

Person to Organization Fit & Person to the Job Fit Impact on Employment Interview Decisions. An Exploratory Field Study in Greece

Andreas Dimopoulos (Corresponding author)

Faculty of Social, Political, and Economics Sciences-Department of Economics, Democritus
University of Thrace

POBox3118, Fragma Thermis Post Code 57001, Thessaloniki Greece

E-mail: info@andreasdimopoulos.gr; dimopoulos30@gmail.com

Drimpetas Evaggelos

Professor, Dean of the School of Social, Political and Economic Sciences

Democritus University of Thrace

Kostas Zafiroopoulos

Professor

Department of International and European Studies

University of Macedonia

Received: Dec. 14, 2020 Accepted: Jan. 17, 2021 Online published: Jan 28, 2021

doi:10.5296/ijhrs.v11i1.18259

URL: <https://doi.org/10.5296/ijhrs.v11i1.18259>

Abstract

Person to organization fit and person to the job fit are considered among many other factors that affect employment outcomes during employee selection process. There is a consensus to a large extent, that both of them as candidate's qualities have great positive influence and affect recruiters, personnel managers and employers' decisions, and respectively hiring results. This study aims to assess the level of influence of employee candidates' qualities of Person-to-Organization fit and Person-to-the Job fit, and their relative affect in recruiters' hiring decisions on staff selection through interview process. The study also aims to explore

if there is a significant difference between the effects that these factors have on hireability-selectability of candidates. The significance of candidate's Person to Organization Fit and Person to the Job Fit were measured according to three choices of recruiter's decisions during interview, which were more specifically the possibility to hire them, the possibility to consider them as suitable for the position they applied for, and the possibility of giving them a second chance for another interview. These three measures were consolidated in one indicator with the term hireability-eligibility which has been tested for reliability using Cronbach's alpha. A field study has been conducted in order to research the importance and relative influence of candidates' person to organization fit and person to the job fit as well, in recruiters' hiring decisions, during interview selection process. Findings reveal that both of these candidates' attributes, Person to Organization fit and Person to the Job fit, have significant effects on recruiters' decisions and selection outcomes, regarding the hireability, eligibility index when they are assessed separately, using simple regression analysis. However, when they are combined in a multiple regression analysis model, only Person to Organization fit has a significant effect on recruiters, employers' decisions.

Keywords: person to organisation fit, person to the job fit, interview, employment, selection, recruiting

JEL codes: M51, M12, J23, J21, J80, J62, 015, L20, D21, D23, F23

1. Introduction

1.1 Person to Organization Fit and Person to the Job Fit. Theory and Meanings

Two of the most commonly considered aspects of the relationship between an individual and working environment are that of compatibility-fit, between person and job fit (P-J-Fit), and person with organization fit (P-O-Fit) (Gregory, Meade, &Thompson, 2013)

1.1.1 Person to the Job Fit (P-O-Fit)

The theory of compatibility between the candidate and the specific job, or also known as person to job fit, concerns the matching of the candidate's abilities with the demands and requirements of a specific job, for which the candidate is interested (Edwards, 1991). The association between the individual and the job concerns, whether there is a connection, compatibility between the knowledge available to the candidates, their skills and abilities, with the requirements of a particular job for future performance in it (Higgins & Judge, 2004). As this correlation-fit has been observed to predict a candidate's future performance (Kristof-Brown et al.,2005), personnel selection officers in the process of evaluating candidates through social media network, seek to match the candidates' knowledge, skills and abilities with the requirements of each job position (Roulin & Bangerter, 2013).

Staff selection officers' assessment of the relationship between an individual and a job position, based on the self-presentation of jobseekers, tends to have a positive effect on job proposals to them (Kristof-Brown, 2000).When the characteristics of the candidate match those required by a job, then there is what we call 'compatibility' of the candidate with the position (person to the job fit), so this association has a particularly positive effect on

interviewers to collaborate with the candidates distinguished for their compatibility-fit (Kristof-Brown, 2000).

1.1.2 Person to Organization Fit (P-O-Fit)

The 'compatibility' of the candidate with the organization, concerns his fit, match with the organization on common values and with the particular characteristics of his personality traits (Kristof, 1996; Kristof-Brown, 2000). Although the interviewers' assessment of the candidate's fit with the organization may be based on several qualities of the candidate, such as demographic or personality elements, an important factor, a criterion which concerns both the candidate and the organisation and can be compared directly and with a particular substance, meaningfully are values. Values are fixed, established ideas, principles on the basis of which a particular form of behaviour or attitude is preferable to its opposite and therefore guide the respective behaviours of the candidates (Chatman, 1989; Chatman, 1991).

Interviewers' should consider the extent to which candidates' moral values fit the culture of the business-organization. There is extensive literature on the issue of mutual fit between candidate and organization, and the findings show that achieving such a mutual connection plays an important role (Cable and Judge, 1997; Edwards and Cable, 2009; Kristof-Brown et al., 2005).

