

Relationship between Person Job Fit, Person Organization Fit and Employee Performance among School Teachers in Darjeeling District of West Bengal- An Empirical Analysis.

Dr. Tanisha Kansal¹, Prof. Palas R. Sengupta²

Department of Commerce Salesian College (Autonomous)

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INTRODUCTION

One of the most important sources of any organization is its human resources, as the performance and effectiveness of employees are crucial to determine the success of the organization. Education is one of the strongest key aspect of Human Capital Development. Teachers being central, are the backbone of the education sector and their performance is of utmost importance to shape the behaviour, skills and attitude of the students. Understanding the various factors which influence the educational performance of teachers have become an important area of research in Organizational Behaviour and Human Resource Management.

Among the various factors influencing the performance of teachers, Person Job Fit (PJF) and Person Organization Fit (POF) have received significant attention. PJF refers to the degree of compatibility between the characteristics of the individual (knowledge and skills) to the requirement of the job. When employees perceive that their capabilities match the demands of their job, they are more likely to perform their tasks effectively and experience a greater sense of achievement. POF includes the match of the individual culture and values to that of the organization. When employees perceive a good fit with their job and organization, they are more likely to experience higher levels of Job Satisfaction, which in turn can enhance their Employee Performance. A strong alignment between employees and their organization fosters a sense of belonging and commitment, which can positively influence their attitudes and behaviour at work.

Job Satisfaction (JS), too, is an important determinant of employee performance. It refers to the positive emotional state which results from an individual's job and work experience. An employee with high motivation, commitment experience high levels of job satisfaction. A teacher who is more satisfied demonstrates positive relationship with students and organization, shows enthusiasm in his teaching role and is generally associated with improved Employee Performance (EP).

The present study tends to explore the relationship between PJF, POF, JS and EP in government schools in the Darjeeling district of West Bengal. By employing Structural Equation Modeling, the study seeks to provide a deeper understanding of how perceptions of job and organizational fit influence teachers' job satisfaction and ultimately contribute to their performance. The findings of the study may provide useful insights for policymakers, school administrators, and educational planners in developing strategies that enhance teacher satisfaction and performance, thereby contributing to the overall improvement of educational outcomes.

LITERATURE REVIEW

The study conducted by Maulana and Fachrunnisa (2026) on staff members of Bank BRI's Pattimura Branch in Semarang examine the influence of POF, PJF, work life balance on Organizational Citizenship Behaviour (OCB) with Job Satisfaction (JS) as a mediating variable. They used PLS –SEM to show that these factors positively influenced OCB and JS strengthened the relationship.

Kvale, H. E. H. (2026), in his study, analyzed employees to understand how they interpret the use of Generative Artificial Intelligence in public organizations. The results showed that employees treat the Gen AI as their co worker and its acceptance depends on how well it fits the workplace, described as Persona Organization Fit.

Ganewatta, G. H., & Gudmundsson, A. (2026) conducted a study in Sri Lanka among 323 university academics to analyze the role of PJF and POF in predicting Employee Engagement. Using Structural Equation Modeling, the findings show that job engagement is a strong predictor of PJF while Organizational Engagement is a strong predictor of POF.

A study conducted on 210 employees from companies operating in Portugal showed that both PJF and POF significantly reduces employee' turnover intention and Organizational Culture plays a moderating role.(Cesário, F. et al. ,2026).

Ahn J. (2026) analyzed the relationship between Career Aspiration, PJF and POF with job outcomes among 1621 vocational high school graduates in South Korea. The results showed that individuals who have high career aspirations and good fit, also have better job satisfaction and lower turnover intention though the turnover intention did not differ much.

Thani, A. K. A., & Rosely, N. (2025) conducted a study among Muslim government servants in Klang Valley, Malaysia to analyze the relationship between PJF and OCB with a mediating variable (Religiosity) . The results showed that employees demonstrated positive behavior with high PJF and religiosity strengthens this relationship.

T. Tuwisna et al. (2024) examined the influence of POF and PJF on Employee Performance among 45 employees of PT Maheera in Banda Aceh, Indonesia. The findings revealed that both the fits significantly influence employee performance individually as well as collectively.

