

EMPLOYING PERSON-ORGANIZATION FIT (P-O FIT) AND PERSON-JOB FIT (P-J FIT) IN RECRUITMENT OF LIBRARIANS IN THE PRESENT DIGITAL ENVIRONMENT

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ABSTRACT

Today's digital library services demand workers with the person organization fit (a match between individual values and the organizational culture) and person-job fit (the match between a person's knowledge, skills and abilities and the requirements of the specific job). Many authorities in the field have revealed good evidence of relationship among person-organization fit and individual outcome variables such as employee's job satisfaction, intent to quit the organization and willingness to recommend the organization as a good place to work. In other words, employees who do not exhibit high person-organization fit could bring poor performance, organizational incompatibility and job turnover to a work place which in turn could reduce organizational effectiveness. This paper looks at person-organization fit and person job fit and what authorities said about them as regards their relationship with the individuals outcome variables and organizational effectiveness. It also discussed the concept of organizational culture and individual values. It equally looks at the job of the librarians in the digital environment and employing P-O fit in worker selection and recruitment of librarians in this digital environment.

Keywords: Employing Person-Organization Fit, Person-Job Fit, Recruitment of Librarians and Digital Environment

INTRODUCTION

Human resource management literature provides credible evidence of relationships among person-organization fit and individual outcome variables, such as employee's job satisfaction, intent to quit the organization and willingness to recommend the organization as a good place to work. Likewise employees who do not exhibit high person-organization fit could bring poor performance, organizational incompatibility and job turnover to a work place, which in turn could reduce organizational effectiveness. Leaders in industries are using the existence of this finding as a basis for making critical organizational decisions that affect hiring, retention, organizational effectiveness and job performance. Today's library managers are equally searching for ways to increase their organizational effectiveness. But they cannot assume without a foundation of extensive knowledge that high person-organization fit would lead to high level of positive individual outcome variables in a library setting.

From observations and comments by library administrators in Nigeria, it would seem that employee retention and turnover are among the serious challenges of their libraries today. Skilled library personnel such as system library employees have a tendency to move to other professions that offer better conditions of service. Higher library employee turnover is disruptive for libraries, the library employees who work in them and the clientele they serve. This is even more serious when one considers the huge costs turnover imposes on the libraries in terms of hiring and training for good performance. Turnover and retention problems in Nigerian library personnel seem to arise from a convergence of a number of factors, some of which are poor remuneration, ineffective hiring strategy, lack of person-organization fit, lack of job satisfaction advent of new technologies, and other unhealthy personal and organizational characteristics.

Person-Organization (P-O) Fit and Person-Job (P-J) Fit

Person-Organization Fit otherwise popularly referred to as P-O Fit is a sub-component of the broader concept of Person-Environment Fit known as P-E Fit. Researchers have explored the domain of person-environment fit and have constructed taxonomy of peoples fit at work. Person-Environment Fit is defined as the degree of congruence of match between a person and the environment. Among the various types of P-E fit, researchers have most extensively studied P-G fit (Person Group fit) P-J fit (Person Job) P-O fit (Person Organization) fit and P-V fit (Person Vocation) fit (Chatman, 1989; Edwards, 1991, Kristoff 1996; and Judge and Ferris, 1992). Person-Environment fit is therefore a complex and Multidimensional concept.

Edward (1991) defined person-job fit as the match between a person's knowledge, skills and abilities (KSA) and the requirements of a specific job. This represents demands-abilities complementary fit where the demands of the job are compared with the individual's ability to do the job. In the case of complementary fit, a person adds what is missing in the organization. But the needs supplies supplementary fit equates the characteristics and attributes of the job with the individual's needs. (Cable & Derue 2002). Needs-supplies fit is the match between the desire of an individual and the characteristics and attributes of the job that may satisfy those desires. Individual desires include goals, psychological need, interest and values. P-J fit has been found to predict performance satisfaction and turnover across a variety of jobs (O'Reilly, 1991).

Chatman (1989) defined Person Organization fit as the congruence between individual values and organizational culture. Many studies have revealed that when individual's values correspond with the culture of his organization, he tends to have less job-

related stress, greater job satisfaction, greater organizational commitment, fewer turnover intentions, and higher job performance ratings. Assessing for P-O fit can determine if a person's values will conflict with organizational values (Westerman 2004), a conflict that could have a negative impact in term of organizational effectiveness and turnover (Del Campo, 2006). According to Hogan (2007), individuals with values that are not incongruent with the organization's values will not be successful in the organization Cooper-Thomas, (2004), found that employees and leaders who perceived P-O fit experienced an increase in job satisfaction. Davis (2006) found that job satisfaction, citizenship behavior and commitment to the organization increases as employee perception of P-O fit increases.