As one staff manager said: *"You and I may have exactly the same CV, but it does not mean that we will be just as happy in the same working environment [...]. It's not a negative thing, we're just different people [...] there are certain cultures that suit different personalities»* (Wiersma, 2016). Candidates who fit the culture of the company are happier and remain as employees of the company for a longer period of time, without necessarily meaning that they are more productive (Arthur et al., 2006). In another survey has been mentioned that fit between the worker and the working environment may increase the likelihood of his maximum efficiency at work (Caplan & Harrison, 1993). Unlike comparisons that can be made to specific values, it is generally believed that interviewers form subjective assessments as to the fit of candidates with the organisation (P-O-Fit), or general judgment (Rynes & Gerhart, 1990). These subjective evaluations of the apparent compatibility-fit between candidate and business, organization (Person to Organization Fit) are a really important factor- criterion for the selection of the candidate (Kristof-Brown, 2000; Higgins and Judge, 2004; Cable, et al.,1997).

The so-called compatibility, fit of the candidate with the organisation (P-O-Fit) appears to influence the decisions of the interviewers during the selection process of the candidates (Gilmore, & Ferris, 1989; Rynes, & Gerhart, 1990). This coupling, fit of the candidate with the enterprise, organization is considered very important because of the positive effects it can have on both parties, such as higher involvement and participation in work (Blau, 1987), greater commitment to the business (Meglino, et al., (1989), improvement of personal health and adaptation (Moos, 1987) and less staff turnover (O'Reilly et al.,1991).

1.1.3 Personality and Fit

Interviewers evaluate the candidate's 'compatibility-fit' with the organization (P-O-Fit) based

on the needs and specificities of the organization and not only according to their own personal preferences. Also, some interpersonal qualities of candidates such as leadership and warmth are associated with the evaluation of interviewees (Rynes, & Gerhart, 1990).

It is characteristic, the reference made to a survey, the sample of which consisted of staff selection consultants, for the importance of the personality and compatibility, fit of candidates for the labour market, that the majority of respondents agreed effortlessly to the wording: *«you have the opportunity to reach the initial phase of recruitment if you are officially qualified but, in the end, you may miss the opportunity for employment because your personality does not match, fit the environment of the business»*. The idea was captured by the full summary of a survey participant: *«Your resume allows you to get the job, but it's your personality that you might lose the job because of it»* (Kinnunen, and Parviainen, 2016, p.12).

Another survey also refers to the concept of compatibility between candidates and the company (Person to Organization Fit), emphasizing the influence of the personality elements of the candidates on their selection and evaluation process by the company with which they intend to cooperate (Lievens, et al, 2001, p.31, 44). In fact, various tests have been developed that can be used in the process of selecting staff and to show with relative reliability, elements of the personality of candidates such as their ability to work with other people in the same group, testing their knowledge, teamwork skills and abilities (McClough & Rogelberg, 2003, p. 63,65).

According to the research of Huffcutt, Conway, Roth and Stone, (2001), in an interview, personality traits and applied social skills combined, correspond and are valued as account for more than 60% of all counted-rated characteristics. Intelligence, knowledge and competences in combination follow in importance with more than 25% of the estimated characteristics, while the interests of the candidate, his compatibility-fit with the organization and its physical presence constitute the remaining percentage.

1.2 The Impact of Candidates' Fit on the Results of the Interview

Although, both the candidate's compatibility-fit with the organization and their compatibility, fit with the job position, may constitute to some extent a subjective assessment of the interviewers, they nevertheless significantly influence their decisions in the final selection of candidates and sometimes more than the objective qualifications of the candidates (Gilmore, & Ferris, 1989; Rynes, & Gerhart, 1990). Jobseekers can still influence the perception of the interviewers' regarding their compatibility-fit with the organization (Sekiguchi, 2007) which can increase their chances of being interviewed or even offered a job (Higgins & Judge, 2004).

The compatibility-fit of candidates with both the company and the position (person to organization fit and person to the job fit) have a particularly positive influence on the decisions of the interviewers and leads either to a second interview, or to a proposal for cooperation, even when other criteria such as the previous work experience and the grade point average (GPA) are taken into account (Higgins & Judge, 2004; Kristof- Brown, 2000).

However, this compatibility-fit of the candidates with the organization, or with the job

position is a complex concept and a cluster of characteristics and competences including not only the personality and values of the candidate, but also job specific relevant knowledge, skills and abilities (KSA'S), as well as general communication skills and self-presentation skills (Bretz et.,al.,1993, p. 324).

According to Bretz, et al.,(1993) survey, which was based on the survey of McGovern & Tinsley (1978) of a set of thirteen skills of candidates, those classified as more transferable and generalizable, which mean acceptable and considered to be the most important criteria for compatibility with most jobs, are in order: (a) the job related work experience, (b) articulateness and (c) work-related coursework with the job, while average score (G.P.A), leadership, focus and self-confidence are important, but are not as generalizable as the former, in the sense that they are assessed respectively and differently each time according to the specifications of each position and the preferences (Bretz, et al.,1993).