Pranatha et al. (2024) examined the factors affecting employees' intention to stay at Nirwana Pekalongan. The results indicated that PJF, POF and Workplace have a positive but insignificant effect on employees' intention to stay, whereas Job Satisfaction showed a positive and significant influence.

Kim et al. (2025) examined the importance of PJF in organizations that practice strong Diversity, Equity and Inclusion initiatives, highlighting that alignment between employees and organizational values becomes more meaningful in inclusive workplaces. Similarly, Ellis et al. (2017) found that higher levels of PJF and POF enhance JS among school teachers, which in turn plays an important role in improving Employee Performance.

Ohlson (2018) analyzed that both PJF and POF have a strong positive relationship with employee performance, indicating that better alignment between employees, their jobs, and the organization can improve overall performance of work.

Objectives Of The Study

1. To assess the relationship between PJ fit and Job Satisfaction among school teachers.
2. To examine the relationship between PO fit and JS among school teachers.
3. To analyze the relationship between job satisfaction and employee performance among school teachers.
4. To examine the direct effect of PJ fit on employee performance
5. To examine the direct effect of PO fit on Employee Performance.
6. To examine the mediating role of JS in the relationship between PJ fit and EP.
7. To examine the mediating role of JS in the relationship between PO fit and EP.

Hypothesis For The Study:

H1: Person–Job Fit (PJF) has a significant positive effect on Job Satisfaction (JS).

H2: Person–Organization Fit (POF) has a significant positive effect on Job Satisfaction (JS).

H3: Job Satisfaction (JS) has a significant positive effect on Employee Performance (EP).

H4: Person–Job Fit (PJF) has a significant positive effect on Employee Performance (EP).

H5: Person–Organization Fit (POF) has a significant positive effect on Employee Performance (EP).

H6: Job Satisfaction (JS) mediates the relationship between Person–Job Fit (PJF) and Employee Performance (EP).

H7: Job Satisfaction (JS) mediates the relationship between Person–Organization Fit (POF) and Employee Performance (EP).

METHODOLOGY

The present study adopted a quantitative, cross-sectional research design to examine the structural relationships among PJF, POF, JS and EP among government and government-aided higher secondary school teachers in the Darjeeling district of West Bengal. A structured questionnaire was used to collect primary data from 275 respondents selected through a multi-stage cluster sampling technique. The study focused on understanding how PJF and POF influence employee performance directly as well as indirectly through job satisfaction.

Standardized instruments were employed to measure each construct. Person–Job Fit was measured using the scale developed by Brkich, Jeff, and Carless (2002), Person–Organization Fit was assessed using the scale developed by Netemeyer et al. (1997), Job Satisfaction was measured using the Job Satisfaction Index developed by Thompson and Phua (2012), and Employee Performance was measured using the scale proposed by Van Scotter and Motowidlo (1996). All items were measured using Likert scale.

Before testing the proposed hypotheses, the measurement model was evaluated to ensure the reliability and validity of the research instrument. Exploratory Factor Analysis was conducted to examine the underlying factor structure of the variables in the previous paper by Kansal, T., Sengupta, P. R. (2026). The analysis resulted in a four-factor structure consisting of PJF, POF, JS and EP. The suitability of the data for factor analysis was established through the KMO measure, which produced a value of 0.925. A total of 20 items were retained, with five items representing each construct. All the retained items demonstrated factor loadings greater than 0.60. Confirmatory Factor Analysis (CFA) was also previously conducted using AMOS after examining the data for multivariate assumptions (Kansal T., Sengupta, P. R. (2026)). The measurement model demonstrated satisfactory reliability, with Cronbach's alpha and Composite Reliability (CR) values exceeding the recommended threshold of 0.70. Convergent validity was established through Average Variance Extracted (AVE), with all values exceeding 0.50, while discriminant validity was confirmed using the Fornell–Larcker criterion. The overall measurement model also exhibited an acceptable fit to the data based on standard goodness-of-fit indices.

