

## MANAGER-JOB FIT ON INDIVIDUAL AND GROUP JOB PERFORMANCE

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**Purpose:** Matching the employee's skills and abilities to the job position plays a significant role. Many studies show such connections in the case of employees, but there is insufficient research on managers. This paper explores the impact of aligning managers' skills, competencies, and preferences with job demands (manager-job fit) on individual and group performance.

**Design/methodology/approach:** Using data from 200 managers collected through an online survey, the study employs PLS-SEM to test hypotheses.

**Findings:** The findings reveal a strong positive relationship between manager-job fit and both individual and team performance. Notably, older and more experienced managers tend to report a better job fit, while higher education levels do not necessarily correlate with improved fit.

**Practical implications:** The study highlights the importance of considering manager-job fit in organizational success, as it affects not only managers' effectiveness but also the performance of their teams.

**Originality/value:** The paper contributes to management literature by introducing the concept of manager-job fit and emphasizes the need for further research with larger and more diverse samples, perhaps focused on a sector of activity.

**Keywords:** person-job fit, job performance, group performance, manager

**Category of the paper:** research paper.

### 1. Introduction

Work is one of the most important areas of human activity, absorbing a significant part of time, and involving physical, intellectual, and emotional resources. Until recently, work was considered in terms of earning a salary, today it is more often sought for a place to satisfy many other needs. Work supports the development of competencies, provides satisfaction, and gives meaning to many people's lives. The need for a sense of meaning, and the expectations about the work have been increasing (Ağralı-Ermiş, Şahin, 2019). Initially, the relationship between

the employee and the organization was perceived as a one-sided process of adapting the employee to the position. Currently, HR activities focus more on finding the right job for the right person than the right person for the job. Most organizations are people-oriented today.

The concept of fit to the work environment is widely studied. In theory, there is a distinction between person-job fit and person-organization fit. This article focuses on person-job fit (P-J fit). P-J fit occurs when the employee's knowledge, experience, competencies, attitudes, and motivation meet the job requirements, the scope of tasks, and the responsibilities of the job position. Many studies indicate the importance of P-J fit for employees' attitudes and behaviors.

P-J fit supports employee engagement and encourages innovation behavior (Cable, DeRue, 2002) and task performance behavior (Li, Hung, 2010). It also provides organizational citizenship and job satisfaction (Chuang et al.; 2016), facilitates quick adaptation (Langgeng, 2021), and reduces occupational turnover intentions (Ahlenius, M. et al., 2024). Moreover P-J fit supports positive employee attitudes and behaviors such as job satisfaction, organizational commitment, work engagement, and organization turnover (Kim et al., 2020; Rayton et al., 2019) positively impacting job performance (Sengupta et al., 2015). Employees who like the job's key characteristics usually find an intrinsic motivation for working (Ahlenius et al., 2024).

However, most of these studies focus on employees in various positions. There is insufficient research on person-job fit among managers, who play a significant role in an organization's success. Managers have a crucial and decisive role in all management processes. They create an organizational vision, plan and organize the activities, lead people, and inspire them to achieve goals. Therefore, it is important to determine whether congruence between what the job demands and managers' abilities matters. The research aim is to identify the impact of manager-job fit (M-J fit) on their and their employee's job performance.

The originality of the research introduces the concept of manager-job fit. Much research undertakes the topic of person-job fit, however, the role of manager matching the manager to the job is missing, although it is crucial. If the manager's knowledge, experience and competencies are not matched to the job position, it seems that it will be impossible to match people to the job as well. The first section presents theoretical issues related to person-job fit and proposes a hypothesis. Then, the research methodology is presented. The next section presents the research results, followed by a discussion. The article ends with conclusions, contributions in the field of management, and research limitations.

## 2. Literature review

Person-job fit (P-J fit) can be simply explained as the consistency between the employee's characteristics and the job requirements. While the job requirements are obvious, because they

are related to the job tasks and responsibilities and suitable competencies, the employee's characteristics contain many components. Ilmia et al. (2024) claim that the employee's personality is basic for a P-J fit. Suwanti et al. (2018) suggest that P-J fit is when an organization can meet the objectives and values of workers' demands. The employees want to perceive their jobs as compatible with their expectations (Boon, Biron, 2016). Rajper et al. (2019) described P-J fit as a match between the requirements of the job and the KSA (knowledge, skills, abilities) of the employee to perform the task or work. According to Wu et al. (2011), there are two different forms of P-J fit: compatibility of values (wants, goals, interests and preferences) and compatibility of abilities (knowledge, skills, and other abilities of employees to meet job demands). Person-job fit involves meeting employees' expectations regarding good working conditions and remuneration packages, i.e. needs-supplies (Zhu et al., 2018), and matching employees' skills and abilities to the job, i.e. demands-abilities (Sylva et al., 2019).