This importance, in the staff selection process of both the candidates' relative fit with the job position (P-J-Fit) and their fit with the organization (P-O-Fit), is different depending on the objective pursued by the company, which may be either the compatibility-fit of the candidate with the position (P-J-Fit) or the compatibility-fit of the candidate with the company (P-O-Fit). More specifically, person to the job fit (P-J-Fit) is a more important criterion for a company, when it hires employees with the aim of forming a 'transactional contract' in order to obtain a general human capital, while person to the organization fit (P-O-Fit) is a more important criterion for a company when it hires employees in order to form with them emotional contracts, relational psychological contracts and develop stable corporate human capital (Sekiguchi.,2007, p.118, 125).

It should be noted that the selection of staff will soon become even more multifaceted with regard to the compatibility criteria between the candidate and the company and the concept of compatibility of the candidate with the person to team fit as a criterion for evaluation is now introduced (Neil Anderson, et al 2004, p.491).

1.3 Fit as an Important Factor for Candidates. An Interaction Relationship With Businesses

Fit with organization (P-O-Fit) and fit with job position (P-J-Fit) is an important selection criterion, not only on the part of the businesses, but also on the part of the candidates. Thus, it is assessed as an important factor respectively and from their point of view in the job search process. The characteristics of employee candidates and the characteristics of jobs positions of the organizations, affect the mutual attraction between them, in a possible cooperation in two ways. Firstly, these characteristics directly affect perceptions of 'compatibility' between the two sides, and then these perceptions affect the attraction of candidates. As to how the characteristics of job seekers affect the 'attractiveness' of a business organization, Baslevent and Kirmanoglu, (2013) examined whether the personal needs and values of the candidates affected the extent to which they found certain characteristics of a job as important for the selection of this job. The results revealed that the needs and values of the candidates influenced their preferences based on the different characteristics of the jobs. For example, the jobs that included the possibility of giving them the chance for initiatives were attractive to those with a strong inclination for power and achievement, while the same jobs were not

desirable for those who valued the characteristics of safety, compliance and standardization as important in a job. In their research, Swider et al., (2015) found that perceptions of candidates' compatibility with the job and their compatibility with the company (P-J-Fit & P-O-Fit) were not stable but were likely to change during the first and second stages of the staffing process, and this change was related to the retention of candidates' interest in the job.

Similarly, Walker et al., (2013) found that at the recruitment stage, i.e. after submitting their applications, candidates were likely to revise their view of the company's organizational fairness through their successive interactions with its organizational factors, and these new, revised perceptions were likely to affect their initial attraction to the business in a positive or negative way. In this context, the factors that influence an individual to apply for an organization, or the perceptions of candidates created because of these factors, may then change after they initially apply for a job, and this change has the potential to influence whether or not the person wants to remain, to the group of applicants and whether he will eventually become an employee of the organization. According to previous findings, it is possible that the candidates' perceptions of their compatibility with an organization are the closest harbinger of their attraction to it, and the attraction of subsequent candidates is the closest harbinger of their intentions in the search for this work. However, since perceptions of compatibility are likely to change during the recruitment process (Swider et al., 2015) the intentions to pursue the job may also change, and then decrease in relation to the initial intentions for this work. Recruiters' behaviors may also contribute to this weakening of candidates perceptions of compatibility (Rynes, Bretz, & Gerhart, 1991).

The view that staffing a business is a dynamic process of successive interactions between an organization and a job seeker, during which both the job seeker and the organization carry out activities to get to know each other better, is a view on the employee recruitment which is more in line with recent theoretical developments (Swider et al., 2015; Walker et al., 2013). Swider et al., (2015) argues that perceptions of compatibility are inherently unstable and are constantly changing as new information about future work and organizations is collected.

2. Methodology

To study the relative impact that Person to Organization Fit, and Person to the Job Fit they might have on employee selection outcomes through employment interview, a primary field study was conducted. In our research survey we used a structured questionnaire in order to ask participants to state the degree of importance they accord to applicants "Person to Organization Fit and Person to The Job Fit" to their hiring decisions.

Relative research studies in employee selection have been taken into account in order to formulate our questions regarding the significance of candidates' Person-to-Organization Fit, and Person-to-The Job Fit. A successful employment interview as it is referred to the relative literature review, leads to the following most common results, a) recommendation to hire or hiring (Gilmore & Ferris 1989, p.561, 562; Higgins & Judge 2004), b) the possibility of inviting candidates to a second interview (Burger & Caldwell., 2000, p. 51-62; Caldwell & Burger., 1988, p.126; Wei-Chi Tsai, et al., 2005 p.113; Stevens & Kristof, 1995) and c) considering an employee candidate as suitable for a job post (Kinicki & Lockwood, 1985;

Wei-Chi Tsai, et al., 2005, p.113; Stevens & Kristof, 1995). Based on these, the influence of candidates ‘Person to Organization Fit and Person to The Job Fit’ was examined in respect to the following recruiters’ decisions during interview process, as most common choices of them: a) to hire candidates, b) to consider them eligible for the position and c) to give them a second interview chance.