Following the validation of the measurement model, Structural Equation Modelling (SEM) was employed to examine the hypothesized relationships among the latent constructs. SEM was considered appropriate because it enables the simultaneous estimation of multiple relationships while accounting for measurement error, thereby providing a comprehensive assessment of the proposed theoretical model. The structural model was used to evaluate the direct effects of Person–Job Fit and Person–Organization Fit on Job Satisfaction and Employee Performance, as well as the effect of Job Satisfaction on Employee Performance. The significance of the hypothesized paths was assessed using standardized regression coefficients, critical ratios, and p-values.

To further investigate the mediating role of Job Satisfaction, mediation analysis was conducted using Hayes' PROCESS Macro (Model 4) in SPSS. The significance of the indirect effects was assessed through the bootstrapping technique, with mediation considered significant when the 95% bootstrap confidence interval did not include zero. The combined use of SEM and bootstrapping provided a robust framework for examining both the direct and indirect relationships among the study variables.

Confirmatory Factor Analysis Results

Reliability and Validity of the Construct

Construct	AVE	CR	Cronbach's Alpha
Person Job Fit	0.638	0.898	0.900
Person Organization fit	0.620	0.890	0.898
Job Satisfaction	0.639	0.898	0.898
Employee Performance	0.646	0.900	0.890

Table 1: Average Variance Extracted and Composite Reliability and Cronbach's alpha

Convergent Validity and Discriminant Validity

Convergent validity was assessed using factor loadings, Composite Reliability (CR), Average Variance Extracted (AVE), and Cronbach's alpha (Table 1). The CR values ranged from 0.890 to 0.900, exceeding the recommended threshold of 0.70, while the AVE values for PJF (0.638), POF (0.620), JS (0.639), and EP (0.646) were above the recommended value of 0.50. Furthermore, CR values were higher than the corresponding AVE values, and Cronbach's alpha values exceeded 0.70. These results confirmed the convergent validity and reliability of the measurement model.

Discriminant validity was assessed using the Fornell–Larcker criterion (Table 2). The results indicated that the square root of the AVE for each construct was greater than its correlations with the other constructs. Therefore, discriminant validity was established, confirming that PJF, POF, JS, and EP represented distinct constructs.

Construct	PJF	POF	JS	EP
PJF	0.799			
POF	0.367	0.788		
JS	0.750	0.388	0.799	
EP	0.653	0.426	0.741	0.803

Table 2: DISCRIMINANT VALIDITY

Measurement Model and Goodness of Fit

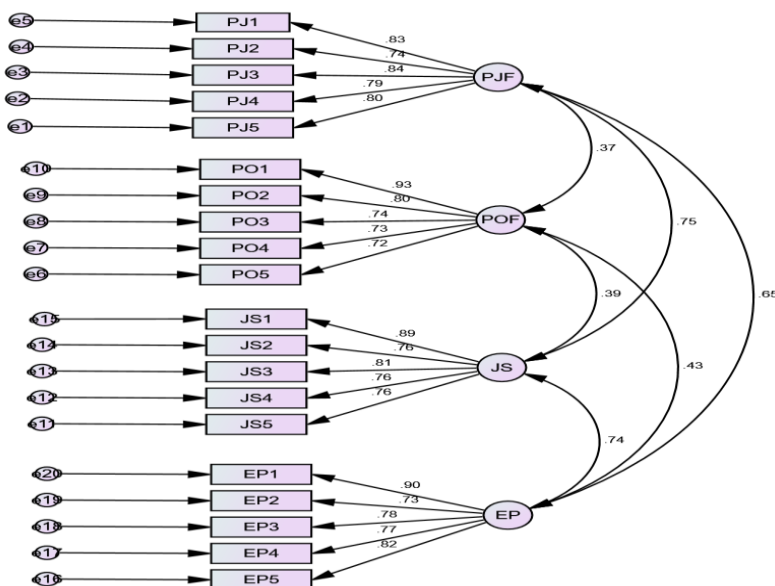


Figure 1: Diagram of Confirmatory Factor Analysis of all the latent construct

The structural model demonstrated a satisfactory fit to the data, with CMIN/DF = 1.80, GFI = 0.906, IFI = 0.964, RMR = 0.040, NFI = 0.923, CFI = 0.964, TLI = 0.958, and RMSEA = 0.054, all falling within the recommended thresholds.