Moreover, two approaches to P-J fit can be distinguished - objective and subjective (Andysz, 2011). Objective fit is a state independent of the perception of the person. It can be inferred based on external criteria, such as the amount of earnings, the quality of work, the pace of performing tasks, or the achievement of organizational goals. This is usually described as the right person in the right place. Subjective fit is an individual perception of working conditions based on internal criteria, such as job satisfaction or a sense of calling. It determines the unique relationships between the employee and the work environment.

Various research studies have found that employees perform better in jobs that fit their skills and abilities. P-J fit as an antecedent of job performance (Bhat, Rainayee, 2017). Achieving better or worse results depends on employees' perception of the level of fit with the job requirements (Lappalainen et al., 2019; Andela and van der Doef, 2018). Job performance is one of the most important outcomes of employee management. This is usually measured in some aspects - the abilities and skills (natural or acquired) of employees and their motivation to use their skills and abilities to perform their jobs better (Sarmiento, Beale, 2007). Moreover, high-performance employees support the organization's achievement (Akhtar et al, 2021).

Some research findings have shown the significance of P-J fit on group performance. Team-job fit impacts team performance through personality and job satisfaction (Lin et al. 2022). When team members are aligned with their jobs, they work harder to achieve job satisfaction and performance. A person-group fit is also important. Zhang, Seong, and Hong (2022) found the relationships between person-group fit and continuous improvement.

However, there is insufficient research on manager-job fit. Many studies have presented the effect of leadership styles on follower outcomes (Hancock et al., 2021). While much has been written about individual leadership styles, little is known about whether matching a leader to a job is important. A leader needs slightly different competencies to manage employees and the organization. In addition to the competencies necessary to perform tasks in the job position, a manager also needs, among other things, the ability to motivate and inspire employees to achieve organizational goals.

Therefore, the hypotheses are as follows:

**H1:** Manager-job fit has a positive relation with individual performance.

**H2:** Manager-job fit has a positive relation with group performance.

**H3:** There is a positive relation between individual performance and group performance.

### 3. Methods

The study covered 200 managers. The respondents were full-time employees of various sectors from Polish companies. The study used convenience sampling. It is a non-random sampling method, which involves selecting participants based on their convenient availability and proximity. A web-based questionnaire with a Google Form link was sent to respondents in October-December 2023. The invitation letter described the purpose of the study and voluntary consent to participate in a survey. Table 1 presents the participant's characteristics.

**Table 1.**

*Participants' characteristics*

Items	Category	Sample (N=200)	Percentage
<b>Gender</b>	male	89	44,5%
	female	111	55,5%
<b>Age</b>	less than 25	10	5,0%
	25-35	70	35,0%
	36-50	108	54,0%
	more than 50	12	6,0%
<b>Education</b>	middle school	2	1,0%
	vocational	5	2,5%
	secondary	51	25,5%
	higher	142	71,0%
<b>Managerial experience</b>	less than 1 year	20	10,0%
	1-5 years	65	32,5%
	6-10 years	62	31,0%
	11-15 years	38	19,0%
	16-20 years	9	4,5%
	more than 20 years	6	3,0%
<b>Company size</b>	micro (1-9 employees)	19	9,5%
	small (10-49)	67	33,5%
	medium (50-249)	56	28,0%
	large (more than 250)	58	29,0%
<b>Sector</b>	services	31	15,5%
	manufacturing	44	22%
	trade	125	62,5%

Source: own study.

The constructs were measured with extensively used scales. Person-job fit was measured using Speier and Venkatesh's (2002) scales with three statements:

(a) My skills and abilities perfectly match what my job demands;

- (b) My personal likes and dislikes match perfectly what my job demands;
- (c) There is a good fit between my job and me.

Job performance was adopted from Yilmaz (2015) with four statements of individual job performance:

- (a) I complete my tasks on time;
- (b) I meet/exceed my goals;
- (c) I make sure that services meet/exceed quality standards;
- (d) I respond quickly when problems come up.

The group performance was measured according to Lin et al. (2008) with three statements:

- (a) My group worked efficiently;
- (b) My group met our objectives;
- (c) My group generally completed work on schedule.

The statements were measured using a 5-point scale.

## 4. Results and discussion

Descriptive statistics were measured: means, standard deviations and correlations of the variables in this study (Table 2). As expected, manager-job fit is positively correlated with individual performance ( $r = 0.747$ ,  $p < 0.05$ ) and group performance ( $r = 0.692$ ,  $p < 0.05$ ). An average score above 4.0 for all variables indicates that the constructs studied were rated quite well. However, manager-job fit was rated the lowest.