Therefore, the question below was placed to the questionnaire, in order to measure the impact of candidates ‘Person to Organization Fit’ and ‘Person to the Job Fit’ on the recruiters’ decisions. *‘When you select a candidate for a job, through an employment interview process, how much importance you attach to: a) Person to Organization Fit and b) Person to The Job Fit, of candidates’ in order to: a) hire them, b) consider them suitable for the position and c) give them a chance for a second interview’*. Participants had the chance to respond to a Likert type scale from one 1=completely insignificant, to five, where 5= extremely significant. Higgins & Judge's (2004) survey was also used to determine both the concept of the candidate's compatibility, fit with the organization and his compatibility, fit with the job position. The candidate's fit with the organisation defined as *‘the candidate matches my business and existing employees, and his values reflect the values of my businesses*. The candidate's fit with the job position, defined as *‘he possesses the knowledge, skills and competences necessary to meet the requirements of that job, and I believe that he can achieve a great deal in that position’* according to (Higgins & Judge, 2004 p.626)

2.1 Formulation of Research Hypothesis

Research Hypothesis (1) Candidates’ fit with the organization affects the decisions of the interviewers

Research Hypothesis (2) Candidates’ fit with job position affects the decisions of the interviewers

Research Hypothesis (3) Candidates’ fit with the job position and candidates’ fit with the organization, shall be equal and the degree of importance between them, shall be no different in their impact on the decisions of the interviewers

2.2 Questionnaire Design

Questionnaire was structured in two parts. The questions regarding the first part were aiming to investigate the importance of a set of candidates’ characteristics that employers, interviewers’ take into account at the stage of evaluating candidates’ resumes’ and how these characteristics affect their decisions initially during first screening process. The second part of the questionnaire investigates interview process and the impact of certain characteristics, qualifications, attributes of the candidates’ in recruiters’ hiring decisions. Person to the Job Fit, and Person to Organization Fit, were among these factors, while some others factors which also assessed regarding their impact in recruiters’ decisions were indicatively: formal qualifications, working experience, physical attractiveness, soft skills, personality, verbal and non verbal communication skills, Self-confidence, and other significant criteria.

2.3 Research Sample

Two hundred and sixty people (N=260) participated in the research, included employers' (30%), Head of Department (26.5%), personnel managers' (13.1%), recruitment consultants (21.2%) and Chief Executive Officers-CEO (9.2%). Enterprises were from various work fields, such as services, manufactures, commerce, industry, and constructions and from different cities in Greece. Participants of the sample were male, in a percentage of (67.7%), followed by the female in a percentage of (32.3%). Regarding the participant's work domain, the majority (81.2%) constituted of private sector companies, a percentage of (12.7%) work in HR recruiting companies, and the remaining (6.2%) work in Public sector. The sample regarding the size of businesses constituted of very small (42.3%) and small (18.5%) firms, as these two sizes represent the majority of entrepreneurship in Greece. The rest of the sample were medium-sized enterprises (8.8%), large sized (10.4%), very large enterprises (8.1%) and mega-firms were (11.9%)

3. Statistic Analysis

In order to present the responses of the interviewers', frequency tables were constructed for each question in the questionnaire. The Spearman correlation coefficient was calculated to research the correlation between respondent opinions. Tests were carried out using a 0.05 significance level. Analyses were conducted using IBM SPSS Statistics (IBM SPSS Statistics for Windows, version 19 (IBM Corp., Armonk, N.Y., USA))

3.1 Reliability Analysis

Regarding the impact of candidates' Fit to Organization and their Fit to the Job, on recruiting decisions during interview selection process, the three choices of the interviewers a) to hire them, b) to consider them suitable for the position and c) to give them a chance for a second interview, have been consolidated in one index, using the term hireability, eligibility. The same term, has been also utilised in other studies (Cuddy, et al, 2015; Knouse, 1994). This new indicator was calculated for each participant in the sample as the average of the above three choices. The new indicator (hireability, eligibility) was calculated after the three responses were tested for their reliability by calculating the Cronbach's alpha for each type of fit. So, this indicator expresses the importance of compatibility, fit in the interview process in the selection of staff. Values for Cronbach's alpha is 0.898 for Person to Organization Fit, and 0.913 for Person to The Job Fit respectively, both being greater than 0.7.

4. Statistic Analysis and Results

4.1 Descriptive Statistics

4.1.1 The importance, of Person to Organization Fit and Person to the Job Fit

Table (1) presents the averages of the responses of the sample participants (N=260) to the effect (a) of the candidates' fit with the organisation and (b) candidates' fit with the job position, in the eligibility/hireability index we created on the basis of employers' decisions to recruit a candidate, to consider him suitable for the position, to invite him to a second interview at the interview stage.

