An Exploratory Factor Analysis of Person Job Fit, Person Organization Fit, Job Satisfaction and Employee Performance among School Teachers in the Darjeeling district of West Bengal.

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ABSTRACT

The study aims to explore the factor structure of government school teachers of Darjeeling district of West Bengal with respect to Person Job Fit (PJF), Person Organization Fit (POF), Job Satisfaction (JS) and Employee Performance (EP). These constructs are considered vital to understand the effectiveness of a teacher, alignment with the workplace as well as overall organizational outcomes in the organization. A total of 275 teachers responded to the Likert scale questionnaire designed to capture their perceptions across the four constructs. An Exploratory Factor Analysis (EFA) was performed to investigate the underlying dimensions of the construct including PJF, POF, JS and EP. Prior to factor extraction, measures of sampling adequacy and suitability were assessed to ensure the robustness of the analysis. The findings of EFA showed the presence of four distinct factors corresponding to the construct. All retained factors showed acceptable factor loadings, and the extracted factors exhibited strong internal consistency and reliability, indicating that the measurement instrument was both valid and reliable for the study population. The findings add value and provide empirical evidence to support the multidimensional nature of the construct and relevance of fit in shaping the employee's performance among the government school teachers. The study contributes to the existing knowledge of teacher workforce dynamic in Darjeeling district of West Bengal and lays the groundwork for future research by recommending the use of Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM).

Keywords-Person Job fit, Person Organization Fit, Job Satisfaction, Employee Performance, Exploratory Factor Analysis

INTRODUCTION

Education is the key factor to the social and economic development of the country. Teachers are the pillars of the educational domain. The performance of the teachers directly impacts the learning outcomes of the student thereby shaping the future of the society. In the recent years, job satisfaction, motivation and performance have been highlighted as important factors that help in efficiency and effectiveness of employee in various sector including education.

In the context of Darjeeling district, West Bengal, the complex and challenging environment leads to the need of understanding the factors that affect the performance of the school teachers. There are several challenges faced by the Darjeeling district schools as multilingual diversity , inadequate infrastructure ,hilly terrain which affects not only the satisfaction level of the teachers but also their performance level.

In view of the above scenario, the concept of organizational fits by the organizational behavior becomes highly relevant to understand the alignment between the teacher and his teaching role and school. Two fits have emerged in this context-Person Job Fit (PJF) and Person Organization Fit (POF).

PJF is the alignment between an employee's knowledge, skill and abilities and the demands, tasks and duties of his job. A strong PJF is expected to improve job satisfaction and thereby enhanced performance by the school teachers. Person Job Fit has two components including Need Supplies Fit and Demand Abilities Fit. NS Fit refers to the requirement of the employees matching to the supplies by the job. D-A fit refers to the abilities of the individual to meet the requirement of the job. Both the components need to match , or else it will lead to negative consequences such as job dissatisfaction , overbuerdened employees.

Person Organization Fit (POF), on the other hand, is the fit between the goals , values and belief of an individual with that of the organization. A high sense of POF is expected to lead to improved commitment and satisfaction which is crucial for the challenging environment of Darjeeling district.

Job Satisfaction (JS) is considered as another important factor which enhances performance of the school teachers. Job performance is directly linked to better teacher's performance, reduced absenteeism and low turnover rates. It leads to better student outcomes.

Employee Performance (EP) indicates the degree to which an individual carries out his tasks and duties in an organization. The good performance of the teacher leads to accomplishment of the goals of the schools and help the students achieve quality education in schools.

These factors – PJF, POF, JS and EP, together play an important role in analyzing the role of quality education among the school teachers in Darjeeling district.