Structural Equation Modeling

The structural model illustrates the hypothesized relationships among the latent constructs. In the present study, Structural Equation Modelling (SEM) was conducted using AMOS to examine the relationships among the unobserved constructs and evaluate the proposed theoretical model.

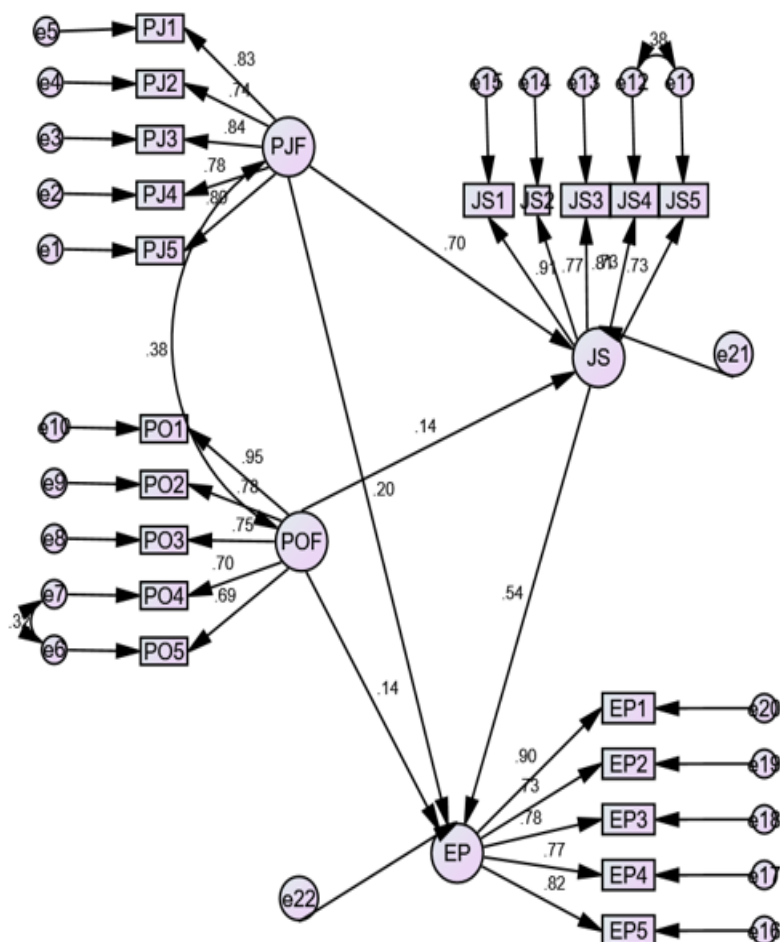


Figure 2: Structural Equation Modeling

Results of Structural Model

Fit Indices	Suggested values	Results
CMIN	between 1 and 3	1.454
GFI	Greater than 0.90	0.924
AGFI	Greater than 0.90	0.901
IFI	Greater than 0.90	0.980
RMR	Less than 0.80	0.038
NFI	Greater than 0.90	0.939
CFI	Greater than 0.90	0.980
TLI	Greater than 0.90	0.976
RMSEA	Less than 0.08	0.041

Table 3: Results Of Structural Model

The structural model demonstrated a good fit to the data, with CMIN/DF = 1.454, GFI = 0.924, AGFI = 0.901, IFI = 0.980, RMR = 0.038, NFI = 0.939, CFI = 0.980, TLI = 0.976, and RMSEA = 0.041. All the obtained values were within the recommended thresholds, confirming the adequacy of the proposed structural model.