Based on the descriptive statistical analysis, we observe that candidates perceived as fit with the job position, have an average value $M= 4.0692$, which means that they are more likely to be considered eligible, employable for a job, according to the hireability, eligibility index we previously defined. On the other hand, candidates perceived to be fit with the organization has a lower average value of $M= 3.9179$, which means that candidates in this category are less likely to be selectable, always according to an eligibility index we previously set. Consequently, the compatibility-fit of the candidate with the job position is a more important criterion in employers' decisions than the candidate's compatibility-fit with the organisation.

Table (1). The importance, impact of the candidate's fit with the organization and the importance of the candidate's fit with the job

	Minimum	Maximum	M	SD
candidate's fit with organization	2	5	3.9179	.77505
candidate's fit with job position	2	5	4.0692	.75615

4.1.2 Test of Significance

To test whether there is a statistically significant difference between the candidate's fit with the job and the candidate's fit with the company, in terms of its effect on employers' decisions, paired samples t-test was used (table 2). According to the t-test, there is a statistically significant difference between these two forms of fit of candidates, fit of candidates with the job position and fit of candidates with the organization, in the decisions of interviewers during the evaluation process by the interview method,: $t(259)= -3.224$, $p= 0.001 < 0.05$.

Table (2). Paired sampled t-test

Paired Differences					t	df	P
Mean	SD	SE Mean	95% Confidence Interval of the Difference				
			Lower	Upper			
-,15128	,75662	,04692	-,24368	-,05888	-3,224	259	,001

4.2 Simple Regression Analysis

By performing a simple regression analysis on the effect of each form of compatibility-fit separately, it is demonstrated that both the candidate's fit with the job position (table 3) and the candidate's fit with the organization (table 4), are statistically significant predictors of the interview process by means of hireability, eligibility.

Table (3). The importance of the candidate's Fit with Job position (P-J-Fit)

The degree of overall interpretation of the criterion is $R^2=0.091$.

Coefficients^a

	B	Std. Error	Beta	t	p
(Constant)	3.145	.243		12.934	.000
candidate's fit with job position	.299	.059	.302	5.088	.000

(*:p<0.05)

Table (4). The importance of the candidate's Fit with the Organization (P-O-Fit)

The degree of overall interpretation of the criterion is $R^2=0.179$

Coefficients

	B	Std. Error	Beta	t	p
(Constant)	2.760	.218		12.686	.000
candidate's fit with organisation	.409	.054	.423	7.504	.000

(*:p<0.05)

4.3 Multiple Regression Analysis

Comparative Analysis of the impact of the candidate's fit with the job (P-J-Fit), and his fit with the organisation (P-O-Fit), in terms of their importance in relation to the interview

The degree of overall interpretation of the criterion is $R^2=0.189$.

Table (5) shows, that when these two forms of fit are considered together as predictors in a multiple regression model, only the candidate's fit with the organization (P-O-Fit) has a statistically significant effect, while the candidate's fit with job position (P-J-Fit), does not have a statistically significant effect during the interview process, on the decisions of employers, interviewers according to the recruitment, eligibility index that we defined in our methodology. Considering beta (β) values, we can compare the effects of these two independent variables on the dependent variable. The effect of the candidate's fit with the organization ($\beta=0.364$) is almost three times greater, than the effect of the candidate's fit with the job position ($\beta=0.116$)

Table (5). Coefficients^a

	B	Std. Error	Beta	t	p
(Constant)	2.518	.256		9.828	.000
candidate's fit with organization	.352	.063	.364	5.568	.000
candidate's fit with job position	.114	.065	.116	1.768	.078

5. Discussion and Conclusions

The first and second hypotheses have been supported. The results confirm that candidates' person to organization fit and person to the job fit when assessed separately have significant affect in recruiters' decisions, according to the overall hireability, eligibility index we have created, which proves the importance of both these two factors'. The result of this survey is generally consistent with those of other surveys, on the importance both of the Person to the Organization Fit, as well as on the importance of Person to the Job Fit, (Sekiguchi., 2007; Gilmore, & Ferris, 1989; Rynes, & Gerhart, 1990) as they have been found to have a particularly positive impact on the decision of the interviewers and lead either to a second interview, or to a proposal for cooperation and getting the job (Higgins & Judge, 2004; Kristof- Brown, 2000), as well as being two of the most frequently considered aspects

between candidates and companies (Gregory, Meade, & Thompson, 2013)

However, the third research hypothesis has not been confirmed. The effect between the two forms of fit on interviewers' decisions is not as significant. The effect of candidates' fit with the organization (P-O-Fit) is greater than the effect of candidates' fit with the job (P-J-Fit), when these two factors are compared to each other in the multiple regression analysis. The difference between them is statistically significant and to such an extent, that only the effect of the candidate's fit with the organisation (P-O-Fit) is now shown to be significant in the decisions of the interviewers. This is a particular finding of this research, and as a result may be explained by the assumption that, since the candidate primarily fit is compatible with the organisation, then it is easier for the company gradually, through training, integration processes and day to day operation, to adapt him to the requirements of a particular job position, making him compatible with it and consequently more efficient, productive in this job position. In addition, candidate's fit with the organization, may be more important than the candidate's fit with job position, due to the fact that broader factors related to the type of compatibility with the organization, are considered more critical, either for the overall operation of the organization, or for a longer-term relationship and results in it.