P-O fit is broadly defined as the compatibility between individuals and organisations by most scholars. However as Kristoff (1996) notes, compatibility can be conceptualised in a variety of ways resulting in two different perspectives of P-O fit. The first perspective of P-O fit concerns a distinction between supplementary and Complementary fit. Supplementary fit occurs when a person supplements embellishes, or possesses characteristics which are similar to other individuals in an environment and complementary fit occurs when a person's characteristics make whole the environment or add to it what is missing (Muchinsky and Monahan, 1987). The second perspective on P-O fit concerns the needs-supplies and demands-abilities distinction. According to Kristof (1996), from the need-supplies perspectives, P-O fit occurs when an organization satisfies individual's needs, desires or preferences. In contrast, the demands-abilities perspective suggests that fit occurs when an individual has the abilities required to meet organisational demands. As a result, P-O fit is defined comprehensively as the compatibility between people and organisations that occurs when, at least, one entity provides what the other needs, or when they share similar fundamental characteristics or both in the model. By this way, both the supplementary and complementary perspectives are incorporated into the definition.

Relationship between Person Organization Fit and Individual Outcome Variables

The individual outcome variables include job satisfaction, intent to quit the organization and the willingness to recommend the organization, as a good place in which to work. Davis (2006) found that job satisfaction, citizenship behavior and commitment to the organization increased as employee perception of P-O fit increased. Delcampo (2006) proposed that retention and turnover is directly influenced by P-O fit. Both the theoretical and empirical research suggest that person-organization fit results in positive work related outcomes such as job satisfaction, intent to quit the organization and willingness to recommend the organization as a good place to work (Chatman & Cladwell 1991). In addition, considerable research has linked person-organization fit to other positive work-related outcomes that should, in turn, be related to career success. For example, person-organisation fit has been shown to have implications for job performance (Cladwell & O. Reilly, 1990), individual health adaptation (French, Caplan & Harrison, 1982) organizational commitment (Meglino 1989) and identification and retention (Kristoff, 1996; Ashforth, 1997; Van Vianen, 2000). Person-organisation fit has also been shown to affect both applicant preferences and behaviours (Bretz, Ash & Dreher, 1989; Judge & Bretz 2007; Rynes, Bretz & Gerhart, 1991), and recruiter perceptions of applicant suitability (Rynes & Gerhart 1990). Similarly, perceptions of person-organisation fit predict decisions to join organization (Cable and Judge, 1996; Turban and Keon, 1993), behaviours and attitudes (Westerman 2004), and intentions to quit and exit the organisation (O' Reilly, Chatman. and Caldwell, 1991). These outcomes suggest that those whose personal values correspond with the culture of the organisation are more likely to be attracted to the organisation, be favourably evaluated by established organisational members, display greater work

motivation, and perform better than those who do not. From research standpoint, the effects of person-organisation fit can be based on three stages of relationship between people and organisations (Kristoff, 1997). First, with regard to organisational entry, consideration of person-organisation fit during job search, recruitment and selection processes have been identified as one of the primary influences in creating organisational homogeneity (Schneider, 1987). Secondly, with regard to socialisation, efforts to orient new comers to organisational practices and expectations have been found to promote fit (Rosch & Reich, 1996). Finally, with regard to long term consequences, multiple work-related attitudes and behaviours have been linked empirically to the degree of congruency that exists between the values, needs and attributes of the individual and work performance, job stress, job satisfaction, organisational commitment and turnover (Bretz & Judge, 1994; O'Reilly, Chatman & Caldwell, 1991; Tziner, 1987; Vancouver & Schmitt 1991). Researchers have discovered that satisfied employees were likely to stay with their organization and contribute to its financial success and that employee's intention, predicted actual turnover behavior. Moreover, these attitudes and intentions influence employee effectiveness customer service and organisational performance. Thus, it appears that library managers have competitive advantage by understanding the critical factors that shape employee's attitudes and subsequent behavioural intentions.

