
3.	Person – Vocation (P-V) fit	3.93
4.	Person- Group (P- G) fit	3.85
5.	Person-Person(P-P) fit	3.92

Note: The 5- Point Likert scale is used (Source: Primary Data)

From the above table it is evident with mean score 3.96 and 3.95 that there is high agreement amongst employees with respect of the level of their organization and job fit when compared to others fit. The results continue to show that there is a moderate agreement amongst employees in relative to person –vocation and person – person fit with mean score 3.93 and 3.92. Furthermore the least mean score 3.85 shows that there is low level of agreement among organization employees regarding their group fit.

Objective 2: To analyze the relationship between Person – Environment fit variables and Job Satisfaction

H₀: There is no significant relationship between Personal Environment fit and Job satisfaction.

Explanation of abbreviations used

(PO) - Person –Organization fit

(PJ) - Person –Job fit

(PV) - Person -Vocation fit

(PG) - Person –Group fit

(PP) - Person – Person fit

(JS)- Job Satisfaction

Correlation between Environment fit variables and Job satisfaction

		PO	PJ	PV	PG	PP	JS
PO	Pearson Correlation	1					
	Sig. (2-tailed)						
PJ	Pearson Correlation	0.17	1				
	Sig. (2-tailed)	0.23					
PV	Pearson Correlation	0.21	.385(**)	1			
	Sig. (2-tailed)	0.13	0				
PG	Pearson Correlation	0.14	0.24	0.26	1		
	Sig. (2-tailed)	0.31	0.08	0.06			
PP	Pearson Correlation	0.18	0.16	0.04	.437(**)	1	
	Sig. (2-tailed)	0.19	0.24	0.78	0		
JS	Pearson Correlation	-0.02	.362(**)	0.26	.341(*)	0.16	1
	Sig. (2-tailed)	0.87	0.01	0.06	0.01	0.24	

The 5 – Point Likert Scale is used (Source: Primary Data)

** Correlation is significant at the 0.01 level (2-tailed)

* Correlation is significant at the 0.05 level (2-tailed).

Person – Environment fit and Job satisfaction

The table shows the relationship between Person – Environment fit variables and job satisfaction of organizational employees.

Person – Organization fit is negatively correlated ($r = -0.02$, $\text{sig} = 0.87$) to job satisfaction. Person – Job fit is positively and significantly correlated ($r = .362$, $\text{sig} = 0.01$, $p < 0.01$). Person – Vocation fit is positively correlated ($r = 0.26$, $\text{sig} = 0.06$). Person – Group fit is positively and significantly correlated ($r = .341$, $\text{sig} = 0.01$, $p < 0.05$) and Person – Person fit is positively correlated to Job Satisfaction ($r = 0.16$, $\text{sig} = 0.24$) of organizational employees

MULTIPLE REGRESSION

Objective 3: To examine the impact of Person – Environment fit variables of Job Satisfaction.

H₀: There is no significant impact of Personal Environment fit and Job satisfaction.

Coefficients (a) Dependent Variable: **Job Satisfaction**

Note: The 5- Point Likert scale is used (Source: Primary Data)

S.No	Person – Environmental Fit variables	Beta	T	Sig
Person – Organization fit				
1.	Identification of organizational goals	0.075	0.498	0.621
2.	Identification of organizational culture	0.172	1.168	0.25
Person – Job fit				
3.	Good fit between job and job expectations	0.144	0.907	0.370
4.	Finest match between job demands and professional skills	-0.030	-0.178	0.859
5.	Good fit between personal interests and present work	0.123	0.759	0.452
Person – Vocation fit				
6.	Suitability between professional skills and current vocation	-0.116	-0.776	0.442
7.	Willingness to stay in current occupation	0.215	1.404	0.168
Person – Group fit				
8.	Match between personal and work group values	0.179	1.134	0.264
9.	Getting along with group members on day to day basis	-0.007	-0.040	0.968
10.	Social enjoyment with group members at free time	-0.077	-0.513	0.611
11.	Working with the people work group is best part of job	0.122	0.642	0.525
Person – Person fit				
12.	Match between personal values and superiors values	-0.369	-2.368	0.023
13.	Satisfaction on relationship with co-workers	0.199	1.320	0.194

Person- Organizational fit

From Person- Organizational fit perspective the statement identification of organizational goals with parameter (0.075), t ratio (0.498) and ($p>0.05$) follows the statement identification of organizational culture has a positive parameter (0.172), t ratio (1.168) and ($p>0.05$) which is not significant and not influencing job satisfaction.