The consequences of this research are consistent from numerous points of view, with those of different studies on the significance of Person to Organisation Fit, as it has been shown that candidate's fit with the organisation (P-O-Fit), is important because it relates to employers' estimation that it contributes to faster integration of candidates into the enterprise, to their more immediate adaptation and to a better health of the employee (Moos, 1987), it also contributes to the minimum possible losses and staff rotations in the enterprise (O'Reilly, et al.,1991) and to a longer stay of the employee's in the business (Arthur, et al.,2006). In addition, (P-O-Fit), is important because it is considered to contribute to the candidate's better understanding of the company's business objectives, how it works, the acceptance and adoption of corporate culture, norms and common values (Kristof, 1996; Kristof- Brown, 2000), to contribute to the connection and cooperation with existing staff, the reduction of tensions, to a better understanding of the subject matter, the way of working and involvement in it (Blau,1987), to the dedication and commitment of the employee to the company (Meglino, et al.,1989) and consequently to an increased efficiency, productivity (Kristof-Brown et al.,2005, Caplan & Harrison, 1993).

The results of this survey are also consistent with the results of other surveys on the importance of candidates' Fit with the Organisation (P-O-Fit), because this fit, as an attribute contributes to a specific form of behaviour or attitude of candidates on the basis of common values (Chatman, 1989? Chatman, 1991), because it is a criterion which is assessed by interviewers in staff selection process (Kristof-Brown, 2000; Higgins and Judge, 2004; Cable, et al.,1997; Rynes, & Gerhart, 1990; Bartram et al.,1995; Wiersma, 2016), and because achieving such mutual compatibility plays an important role in the organisation (Cable and Judge, 1997; Edwards and Cable, 2009; Kristof-Brown et al.,2005). Moreover, candidates' fit with the organisation (P-O-Fit) is significant because it constitutes an important criterion for a company when it hires employees, in order to form with them relational psychological contracts and to develop firm corporate human capital (Sekiguchi., 2007, p.118, 125).

The results of this research are consistent with those of other surveys, on the importance of Person to the Job Fit (P-J-Fit), because it has been shown, that the candidate's job fit affects interviewers in the decision-making process (Gilmore, & Ferris, 1989; Rynes, & Gerhart, 1990; Kristof & Brown, 2000), because it is an important criterion for a company when it hires employees with the aim of forming a 'transactional contract' in order to acquire a general human capital (Sekiguchi., 2007, p.118, 125), because this fit also, tends to have a positive effect on job proposals (Kristof-Brown, 2000), because staff selection officers in the candidate evaluation process seek to match the knowledge, skills of the candidates with the requirements of each job position (Roulin & Bangerter, 2013).

6. Limitations and Further Research

Our research found that candidates' fit with organisation and candidates' fit with the job position are two important characteristics that are taken into account by employers and interviewers, affecting their final decisions in the process of employee selection. It has also been shown in this survey that a candidate fit with the organisation is more important as a selection criterion, than candidates fit with the job position. However, in our opinion further research is needed to investigate the relative importance between these two forms of compatibility, fit due to some limitations in our research which should be taken into account. The limitations are factors, such as the size of enterprises and the total number of employees employed per job position, the financial situation of the company at a given time, i.e. whether it is profitable or loss-making, its organisational structure and culture, the general fiscal situation of a country economy in which the organization-businesses operates during a given period of time, e.g. if it is in recession or growth, since all these factors are expected to affect in various ways the degree of importance of each form of compatibility-fit of candidates with the organization and with the job position, and respectively the decisions of the employers-interviewers as to their choice.

References

- Anderson, N., Lievens F., Van Dam K., & Ryan, A. M. (2004). Future Perspectives on Employee Selection: Key Directions for Future Research and Practice. *Applied Psychology: An International Review*, 53(4), 487-501. <https://doi.org/10.1111/j.1464-0597.2004.00183.x>
- Arthur, W., Bell, S. T., Villado, A. J., & Doverspike, D. (2006). The use of person-organization fit in employment decision making: an assessment of its criterion-related validity. *Journal of Applied Psychology*, 91(4), 786-801.
- Bartram, D., Lindley, P. A., Marshall, L., & Foster, J. (1995). The recruitment and selection of young people by small businesses. *Journal of Occupational and Organizational Psychology*, 339(20). <https://doi.org/10.1111/j.2044-8325.1995.tb00592.x>
- Baslevant, C., & Kirmanoglu, H. (2013). Do preferences for job attributes provide evidence of 'hierarchy of needs'? *Social Indicators Research*, 111(2), 549-560.
- Blau, G. L. (1987). Using a person- environment fit model to predict job involvement and organizational commitment. *Journal of Vocational Behavior*, 30, 240-257