To Hogan (2007) individuals with values that are not congruent with the organization's values will not be successful in the organization. Anderson (2004) found out that employees and leaders who perceived P-O fit experienced an increase in job satisfaction.

One of the biggest challenges Nigerian libraries face is to attract, retain and develop service oriented employees. One of the

2.2 Organisational Culture

The term culture appears in both library and management literature. Yet few authors agree on what culture really means. Even though scholars have different beliefs of the exact meaning, all seem to agree that culture is an important success factor in the overall performance of an organisation. Culture could mean, the way things are get done in a place (Deal and Kennedy, 1982) or the personality of the organisation (McNamara, 1991) or what is valued, the dominant leadership style, the language and symbols, the procedures and routines, underlying assumptions, tangle signs (artifacts), expectations, collective memories and definitions present in an organisation (Schein. 1992. Cameron and Quinn. 1999) or even norms, beliefs and values members of an organisation share (Denison. 19901). To a large degree, what we do is determined by our culture. The same person in different organisations will act in different ways. The underlying causes of many organisational problems are not in the organisation's structure, leadership or staff; they are in the social structure and culture. Basically, organisational culture is the personality of the organisation. Schein (1992) suggests that organisational culture is even more important today than it was in the past because of increased competition, globalisation, mergers, acquisitions, alliances and various workforce developments.

Since the dawn of civilization, scholars, researchers and great thinkers have discussed the subject of organisational culture. To some individuals, the key elements and dimensions of organisational culture include shared meanings, norms, values and beliefs. (Denison, 1996). To others, the primary elements of organisational culture are values and beliefs (Chatman, 1989, 1991; O'Reilly 1991; Schein 1996; Vandenberghe, 1996). Despite this raging controversy, many scholars and researchers agree that organizational culture is essentially shared values; and that organisational culture is the values members of an

organisation share. Studies have repeatedly shown that there is a strong relationship between positive organisational culture and high performance outcomes (Denison 1990; Deal & Kennedy 1982; Cameron & Quinn 1999). That is to say those high functioning organisations are comprised of individuals whose values are consistent with the culture of their organisation. Where there is a strong culture, people do things because they believe it is right thing to do. Although all organisations have cultures, some appear to have strong deep rooted culture while others have weak cultures. A strong culture fosters motivation, commitment, and identity and solidarity.

An organisation's culture is comprised of deeply embedded, shared values and assumptions (Denison, 1996). This is different from climate, which refers to perceived environmental factors that are subject to organisational control (Denison, 1996). The two terms, culture and climate, are often used interchangeably; however, they are different. Organisations can have many climates, but only one culture (Schneider, 1975). An organisation's culture is anchored by the values, beliefs, and assumptions held by its members (Denison, 1996). It is rooted in history, collectively held, and complex enough to resist attempts at direct manipulation (Denison, 1996). It interacts with the organisation's people and structures (Boxx, Odom, & Dunn, 1991). Values are fundamental element in most definitions of organisational culture (Barley, Mayer, & Gash, 1988). In many cases the terms values and organisational culture are synonymous.

Every library organisation possesses a character or culture unique to that library organisation. Prevailing attitudes colour the habits and style of library administration. Library workforce has its own broad understanding of conventions and precedents and a unique way of doing things. Culture plays many important roles in library organisations. First, culture forms a collective identity that helps library workers associate themselves with library policies and mission and feel themselves as part of it (Peters and Waterman 1982). Secondly, organisational culture prescribes norms of acceptable and unacceptable behaviour making it clear for library employees what they should say or do in a given situation. (Schein, 1960; Kottler & Heskett, 1992) Thirdly, culture helps library employees work together as a team to meet users' needs and respond to external pressures (Schneider & Bowen, 1995). Fourth, culture provides structure and control in the library organisation without relying on an authoritative management style that can lessen motivation and creativity (O'Reilly & Chatman, 1986). When library organisations promote a certain set of values like team orientation, user focus, empowerment, goals and objectives, core values etc, they create a social energy or motivation that influences library employee's attitudes and behaviours to the set goal of the library.