**Table 2.**  
*Descriptive statistics and correlations between variables*

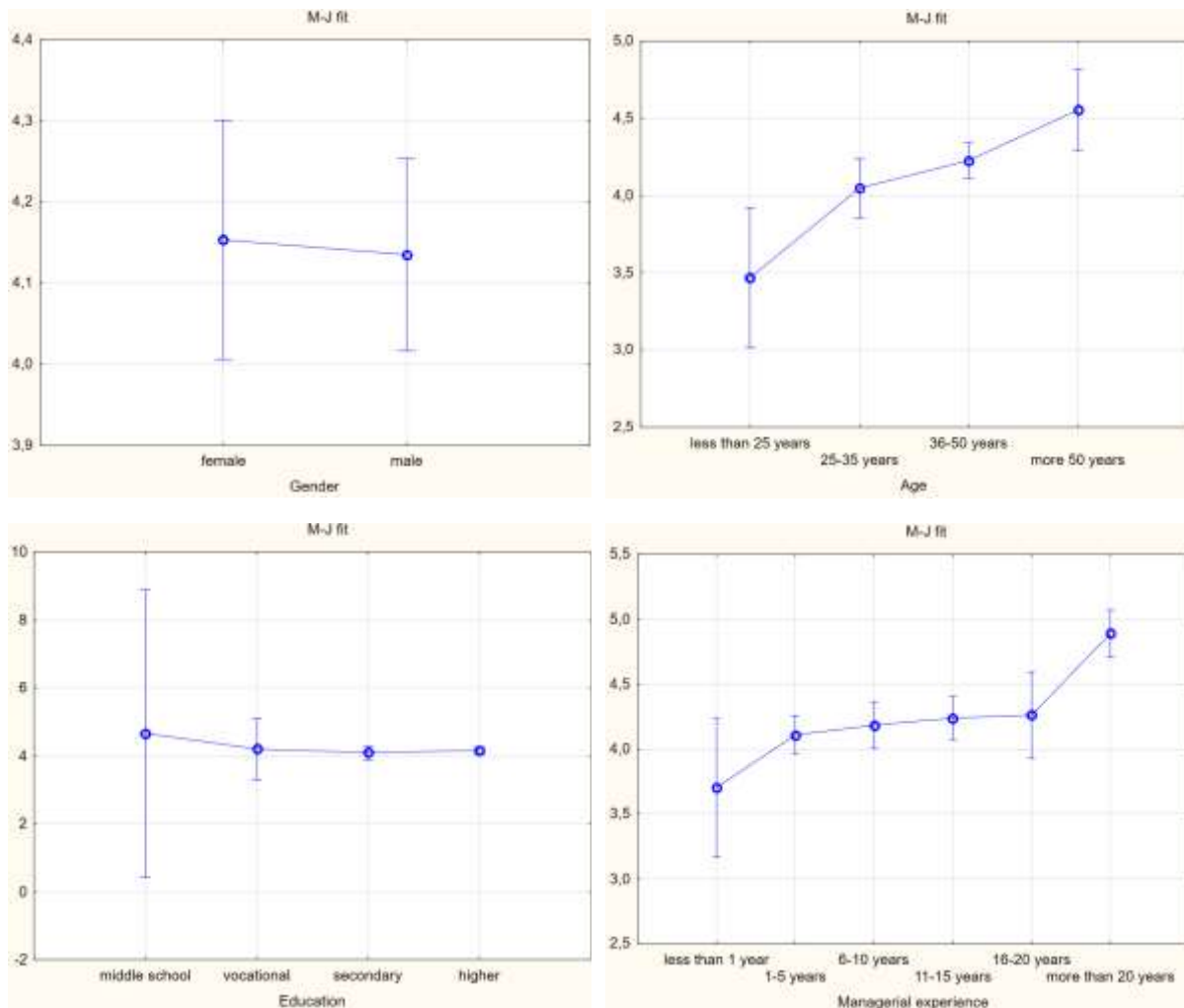
Variables	Mean	S.D.	1	2	3
Manager-Job fit	4.15	0.86	1	0.747*	0.692*
Individual performance	4.21	0.79		1	0.659*
Group performance	4.18	0.85			1

Notes: N=200, \* $p < 0.05$ .

Source: own research.

Next, M-J fit was analyzed in terms of the respondents' characteristics with ANOVA. Female managers assess the consistency of job requirements with their needs slightly better than male managers. In the case of age, the differences are significant. The older the manager, the better the fit for the position. The youngest managers rate the fit at 3.4, while managers over 50 years of age rate it at 4.6. These results are not surprising, because young people are not sure about their managerial competencies, they are learning new skills, and are still looking for their place of work.