- Bretz, Jr., Robert, D., Rynes, S. L., & Gerhart, B. (1993). Recruiter Perceptions of Applicant Fit: Implications for Individual Career Preparation and Job Search Behavior. *Journal of Vocational Behavior*, 43, 310-327.
- Burger, J. M., & Caldwell, D. F. (2000). Personality, Social, Activities, Job Search Behavior and Interview Success: Distinguishing Between PANAS Trait Positive Affect and NEO Extraversion. *Motivation and Emotion*, 24(1). <https://doi.org/10.1023/A:1005539609679>
- Cable, D. M., & Judge, T. A. (1997). Interviewers' Perceptions of Person- Organization Fit and Organizational Selection Decisions. *Journal of Applied Psychology. by the American Psychology Association*, 82(4), August 1997, p.546-561
<https://doi.org/10.1037/0021-9010.82.4.546>
- Caldwell, D. F., & Burger, J. M. (1988). Personality Characteristics of Job Applicants and Success in Screening Interviews. *Personnel Psychology*, 51.
<https://doi.org/10.1111/j.1744-6570.1998.tb00718.x>
- Caplan, R. D., & Harrison, R. V. (1993). Person-environment fit theory: Some history, recent developments, and future directions. *Journal of Social Issues*, 49(4), 253-275.
<https://doi.org/10.1111/j.1540-4560.1993.tb01192.x>
- Chatman, J. (1989). Improving interactional organizational research: A model of person-organization fit. *Academy of Management Review*, 14, 333-349.
<https://doi.org/10.5465/amr.1989.4279063>
- Chatman, J. (1991). Matching people and organizations: Selection and socialization in public accounting firms. *Administrative Science Quarterly*, 36, 459-484.
<https://doi.org/10.2307/2393204>
- Cuddy, A. J. C., Wilmuth, C. A., Yap, A. J., & Carney, D. R. (2015). Preparatory power posing affects nonverbal presence and job interview performance. *Journal of Applied Psychology*, 100, 1286-1295.
- Edwards, J. R. (1991). Person- job fit: A conceptual integration, literature review, and methodological critique. *International Review of Industrial and Organizational Psychology*, 6, 283- 357
- Edwards, J., & Cable, D. (2009). The value of value congruence. *Journal of Applied Psychology*, 94(3), pp. 654-677.
- Gilmore, D. C., & Ferris, G. R. (1989). The Effects of Applicant Impression Management Tactics on Interviewer Judgments. *Journal of Management*, 15(4), 557-564.
<https://doi.org/10.1177/014920638901500405>
- Gregory, C. K., Meade, A. W., & Thompson, L. F. (2013). Understanding internet recruitment via signaling theory and the elaboration likelihood model. *Computers in Human Behavior*, 29(5), 1949-1959. <https://doi.org/10.1016/j.chb.2013.04.013>
- Higgins, C. A., & Judge, T. A. (2004). The effect of applicant influence tactics on recruiter

perceptions of fit and hiring recommendations. A field study. *Journal of Applied Psychology*, 89(4), 622-632. <https://doi.org/10.1037/0021-9010.89.4.622>

Huffcutt, A. I., Conway, J. M., Roth, P. L., & Stone, N. J. (2001). Identification and meta-analytic assessment of psychological constructs measured in employment interviews. *Journal of Applied Psychology*, 86, 897-913. <https://doi.org/10.1037/0021-9010.86.5.897>

Kinicki, A. J., & Lockwood, C. A. (1985). The Interview Process: An Examination of Factors Recruiters Use in Evaluating Job Applicants. *Journal of Vocational Behavior*, 26, 117-125. [https://doi.org/10.1016/0001-8791\(85\)90012-0](https://doi.org/10.1016/0001-8791(85)90012-0)

Kinnunen, T., & Parviainen, J. (2016). Feeling the Right Personality. Recruitment Consultants' Affective Decision Making in Interviews with Employee Candidates. *Nordic journal of working life studies*, 6(3).