Librarians in the Digital Environment

The advances in technology have made libraries to undergo technological transformation. The introduction of automated circulation control, computerization of library services, digitization of library collection, reorganization of staffing structure etc have all brought about remarkable cultural changes within the library organization. As institutions are adapting to the changes in the current information landscape by establishing digital libraries or by digitizing their libraries, librarians are becoming digital librarian. In the digital age is very important. Therefore new knowledge, skills and competencies (KSC) are required on the part of librarians for proper adaptation into the new information job requirement. According Akidi and Osedo (2021), identifying the knowledge, skills and competencies required of information professionals and particularly digital librarians. That is to say that the current job of a librarians require digital literacy (DL) According to Federer as in Akidi and Osedo

(2021) core competencies for librarians with a mixture of skills, knowledge and behaviours connected to library technology are critical for organizational success, personal performance and career development. With the transformation in libraries and library services, librarians need to be transformed to serve the current generation of users that are digitally savvy and needs information anytime and anywhere (Akidi and Osedo 2021). In discussing by the current skills and knowledge required for current librarians, Matthews and Pardue (2009) highlighted the Importance of web development, project management, system development, and system application in the employment needs for librarians. The findings further revealed that academic librarians require a specific set of technological skills and in addition to information technology (IT) abilities, language of programming, networking, web design and development. Current librarians need to be digitally driven to effectively manage digital libraries and provide the state of the art library and information services.

Akidi and Osedo (2021) opined that it is imperative to understand that the creation of digital libraries necessitates proper digital abilities such as the ability to utilize appropriate digital library software, apply optical character recognition, assign metadata, learn how to operate a scanner for digitization and to create high resolution digital content and computer abilities to effectively work in online information.

Employing P-O Fit in Worker Selection and Recruitment of Librarian In The Digital Environment

The age long tradition of hiring and retaining employees and leaders based solely on skills and experience is changing. Today's organizations are putting more focus on hiring people who fit their organizational culture (Bielsk, 2007, Spors,2007) P-O fit construct is fast becoming one of the most popular ways used to assess if a person will fit within an organization or not (Boglarsky, 2007). The construct has become important in the study of organizational effectiveness because it uses the traditional paradigm of matching skills, knowledge and abilities in predicting if an individual will be successful in a particular organization. Some authors posit that individuals whose values fit with an organization's values will result in positive contributions to organizational effectiveness and lower, turnover rates (schminke, 2008). Accessing for P-O fit can determine if a person's values will conflict with organizational values (Spors, 2007), a conflict that could have a negative impact in terms of organizational effectiveness and turnover. According best ways of meeting this challenge is to ensure a fit between the library organization's values and the individual value of employees. Positive outcomes result when individual values of library employees align with or fit the cultures of their library organizations. When workers individual values correspond with the culture of the organization, they tend to have job satisfaction, organizational commitment, less stress, fewer turnover intentions and higher job performance ratings (Meglino & Ravins, 1998). Organizational culture is the most tangible asset an organization own. Studies have shown that there is a strong relationship between positive organization culture and high performance outcomes (Debusibm 1990; Cameroon & Quinn, 1999). That is to say, those high functioning organizations are comprised of individuals whose values are consistent with the culture of their organization. Where there is a strong culture, people do things because they believe it is right thing to do.

Person-organization fit involves the attraction and selection of the best people and putting them on jobs where their talents and skills can be best utilized and retaining them through incentives, job training and job enrichment programmes in order to achieve individual, organisational and societal goals. It is imperative for libraries to practice person-organisation fit owing to large staff size, tight budget, competitive job markets, new

technologies, increased demand for accountability and rapid changes in the library environment. Mortimer and Lorence (1979) found that when a person enters an organisation with strong values, the person's values are likely to change if that person is open to influence. Furthermore, the person is more likely to behave in accordance with specified norms of the organisation. Etzioni (1975), Schmidt and Hunter (1981) observed that if an organization is highly selective in terms of valid established criteria, socialization processes such as training, orientation and other methods of teaching new members how things are done in the organisation will make the new entrants to be properly assimilated in the organisation and to be productive. Through organisational socialisation process, new entrants will come to understand the values, abilities, expected behaviours and social knowledge that are essential for assuming an organisational role and for participating as organisational members (Louis, 1980; Van Maanen & Schein, 1979). Similarly, Weiss (1978) found that people aligned their values with the values of their leaders if they perceived their leaders to be considerate, competent and successful.

Lack of fit between an employee and the library organisation can be described as a culture clash. Lack of cultural fit is largely due to a misguided hiring process supported by ineffective execution. Poor fit results in poor morale, decreased productivity, unsatisfied library users and costly employee turnover. Poor person-organisation fit has been associated with job dissatisfaction, higher levels of job-related stress and intention to leave the organisation (Lovelace & Rosen, 1996).