Hypothesis Testing And Results

Hypothesis	Hypothesized Relationship	Standardized β	S.E.	C.R.	p-value	Decision
H1	PJF $\rightarrow$ JS	0.893	0.081	11.032	< 0.001	Supported
H2	POF $\rightarrow$ JS	0.190	0.071	2.689	0.007	Supported
H3	JS $\rightarrow$ EP	0.548	0.085	6.428	< 0.001	Supported
H4	PJF $\rightarrow$ EP	0.262	0.105	2.486	0.013	Supported
H5	POF $\rightarrow$ EP	0.188	0.071	2.630	0.009	Supported

TABLE 4: Hypothesis Results

* represents $p < 0.05$, **represents $p < 0.01$, *** represents $p < 0.001$

Note: PJF=Person Job Fit; JS=Job Satisfaction; EP = Employee Performance; POF=Person-Organization Fit

H1: Person–Job Fit (PJF) has a significant positive effect on Job Satisfaction (JS).

H1 was supported. Person–Job Fit had a significant positive effect on Job Satisfaction ($\beta = 0.893$, C.R. = 11.032, $p < 0.001$), indicating that teachers who perceive a better fit between their abilities and job requirements tend to experience higher job satisfaction.

H2: Person–Organization Fit (POF) has a significant positive effect on Job Satisfaction (JS).

H2 was supported. Person–Organization Fit significantly and positively influenced Job Satisfaction ($\beta = 0.190$, C.R. = 2.689, $p = 0.007$), suggesting that alignment between teachers and their schools is associated with greater job satisfaction.

H3: Job Satisfaction (JS) has a significant positive effect on Employee Performance (EP).

H3 was supported. Job Satisfaction had a significant positive effect on Employee Performance ($\beta = 0.548$, C.R. = 6.428, $p < 0.001$), indicating that more satisfied teachers tend to demonstrate better performance.

H4: Person–Job Fit (PJF) has a significant positive effect on Employee Performance (EP).

H4 was supported. Person–Job Fit had a significant positive effect on Employee Performance ($\beta = 0.262$, C.R. = 2.486, $p = 0.013$), suggesting that teachers whose skills and abilities match their job requirements are likely to perform better.

H5: Person–Organization Fit (POF) has a significant positive effect on Employee Performance (EP).

H5 was supported. Person–Organization Fit significantly and positively influenced Employee Performance ($\beta = 0.188$, C.R. = 2.630, $p = 0.009$), indicating that alignment between teachers and their organization contributes to improved performance.

Mediation Analysis

Mediation Analysis: Job Satisfaction (JS) Linking Person Job Fit(PJF) and Employee Performance(EP)

H6: Job Satisfaction (JS) mediates the relationship between Person–Job Fit (PJF) and Employee Performance (EP).

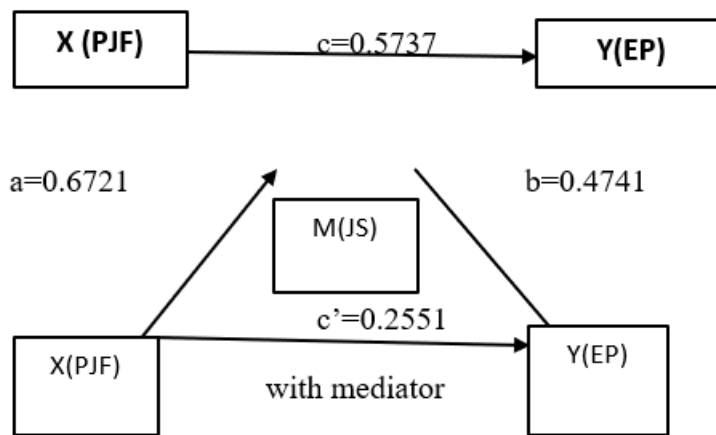


Figure 3: Mediation Analysis of PjF → JS → EP

HYPOTHESIS	Direct path effect	Indirect path effect	95% Confidence Interval	P value	Results
PjF → JS → EP	0.5737	0.3186	[0.2384,0.4059]	0.001*	Partial mediation