REVIEW OF LITERATURE

The interplay of the fits has gained significant importance in understanding the performance of the employees, particularly in the educational domain. The concept of fits has emerged from the broader concept of Person Environment Fit by Kristof (1996). PJF is the degree of match between the knowledge, abilities and skill of the employees to the tasks , demand and duties of the job. A poor PJF will lead to low motivation , reduced satisfaction ,turnover and also poor performance of the employees(Cable & DeRue, 2002;Lauver & KristofBrown, 2001) . Rajper et al. (2020) found that both the fits have significant correlation with the employee performance. Marianne et al.(2024) shows the significance of strength based leadership enhances the PJF. Trysantika et al(2023) also analysed the association between PJF and employee performance with job satisfaction as the mediator. PJF showed a positive relationship with employee performance as well as job satisfaction. Also, it was positively related to employee performance through job satisfaction.

POF explains the degree of fit between the belief, value and culture of an employee to the culture, values and belief system of the organization. POF refers to the match between the employees and their organizations to meet each other's need and share a common goal (Karakurum, 2005). As the values and belief of an employee are directly aligned with those of the organization , there is a marked improvement in the performance of the employees (Johnson and Zimmerman, 2005).

Safia(2015) examined the role of POF in job satisfaction and performance of employees. The study found out a strong correlation between POF and job satisfaction. It also highlighted the that impact of POF on commitment and employee performance is strong. Ohlson (2018) also found out that both the fits-PJF and POF are strongly related to the performance of the employees. Miller et al.(2021) revealed that if there is a strong fit between the school teachers and the institution , there will be low intention to leave the institutions. This suggests that during recruitment and selection process, the schools should consider person organization fit to retain good teachers in the institutions. High PJF and POF leads to greater job satisfaction (Cable & DeRue,2002).

Kim et al. (2025) assessed the significance of POF's significant in the presence of strong Diversity ,Equity and Inclusion (DEI) practices. The study by Ellis et al.(2017) highlighted that a high degree of PJF and POF leads to job satisfaction among school teachers. It also emphasized the importance of job satisfaction which is critical too employee performance.

Though a substantial study has been done in the PJF, POF, Job Satisfaction and performance of employees, most of them have been conducted in corporate settings. There is limited research conducted in the educational domain especially in the complex and challenging area like Darjeeling district. The study seeks to address the research gap by exploring the suitability of factor extraction of the four construct- PJF, POF, JS and EP among the school teachers in the Darjeeling district.

Objectives Of The Study

- To conduct Exploratory Factor analysis for factor extraction

- To examine the adequacy of the dataset for conducting factor analysis

- To determine the factor loadings and reliability of the extracted factors.

METHODOLOGY

This research adopts a quantitative research approach for the study. The present research draws its population from government school teachers in Darjeeling district, West Bengal. A total of 275 teachers were selected through simple random sampling. Person Job Fit (PJF) was assessed using Person Job fit scale (Brkich , Jeff and Carless 2002), Person Organization Fit was explored using Person Organization fit Scale (Netemeyer et. al

1997),Job Satisfaction was assessed using Job Satisfaction index(Thompson and Phua, 2012) and Employee Performance was explored using Van Scotter and Motowildo(1996).The questionnaire consisted of 29 questions which was distributed both online and offline(through personal visits). The anonymity of the responses were maintained.

Data was evaluated using EFA in order to obtain the underlying factors and reduce dimensionality of factors. KMO and Bartlett's Test of Sphericity was assessed to understand the adequacy of the factors. It helps to examine the latent factor structure of the research construct. Further , the study seeks to analyze the factor loadings, communalities and Cronbach's alpha for reliability of the extracted factors.

RESULTS

Exploratory Factor Analysis

KMO and Bartlett's Test

EFA was conducted among the construct using SPSS Statistics. A total of 29 variables were taken into consideration with PJF-7 variables, POF- 7 variables, JS-7 variables and EP-8 variables. Out of 29 items, 9 items with poor factor loadings were discarded. The outcomes of KMO and Bartlett's Test is reported in Table 1.