Retaining librarians by preventing turnover has become one of the leading issues in libraries. It would seem that high library employee turnover is disruptive for libraries, the library employees who work in them and the clientele they serve. The retention and attrition of experienced library employees in particular appear to have been a growing concern. From observations, discussions and comments it would seem that experienced library employees have one of the largest number of shortage identified in librarianship in Nigeria. Available ones keep changing jobs. In developing countries such as Nigeria, highly skilled library employees seem to be dissatisfied with their conditions of service. Economic hardship and lack of job satisfaction are responsible for these professionals seeking "greener pastures" in countries with more favourable economic conditions like Britain, Saudi Arabia, U.S.A. and South-Africa.

Aguolu, (1996) averred that since Nigerian independence in 1960 there has been an unrelenting upsurge in the establishment of educational institutions at all levels especially university education. Ogunsola, (2004) supported this view by positing that the proliferation of academic institutions in the country since the 1980s has increased the problems of these institutions and their libraries so much that their future now seems uncertain.

Secondly, the introduction of ICTs in Nigerian academic libraries has placed greater demands on library employees. It has brought with it the need for skilled systems librarians and library officers with operational and strategic capabilities necessary for adapting to the new technological environment. Systems library employees are responsible for their library's complex and expensive computerized systems. Library automation has so advanced in Nigeria and systems are now becoming so complex that systems library employees appear to be in very short supply and those available seem to be moving from one library to the other in search of "greener pastures".

The role of Nigerian libraries is to provide informational materials and services in support of the objectives of the parent institutions which are mainly teaching, learning,

research, public services and conservation of knowledge and ideas (Ifidon, 1985). Libraries are integral parts of the institutions they serve. They have, for long, been recognized as the "hearts" of their institutions. They design their collection to meet the instructional programmes of their parent institution;

One of the biggest challenges Nigerian libraries face is to attract, retain and develop service-oriented employees. One of the best ways of meeting this challenge is to ensure a fit between the library organisational values and the individual value of employees. Positive outcomes result when individual values of library employees align with or fit the culture of their library organization. When workers, individual values correspond with the culture of the organisation they tend to have job satisfaction, organisational commitment, less stress, fewer turnover intentions and higher job performance ratings (Kristoff, 1996; Meglino & Ravlin, 1998). A research in person-organisation fit will help library managers select employees whose personal values match those of their library organisational culture. In fit-based recruitment, libraries review candidates and can, from the start, decide whether they fit the requirements of and the specific needs and culture of the library. Fit based recruitment can incorporate concerns about local needs and local context. This process is potentially more customized. The match between new library employees and their jobs is important to consider because library jobs vary a great deal and each presents the new employee with the unique set of demands, challenges and opportunities. A new library employees' effectiveness depends not only on her general qualifications but also on the fit between her particular skills, knowledge, and dispositions and the library position she has been recruited to fill. The fit between a library employee and her position also has implications for job satisfaction and retention. If a position does not closely match a new library employees' preparation, interests, and preferences she may not stay in it for long. She may leave the position if a poor fit compromises her effectiveness and her sense of success (Johnson & Birkeland, 2003). This is particularly true of the next generation of library employees who have many careers open to them and who have conceptions of careers that are quite different from those of the retiring generation (Peske, Liu, Johnson, Kauffman, & Kardos, 2001).

Schneider (1987) averred that people make a place. This basic assumption that people make organisations what they are is particularly true of the library. Library employees can make or break the library business. A library organisation is as effective as its work force. Therefore, attracting, recruiting and retraining the right employees are critical to the success of every library. From the foregoing, it would seem that the ability to successfully recruit qualified people with good fit to the library organization's culture is the most important factor influencing library growth and effectiveness. It is the only way of positioning the library for effectiveness.

CONCLUSION

While consideration research has examined libraries and library employees, there has been relatively little research on how libraries recruit new library employees. We know very little about the library employee's recruitment process and the role it plays in matching new library employees to library and library positions. Leaders in industries are using the existence of the relationship among person-organization fit and individual outcome variables as a basis for making critical organizational decisions that affect hiring, retention, organizational effectiveness and job performance. Today's library managers must equally employ it to increase their library organization effectiveness.

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