Person – Job fit

From the Person – Job fit perspective the statement Good fit between job and job expectations with parameter (0.144) t ratio (0.907) and ($p>0.05$), follows the statement Finest match between job demands and professional skills with negative parameter (-0.030), t ratio (-0.178) and ($p>0.05$), also follows the statement with parameter (0.213), t ratio (0.759) and ($p>0.05$) that there is a Good fit between personal interests and present work. The negative parameter shows the negative impact on job satisfaction. And the Person – Job fit variables have no significant impact on job satisfaction.

Person – Vocation fit

From the Person – Vocation fit perspective the statement suitability between professional skills and current vocation, with negative parameter (-0.116), t ratio (-0.776) and ($p>0.05$), follows the statement Willingness to stay in current occupation with positive parameter (0.215), t ratio (0.404) and ($p>0.05$). This shows that person vocation fit variables have no significant impact on job satisfaction.

Person – Group fit

From the Person- Group fit perspective the statement match between personal and work group values with positive parameter (0.179), t ratio (1.134) and ($p>0.05$), follows the statement getting along with group members on day to day basis with negative parameter (-0.007), t ratio (-0.040), and ($p>0.05$), follows the statement social enjoyment with group members at free time with negative parameter (-0.077), t ratio (-0.513), and ($p>0.05$), working with the people work group is the best part of job shows parameter (0.122), t ratio (0.642) and ($p>0.05$). This shows there is no significant impact on job satisfaction because of group fit.

Person – Person fit

From the Person- Person fit perspective satisfaction on relationship with co-workers shows parameter (0.199), t ratio (1.320) and ($p > 0.05$) have no impact on job satisfaction follows the statement match between personal values and superiors values with negative parameter (-0.369), t ratio (-2.368), and ($p < 0.05$). This shows that the match between personal and superiors values contribute to job satisfaction.

From the above the result it may be inferred that the match between personal and superior's values with p value 0.023 have significant impact on job satisfaction of organization employees.

Findings

Based on the objective "To examine the environment fit of organization employees" followings findings were derived;

- Based on the **mean score analysis** made on 'Person – Environment fit and organization commitment' it is evident with mean score 3.96 and 3.95 that there is high agreement amongst employees with respect of the level of their organization and job fit. The results continue to show that there is a moderate agreement amongst employees in relative to person –vocation and person – person fit. Furthermore the least mean score 3.85 shows that there is low level of agreement among organization employees regarding their group fit.
- Based on the objective 'To analyze the relationship between 'Person – Environment fit variables and job satisfaction' **correlation analysis** was made with null hypothesis 'There is no significant relationship between Personal Environment fit and job satisfaction'. From the analysis it is found that *Person – Organization (P-O)* fit is negatively correlated to job satisfaction with r value -0.02 and sig 0.87.
- Based on the objective To examine the impact between 'Person – environment fit variables and job satisfaction' multiple **regression analysis** was made. In connection to this null hypothesis was formed as follows,

'There is no significant impact of Person - Environment fit variables on Job Satisfaction'. From the analysis, it was derived that *Person – Person fit* variable 'the match between personal and superior's values' with p value 0.023 have significant impact on job satisfaction of organization employees.

Suggestions

In growing business scenario hiring talented personals for organizations is an intricate task. Hiring fit recruits helps the organization in successful recruitment and selection.

In this context measuring the impact of job satisfaction on person – environment fit will help the Human Resource experts to collect, evaluate and present key information regarding the perfect fit and this also helps in making the hiring process a success. These statistics can be used

to make better-informed decisions and help focus resources and actions in order to receive the best return on investment.

Hence the researcher has made an effort to measure the impact of job satisfaction on person – environment fit based on the data collected and in the analysis made certain findings were generated and suggestions were provided.

- Person – Organization (P-O) fit is negatively correlated to job satisfaction this shows that the indicators of person organization factors may be enriched by concentrating on job satisfaction of employees which leads to reduction in turnover intention.
- The variable match between the personal and superior's values have major impact on job satisfaction of employees. This indicates that the relationship between the worker and the supervisor should be maintained by good bond; the negative impact shows that the change in worker superior relationship will affect the job satisfaction of the employees. So the organization can concentrate on remedies which contribute to job satisfaction of employees.

Conclusions

In today's business scenario measuring the impact of person – environment fit on job satisfaction helps to measure the level of satisfaction of employees in their working environment.

Based on the responses it is understood that person – organization fit is negatively correlated to job satisfaction of the employees. In addition it is found that the match between personal and superiors' values have major impact on job satisfaction of the organization employees and it should be maintained in a good bond.

It is concluded that by concentrating on leads and lacks the organization may strengthen their manpower efficiency and this contributes to the success of both human resources and organization.

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