Test	Value
Kaiser-Meyer-Olkin(KMO) Index of Sampling Adequacy	.925
Bartlett's Test of Sphericity – (χ^2 value)	3732.808
Degrees of freedom for Bartlett's Test	190
Significance level of Bartlett's Test	$p < .001$

Table 1:KMO and Bartlett's Test

Table 1 highlights that KMO value to be 0.925. As it is above 0.5, the sample is sufficient for factor analysis. Also the chi square is 3732.808 with df 190 and significance ($p<0.001$) concludes that the test is statistically significant.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.900	44.499	44.499	8.900	44.499	44.499	3.638	18.191	18.191
2	2.794	13.968	58.467	2.794	13.968	58.467	3.613	18.067	36.258
3	1.490	7.450	65.917	1.490	7.450	65.917	3.561	17.807	54.065
4	1.126	5.628	71.545	1.126	5.628	71.545	3.496	17.480	71.545
5	0.635	3.175	74.720	–	–	–	–	–	–
6	0.554	2.768	77.488	–	–	–	–	–	–
7	0.514	2.570	80.058	–	–	–	–	–	–
8	0.481	2.407	82.465	–	–	–	–	–	–
9	0.440	2.201	84.666	–	–	–	–	–	–
10	0.415	2.076	86.743	–	–	–	–	–	–
11	0.387	1.936	88.679	–	–	–	–	–	–
12	0.332	1.660	90.338	–	–	–	–	–	–
13	0.319	1.594	91.933	–	–	–	–	–	–
14	0.286	1.428	93.361	–	–	–	–	–	–
15	0.272	1.359	94.720	–	–	–	–	–	–
16	0.258	1.290	96.010	–	–	–	–	–	–
17	0.231	1.156	97.166	–	–	–	–	–	–
18	0.222	1.110	98.276	–	–	–	–	–	–
19	0.185	0.927	99.203	–	–	–	–	–	–
20	0.159	0.797	100.000	–	–	–	–	–	–

Table 2: Overall Variance Explained

Table 2 highlights the Overall Variance explained. Out of 29 factors taken into consideration , there were 20 factors which loaded in the Factor Structure which included PJF-5 factors, POF-5 factors, JS-5 factors and EP-5 factors. Four factors were extracted with a total variance of 71.5 per cent. Employee Performance showed the

eigen value of 8.90, Person Job Fit showed 2.794 as the eigen value, Person Organization Fit showed 1.490 as eigen value and Job Satisfaction showed 1.126 as their eigen value.

Communalities Of Variables After Factor Extraction

Variable	Initial Communality	Extracted Communality
EP1	1.000	0.813
EP2	1.000	0.665
EP3	1.000	0.683
EP4	1.000	0.679
EP5	1.000	0.765
PJ1	1.000	0.736
PJ2	1.000	0.669
PJ3	1.000	0.751
PJ4	1.000	0.709
PJ5	1.000	0.714
PO1	1.000	0.827
PO2	1.000	0.709
PO3	1.000	0.606
PO4	1.000	0.721
PO5	1.000	0.694
JS1	1.000	0.793
JS2	1.000	0.627
JS3	1.000	0.735
JS4	1.000	0.721
JS5	1.000	0.691

Table 3: Communalities of variables after factor extraction

Table 3 shows the communalities of the variables after extraction of factors ranging from 0.606 to 0.827. This indicates that each variable has a substantial amount of variance that is explained by the extracted factor. The items are adequately explained and all the variables are above the base line communality of 0.03.

