

Assessing the Factor Structure, Reliability, and Validity of Person–Job Fit, Person–Organization Fit, Job Satisfaction, and Employee Performance among School Teachers in Darjeeling District

Tanisha Kansal

Assistant Professor

Salesian College (Autonomous)

Siliguri, West Bengal, India.

Palas R. Sengupta

Professor

University of North Bengal

Siliguri, West Bengal, India.

Abstract

Education plays a vital role in shaping society, and teachers are at the core of this process. Understanding the factors that influence the effectiveness of teachers is therefore essential. The present study explores the factor structure, reliability, and validity of four important constructs—Person–Job Fit (PJF), Person–Organization Fit (POF), Job Satisfaction (JS), and Employee Performance (EP)—among the school teachers in the Darjeeling district of West Bengal. The research is based on primary data collected from 100 teachers through a structured questionnaire using a Likert scale. Exploratory Factor Analysis (EFA) is used to understand the underlying dimensions of these constructs, along with tests to examine their reliability and validity. The findings suggest that all four constructs are well-defined and show a clear factor structure with acceptable loadings. The results also indicate good internal consistency and establish both convergent and discriminant validity. These outcomes confirm that the measurement scales used in the study are reliable and appropriate for the context. The study highlights how a good match between teachers' skills, values, and job requirements, along with organizational alignment, can positively influence their satisfaction and performance. It offers useful insights for educational institutions, especially in improving hiring and training practices. Overall, the research adds to the understanding of teacher-related dynamics in the Darjeeling region provides a base for future studies.

Keywords

Person Job fit (PJF), Person Organization Fit (POF), Job satisfaction, Employee performance, Reliability, and Validity.

1. Introduction

Education is the key factor in 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 students, thereby shaping the future of society. In recent years, job satisfaction, motivation and performance have been highlighted as important factors that help in efficiency and effectiveness of employees in various sectors including education.

In the context of the Darjeeling district, West Bengal, the complex and challenging environment leads to the need to understanding the factors that affect the performance of the school teachers. There are several challenges faced by the Darjeeling district schools to multilingual diversity, inadequate infrastructure, and 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 fit becomes highly relevant to understand the alignment between the teacher and his teaching role and the school. Two fits have emerged in this context-Person Job Fit (PJF) and Person Organization Fit (POF).

PJF is the alignment between an individual's knowledge, skills and abilities and the demands, tasks, and duties of his job. A strong PJF is expected to have improved job satisfaction and thereby enhanced performance by the school teachers. PJF has two components, including Need Supplies Fit and Demand Abilities Fit. Need Supplies Fit refers to the requirement of the employees matching the supplies by the job. Demand abilities fit refers to the abilities of the individual to meet the requirements of the job. Both the need for supplies and demand abilities fit need to match, or else it will lead to negative consequences such as job dissatisfaction, and overburdened employees.

POF, on the other hand, is the fit between the goals, values, and belief of an individual with these 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 the Darjeeling district.

Job Satisfaction (JS) is considered another important factor which enhances the performance of the school teachers. It is the degree of positive emotional feeling that an individual experiences about a job. Job performance is directly linked to better teachers' performance, reduced absenteeism, and low turnover rates. It leads to better student outcomes.

Employee Performance (EP) refers to how well an employee carries out their tasks and duties in an organization. The good performance of the teacher leads

to the 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 a critical role in analyzing the role of quality education among the school teachers in Darjeeling district.

2. Review of the 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, demands and duties of the job. A poor PJF will lead to low motivation, reduced satisfaction, turnover, and also poor performance of the employees (Lauver & Kristof-Brown, 2001; Cable & DeRue, 2002). Rajper et al. (2020) found that both PJF and POF have a significant correlation with the EP. The study by Marianne et al. (2024) shows that the importance of strength-based leadership enhances the PJF. Trysantika et al (2023) also analysed the relationship between PJF and EP with JS as the mediator. PJF showed a positive relationship with EP as well as JS. Also, PJF was positively related to EP through JS. Kansal T. and Sengupta P.R. (2023) highlights that the fits are crucial for organizational success, as they reduce absenteeism, lower turnover intentions, and enhance employee productivity. It further emphasizes that in the education sector, a positive fit between teachers and their job and organization leads to higher teaching satisfaction and improved learning outcomes.

POF explains the degree of fit between the belief, value and culture of an individual to the values, culture, and belief system of the organization. POF is defined as the compatibility between the employees and their organizations to meet each other's needs and share a common goal (Karakurum, 2005). As the values and beliefs 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).