TABLE 5: Mediation Results Of Pjf → Js → Ep

The mediation analysis revealed that Person–Job Fit had a significant direct effect on Employee Performance ($\beta = 0.5737$). Person–Job Fit also significantly influenced the mediating variable, Job Satisfaction ($\beta = 0.6721$), while Job Satisfaction significantly influenced Employee Performance ($\beta = 0.4741$). After introducing Job Satisfaction into the model, the direct effect of Person–Job Fit on Employee Performance decreased from 0.5737 to 0.2551, but remained statistically significant. The indirect effect was also significant, with a bootstrapped confidence interval of [0.2384, 0.4059], which did not include zero. Therefore, Job Satisfaction partially mediates the relationship between Person–Job Fit and Employee Performance, supporting H6. This indicates that although Person–Job Fit influences employee performance partly through Job Satisfaction, it also has an independent direct effect on performance.

Mediation Analysis Of Pof And Ep With Js As A Mediator

H7: Job Satisfaction (JS) mediates the relationship between Person–Organization Fit (POF) and Employee Performance (EP).

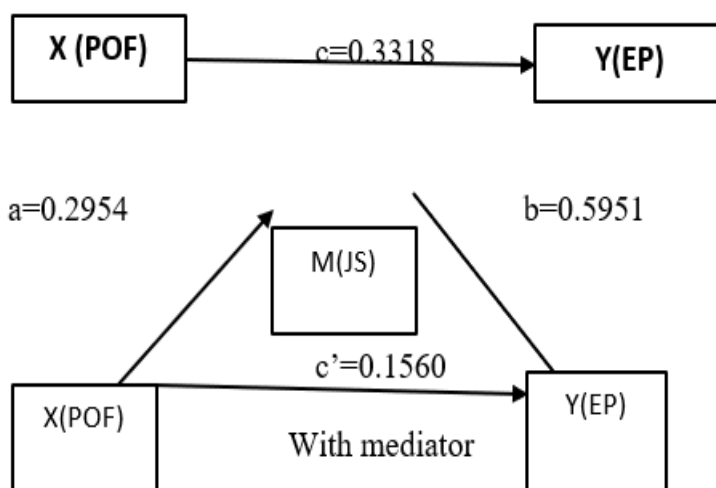


Figure 4: Mediation Analysis of POF → JS → EP

HYPOTHESIS	Direct path effect	Indirect path effect	95% Confidence Interval	P value	Results
POF → JS → EP	0.3318	0.1758	[0.1112,0.2562]	0.001*	Partial mediation

Table 6: Mediation Analysis Result of POF → JS → EP

The mediation analysis showed that Person–Organization Fit had a significant direct effect on Employee Performance ($\beta = 0.3318$). POF also had a significant effect on the mediating variable, Job Satisfaction ($\beta = 0.2954$), while Job Satisfaction significantly influenced Employee Performance ($\beta = 0.5951$). After the inclusion of Job Satisfaction in the model, the direct effect of Person–Organization Fit on Employee Performance decreased from 0.3318 to 0.1560, but remained statistically significant. The indirect effect was also significant, as indicated by the bootstrapped confidence interval [0.1112, 0.2497], which did not include zero. Therefore, Job Satisfaction partially mediates the relationship between Person–Organization Fit and Employee Performance, supporting H7. This suggests that Person–Organization Fit contributes to employee performance both directly and indirectly through Job Satisfaction.

CONCLUSION

The present study examined the relationships among Person–Job Fit (PJF), Person–Organization Fit (POF), Job Satisfaction (JS), and Employee Performance (EP) among school teachers in Darjeeling district of West Bengal. The findings established that both PJF and POF have significant positive effects on Job Satisfaction, while Job Satisfaction significantly enhances Employee Performance.

The study further found that PJF and POF have significant direct effects on Employee Performance. This indicates that teachers who perceive a better match with their job responsibilities and organization are more likely to demonstrate improved performance.

The mediation analysis revealed that Job Satisfaction partially mediates the relationships between PJF and EP and between POF and EP. Thus, the findings suggest that employee–job and employee–organization compatibility contribute to improved teacher performance both directly and indirectly through enhanced Job Satisfaction.

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