Factor Extraction

ROTATED COMPONENT MATRIX: VARIMAX WITH KAISER NORMALIZATION				
ITEMS	**COMPONENTS**			
	1	**2**	**3**	**4**
EP1	0.763			
EP2	0.762			
EP2	0.753			
EP4	0.734			
EP5	0.801			
PJ1		0.764		
PJ2		0.762		
PJ3		0.761		
PJ4		0.759		
PJ5		0.761		
PO1			0.862	
PO2			0.813	
PO3			0.719	
PO4			0.849	
PO5			0.818	
JS1				0.730
JS2				0.680
JS3				0.764
JS4				0.778
JS5				0.735

Table 4: Rotated Component Matrix

Table 4 showed factor loadings of 20 items extracted. To retain the relevant items, the variables with poor loading have been discarded from the study. All items having a loading of above 0.60 have been retained. In the process of relevant factors, EP8,EP7,EP6,PJ6,PJ7 ,PO7,PO6 JS7 and JS6 with poor factor loadings have been discarded (Hoang et al., 2006; Sit et al., 2009).

The outcome shows that four factors have emerged with eigen value more than one and also the items have significantly loaded in the respective construct. In addition , the KMO index of sample adequacy as well as Bartlett's test also found to be significant. Therefore, it is inferred that the factor loadings are robust. (Churchill, 1979; Xie, 2011)

Reliability Of Extracted Factor

CONSTRUCT	CRONBACH'S ALPHA
PJF	0.900
POF	0.898
JS	0.898
EP	0.890

TABLE 5: Cronbach's Alpha

Table 5 shows the reliability of the measures for the construct. Researchers recommend the Cronbach's alpha value to be more than 0.7. The present study has 0.900 for PJF, 0.898 for POF, 0.898 for JS and 0.890 for EP which are more than the threshold limit.

FINDINGS AND DISCUSSION

The study is designed to analyze the psychometric properties of four constructs: PJF, POF, JS, and EP, and explore their interrelationships. Exploratory Factor Analysis was conducted which showed that out of 29 , 20 factors were taken into consideration and 9 were discarded due to irrelevant loading. KMO and Bartlett's test showed a significant result and data was suitable for further analysis. The total variable explained was 71.5% which was above the threshold of 60%.Four factors –PJF, POF, JS and EP were taken into consideration with eigen value more than 1. Employee Performance (EP) accounted for highest eigen value 8.90, Person Job Fit(PJF) accounted for 2.794 as eigen value, Person Organization Fit(POF) accounted for 1.490 eigen value and Job Satisfaction (JS) as 1.126 eigen value. Further Reliability test was done which accounted for Cronbach's alpha for PJF(0.900), POF(0.898),JS(0.898), EP(0.890). All values for Cronbach's alpha was above 0.70 indicating a good consistency.

The multilingual classrooms highlights the importance of diversity of teaching assignment in schools.The four construct extracted show that they are conceptually valid in the context of Darjeeling district, West Bengal. Both the fits including PJF and POF influences the satisfaction and performance of teachers. It further suggests that Job satisfaction is multidimensional construct which is strongly influenced by the both the fits. The Employee Performance factor structure showed strong loadings, showing the ability of the variables to measure the performance reliably in the educational context.

CONCLUSION, LIMITATIONS AND FUTURE RECOMMENDATIONS

The findings confirm the extraction of meaningful constructs– PJF, POF, JS and EP in the context of government school teachers in Darjeeling district. The high KMO value and test of sample adequacy suggested that the items were sufficiently correlated. The study analysed the structure of the factor of the constructs including PJF, POF,JS and EP among the school teachers in the Darjeeling district

The study validated the importance of good fit between a teacher's knowledge, skill and abilities with the demands of the job. It also highlighted the significance of the match of values, belief of the teacher to that of the organization. This will lead to the high satisfaction level among the teachers and also enhanced performance.

Despite the valuable insights, there are certain constraints of the study. The study included a sample size of 275 teachers from Darjeeling district only. The area could be expanded to various other district in West Bengal .The research applied a cross sectional data. Longitudinal data may be applied in the future studies. The research focused on only government school teachers. For further studies, private school teachers may also be included. Also , other factors influencing employee performance like work life balance have not been considered in the present study. This could be incorporated in the future studies. The present paper has only assessed the exploratory factors. Future studies could incorporate the Confirmatory Factor Analysis and SEM to understand the relationship among all the constructs.

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