Studies by Kansal T. and Sengupta P.R. (2024) indicate that PJF and POF significantly influence employee performance by enhancing job satisfaction and alignment with organizational values. Prior research also highlights that higher job satisfaction leads to improved attendance, reduced turnover intention, and increased productivity among employees. Safia (2015) examined the role of POF in job satisfaction and EP. The study found that there is a strong correlation between POF and JS. It also highlighted that impact of POF on

commitment and employee performance are strong. Ohlson (2018) also found 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 a low intention to leave the institution. This suggests that during the recruitment and selection process, the schools should consider POF to retain good teachers in the institutions. High PJF and POF leads to greater job satisfaction (Cable & DeRue, 2002).

The study by Kansal and Sengupta (2026) validates the measurement scales of PJF, POF, JS, and EP are using CFA, confirming strong reliability and validity among teachers in Darjeeling. It highlights the importance of aligning teacher skills and values with organizational needs and provides a basis for future SEM analysis. The study by Kim et al. (2025) assessed the importance of POF's significance 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 JS among school teachers. It also emphasized the importance of job satisfaction, which is critical to employee performance. The study by Kansal and Sengupta (2026) identify four distinct factors— PJF, POF, JS, and EP—among government school teachers in Darjeeling, with strong reliability and valid factor structure through EFA. It also reveals that demographic variables influence teachers' perception of fit, providing a foundation for further analysis using CFA and SEM.

Though substantial studies have been done in the PJF, POF, JS, and EP, 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 the Darjeeling district. The study aims to fill the gap by analyzing the psychometric properties of the four constructs-PJF, POF, JS, and employee performance among the school teachers in the Darjeeling district.

3. Objectives of the Study

- 3.1** To explore the factor structure of PJF, POF, JS, and EP using Exploratory Factor Analysis (EFA).
- 3.2** To assess the reliability of the measurement scale using Cronbach's alpha and Composite Reliability (CR).
- 3.3** To evaluate the validity of the constructs (PJF, POF, JS, and EP) through psychometric analysis.
- 3.4** To explore the correlations between the extracted factors.

4. Research Methodology

This research adopts a quantitative research design for the study. The population for this study comprises government school teachers in the Darjeeling district, West Bengal. A total of 100 teachers were selected through simple random sampling. Data was collected using a five-point Likert scale ranging from Strongly Disagree to Strongly Agree. PJF was assessed using Person-Job fit scale (Brkich, Jeff, and Carless, 2002), POF was explored using Person Organization fit Scale (Netemeyer et al. 1997), Job Satisfaction was assessed using the 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 Exploratory Factor Analysis in order to extract the underlying factors and reduce the dimensionality of factors. The Kaiser Meyer Olkin measure and Bartlett's Test of Sphericity were assessed to understand the suitability of the factors. Further, the reliability and validity, including both convergent and divergent validity, were assessed in the study.

5. Results

Demographic results showed that out of 100, 60 teachers were female and 40 were male. 78 were married, whereas 22 were single. All the teachers have completed their B.Ed course, with none enrolled for Ph.D studies. About 60 percent of the teachers were in the age group of above 45 years of age, 25 percent of them were between 35-45 years of age, whereas only 15 percent of the teachers were of the age below 35 years. Also, the years of service showed that about 48 percent teachers had a service of above 16 years with 30 percent showing service between 10-15 years, and 10 percent showing the service of between 5-10 years, and 12 percent showing below 5 years of service.

Exploratory factor Analysis was conducted among the constructs using SPSS Statistics. A total of 22 variables were taken into consideration with PJF-6 variables, POF- 6 variables, JS-5 variables, and EP-5 variables. The result of KMO and Bartlett's Test are shown in Table 1.

Table 1:- KMO and Bartlett's Test of Sphericity

Test	Value
Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.877
Bartlett's Test of Sphericity – Approx. Chi-Square	1091.307
Bartlett's Test of Sphericity – df	171
Bartlett's Test of Sphericity – Sig.	p < .001

Source:- Author's Compilation.

Table 1 shows that that KMO value is 0.877, which is above 0.5. This shows that the sample is adequate for factor analysis. Also, the chi-square is 1091.307 with df 171 and significance ($p < 0.001$) confirms the test is statistically significant and the matrix is not an identity matrix. The data is suitable for factor analysis.