Surprisingly, the research results indicate that the level of education is not very important. The respondents assess the fit of their skills and abilities to job demands very similarly, although it is the highest for managers with a middle school. The higher rating of M-J fit in this group is most likely related to the fact that this is a low level of education and it is rare to become a manager with that level of education. In fact, only 1% of managers have a middle (lower secondary) school. Next, the M-J fit and managerial experience were analyzed. It can be noticed that M-J fit is low in the case of little managerial experience (less than 1 year) - the average is only 3.7, and the highest among the most experienced managers - over 4.8.



**Figure 1.** Manager-job fit and gender, age, education, and managerial experience.

Source: own study.

Confirmatory Factor Analysis (CFA) was employed to test the instrument's validity and reliability (Table 3). In this testing model, each statement must have a loading factor greater than 0.40 (Bloom, Reenen, 2010). Validity was assessed using AVE (average variance extracted). The reliability of the measurement was determined using Cronbach's alpha coefficients,

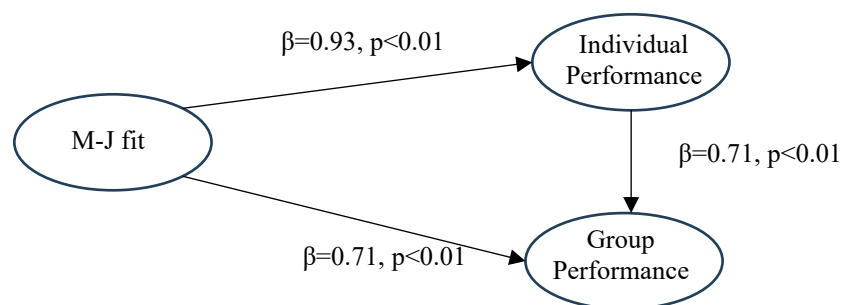
which must be above 0.7. CR (composite reliability) should be above 0.7 (Hair, Ringle, Sarstedt, 2013). AVE coefficients must be higher than required, i.e. 0.5 (Na-Nan, 2020). This means that the tested model is reliable and valid.

**Table 3.**  
*Validity Test and Reliability Test*

Variables	Composite Reliability	Cronbach's Alpha	AVE
Manager-Job fit	0.962	0.79	0.896
Individual performance	0.908	0.81	0.832
Group performance	0.995	0.85	0.989

Source: own study.

The last step was to use SEM. Figure 2 presents the results of the structural model of M-J fit and individual and group performance. The model fit indices are as follows:  $\chi^2 = 2.595$ , NFI = 0.960, RFI = 0.924, IFI = 0.975, TLI = 0.952, CFI = 0.975. This means that the estimated model fits the data well. Positive relationships between manager-job fit and individual performance ( $\beta = 0.93$ ,  $p < 0.01$ ) confirm H1. Manager-Job fit also strongly correlates with group performance ( $\beta = 0.71$ ,  $p < 0.01$ ), which confirms hypothesis H2. Individual performance impacts group performance ( $\beta = 0.18$ ,  $p < 0.01$ ), confirming H3.



**Figure 2.** Structural model

Source: own study.

## 5. Conclusions

M-J fit plays a key role in a leader's success. The research shows that a good fit between manager and job affects individual results, as well as the results of the entire group of employees. However, it is worth noting that a perfect fit is an unattainable state. It could even probably lead to boredom and stagnation in the employee's development (Edwards, Shipp. 2007). Therefore, the P-J fit is optimal when it contains an element of a small mismatch, which can be both a deficit in certain resources and requirements, as well as their excess (Edwards, 2008).

A small deficit can be easily overcome and even become a challenge and a force for development.

The study contributes to the literature on P-J fit in two important ways. First, we proposed the new concept of manager-job fit (M-J fit). Although this term is included in the person-work concept, it focuses on a somewhat specific group of employees, namely managers. Leaders not only perform their tasks and responsibilities but also manage employees in the organization. Managers have an impact on their work, the work of their subordinates and the entire organization. Therefore, a lack of M-J fit can have negative consequences for the success of the organization. Second, we confirmed the relationship between manager-job fit and their performance and group performance. This study suggests that companies should not only pay attention to employees' skills but also understand the fit between them and their jobs.

The study has some limitations. The study used a self-reported questionnaire, which may result in bias in the data collection process. Therefore, future studies should use a different method of data collection. Adding interviews or open-ended questions could provide deeper insights into managers' perceptions of job fit, offering a richer, more nuanced understanding beyond the quantitative results. Conducting a longitudinal study would allow for the analysis of how manager-job fit evolves over time and its long-term effects on performance. In addition, the study sample is not large, so the results cannot be generalized, although it is sufficient to conduct analyses and draw conclusions about the studied population. It seems that investigating how manager-job fit varies across different industries or organizational cultures could provide more targeted recommendations for improving managerial performance in various sectors.

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