Knouse, S. B. (1994). Impression of the resume: The effects of applicant education, experience and impression management. *Journal of Business and Psychology*, 9(1), 33-45. <https://doi.org/10.1007/BF02230985>

Kristof- Brown, A. L. (2000). Perceived applicant fit: Distinguishing between recruiters' perceptions of person- job and person- organization fit. *Personnel Psychology*, 53, 643-671. <https://doi.org/10.1111/j.1744-6570.2000.tb00217.x>

Kristof, A. L. (1996). Person - organization fit: An interactive review of its conceptualizations, measurements, and implications. *Personnel Psychology*, 49, 1-49. <https://doi.org/10.1111/j.1744-6570.1996.tb01790.x>

Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences of individuals' fit at work: A meta-analysis of person-job, person-organization, person-group, and person-supervisor fit. *Personnel Psychology*, 58(2), 281-342. <https://doi.org/10.1111/j.1744-6570.2005.00672.x>

Lievens, F., Decaestecker, Ch., Coetsier, P., & Geirnaert, J. (2001). Organizational Attractiveness for Prospective Applicants: A Person- Organization Fit Perspective. *Applied Psychology: An Internal Review*, 50(1), 30-51. <https://doi.org/10.1111/1464-0597.00047>

McClough, A. C., & Rogelberg, S. G. (2003). Selection in Teams: An Exploration of the Teamwork Knowledge, Skills, and Ability Test. *International Journal of Selection and Assessment*, 11(1). <https://doi.org/10.1111/1468-2389.00226>

McGovern, T. V., & Tinsley, H. E. A. (1978). Interviewer evaluations of interviewee nonverbal behavior. *Journal of Vocational Behavior*, 13, 163-171. [https://doi.org/10.1016/0001-8791\(78\)90041-6](https://doi.org/10.1016/0001-8791(78)90041-6)

Meglino, B. M., Ravlin, E. C., & Adkins, C. L. (1989). A work values approach to corporate culture: A field test of the value congruence process and its relationship to individual outcomes. *Journal of Applied Psychology*, 74, 424-432. <https://doi.org/10.1037/0021-9010.74.3.424>

- Moos, R. H. (1987). Person - environment congruence in work, school, and health care settings. *Journal of Vocational Behavior*, 31, 231-247. [https://doi.org/10.1016/0001-8791\(87\)90041-8](https://doi.org/10.1016/0001-8791(87)90041-8)
- O'Reilly, C. A., Chatman, J., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person- organization fit. *Academy of Management Journal*, 34, 487-516. <https://doi.org/10.2307/256404>
- Roulin, N., & Bangerter, A. (2013). Social networking websites in personnel selection: A signaling perspective on recruiters' and applicants' perceptions. *Journal of Personnel Psychology*, 12(3), 143-151. <https://doi.org/10.1027/1866-5888/a000094>
- Rynes, S. L., Bretz, R. D., & Gerhart, B. (1991). The importance of recruitment in job choice: A different way of looking. *Personnel Psychology*, 44(3), 487-521.
- Rynes, S., & Gerhart, B. (1990). Interviewer assessments of applicant fit: an exploratory investigation. *Personnel Psychology*, 43, 13-35. <https://doi.org/10.1111/j.1744-6570.1990.tb02004.x>
- Sekiguchi, T. (2007). A contingency perspective of the importance of PJ fit and PO fit in employee selection. *Journal of Managerial Psychology*, 22(2), 118-131. <https://doi.org/10.1108/02683940710726384>
- Stevens, C. K., & Kristof, A. L. (1995). Making the right impression: A field study of applicant impression management during job interviews. *Journal of Applied Psychology*, 80, 587-606.
- Swider, B. W., Zimmerman, R. D., & Barrick, M. R. (2015). Searching for the right fit: Development of applicant person-organization fit perceptions during the recruitment process. *Journal of Applied Psychology*, 100(3), 880-893. <https://doi.org/10.1037/a0038357>
- Walker, H. J., Bauer, T. N., Cole, M. S., Beneath, J. B., Field, H. S., & Short, J. C. (2013). Is this how I will be treated? Reducing uncertainty through recruitment interactions. *Academy of Management Journal*, 56(5), 1325-1347.
- Wei-Chi, T., Chien-Cheng, C., Su-Fen, C. (2005). Exploring Boundaries to the Effects of Applicant Impression Management Tactics in Job Interviews. *Journal of Management*, 31(1), 108-124.
- Wiersma, U. J. (2016). The four stages of the employment interview: Helping interviewers put two and two together. *Evidence-based HRM*, 4(3), 232-239.

Short CV: Dimopoulos G. Andreas (email: info@andreasdimopoulos.gr)

Andreas G. Dimopoulos is a PhD candidate at the Department of Economics of the Democritus University of Thrace. He addressed a thorough research in issues of employment, integration of new entrants to the job market and job placement, personnel selection practices and human resources management, researching the issue of employability and labor market in

comparison between private and public sector and their relative impact on macroeconomic results. He has announced and publications in several international conferences and international scientific journals and has implemented a number of lectures in many educational institutes' on these issues, while he is the author of the book "Labour Market-Conquer the position you deserve" 'Ziti' Publications. He worked for many years in large multinationals companies from various senior managerial positions and has also a profound experience as a business consultant, certified mentor and trainer, providing specialized consultancy services and seminars in the fields of employment, management, employee selection, personnel evaluation and human development, while he has an extended work experience in Greek Public Sector and in National Center for Public Administration as a scientific staff. He participated as a scientific collaborator in numerous European programs on issues of innovation, business plans, business mentoring, coaching and entrepreneurship.

Copyright Disclaimer

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).