Table 2:- Total Variance Explained

Component	Initial Eigen Values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.847	41.298	41.298	7.847	41.298	41.298	3.669	19.308	19.308
2	2.044	10.760	52.058	2.044	10.760	52.058	3.391	17.846	37.154
3	1.759	9.260	61.318	1.759	9.260	61.318	3.356	17.666	54.820
4	1.334	7.022	68.340	1.334	7.022	68.340	2.569	13.520	68.340
5	0.752	3.960	72.300	–	–	–	–	–	–
6	0.673	3.541	75.841	–	–	–	–	–	–
7	0.610	3.211	79.052	–	–	–	–	–	–
8	0.569	2.995	82.047	–	–	–	–	–	–
9	0.549	2.891	84.938	–	–	–	–	–	–
10	0.457	2.406	87.344	–	–	–	–	–	–
11	0.408	2.149	89.492	–	–	–	–	–	–
12	0.381	2.003	91.495	–	–	–	–	–	–
13	0.340	1.787	93.282	–	–	–	–	–	–
14	0.288	1.513	94.796	–	–	–	–	–	–
15	0.253	1.333	96.129	–	–	–	–	–	–

Com- ponent	Initial Eigen Values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
16	0.211	1.110	97.239	—	—	—	—	—	—
17	0.200	1.052	98.291	—	—	—	—	—	—
18	0.189	0.995	99.286	—	—	—	—	—	—
19	0.136	0.714	100.000	—	—	—	—	—	—

Source:- Author's Compilation.

Table 2 shows the Total Variance explained. Out of 22 factors taken into consideration, there were 19 factors that loaded in the Factor Structure which included PJF-5 factors, POF-5 factors, JS-4 factors, and EP- 5 factors. Four factors were extracted with a total variance of 68.340 percent. Employee Performance showed the eigenvalue of 7.847, Person Job Fit showed 2.044 as the eigenvalue, Person Organization Fit showed 1.759 as eigenvalue and Job Satisfaction showed 1.334 as its eigenvalue.

5.1 Rotated Component Matrix

Table 3:- Rotated Component Matrix

Components	1	2	3	4
EP1		0.749		
EP2		0.736		
EP3		0.759		
EP4		0.713		
EP5		0.774		
PJ1	0.793			
PJ2	0.714			
PJ3	0.796			
PJ4	0.740			
PJ5	0.806			
PO1			0.845	
PO2			0.703	
PO3			0.715	
PO4			0.837	
PO5			0.765	
JS1				0.611
JS3				0.626

Components	1	2	3	4
JS4				0.827
JS5				0.739

Source:- Author's Compilation.

Table 3 showed the factor loadings of 19 items extracted. To retain the relevant factors, 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, PJ6, PO6, and JS2 with poor factor loadings have been discarded (Hoang et al., 2006; Sit et al., 2009).

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

Table 4:- Cronbach's Alpha

Construct	Cronbach's Alpha
PJF	0.887
POF	0.881
JS	0.815
EP	0.863

Source:- Author's Compilation.

Table 4 shows the internal consistency of the measures for the construct. The value of Cronbach's alpha should be greater than 0.7 as recommended by the researchers. The present study has 0.887 for Person Job Fit, 0.881 for Person Organization Fit, 0.815 for Job Satisfaction and 0.863 for Employee Performance which are more than the threshold limit.

5.2 Assessment of Normality

Table 5:- Univariate and Multivariate Normality

Variable	Min	Max	Skew	C.r.	Kurtosis	C.r.
EP1	1.000	5.000	-.324	-1.323	.076	.155
EP2	2.000	5.000	.053	.216	-.391	-.798
EP3	1.000	5.000	-.216	-.881	.066	.135
EP4	1.000	5.000	.033	.133	.309	.631
EP5	2.000	5.000	.028	.113	-.323	-.658
JS1	2.000	5.000	.214	.874	-.471	-.961

Variable	Min	Max	Skew	C.r.	Kurtosis	C.r.
JS3	1.000	5.000	-.230	-.940	-.122	-.249
JS4	2.000	5.000	-.049	-.199	-.439	-.895
JS5	1.000	5.000	-.087	-.354	.017	.035
PO1	2.000	5.000	-.087	-.357	-.884	-1.805
PO2	1.000	5.000	-.182	-.743	-.223	-.455
PO3	2.000	5.000	-.326	-1.332	-.549	-1.121
PO4	1.000	5.000	-.091	-.370	-.762	-1.555
PO5	2.000	5.000	.264	1.079	-.740	-1.510
PJ1	1.000	5.000	.013	.055	.252	.515
PJ2	1.000	5.000	-.238	-.973	-.003	-.006
PJ3	1.000	5.000	-.099	-.406	-.195	-.398
PJ4	2.000	5.000	-.028	-.114	-.779	-1.590
PJ5	2.000	5.000	.126	.516	-.434	-.885
Multivariate					-8.010	-1.418

Source:- Author's Compilation.

It can be seen from Table 5 that the skewness range between -0.326 to 0.264 which fall within the acceptable range of -2 to +2. Similarly, the kurtosis value ranges between -1.332 to +1.079, which is within the acceptable range of -7 to +7. The C.R. values for skewness and kurtosis for all items are within the ± 1.96 threshold, indicating no significant departure from normality. The multivariate skewness (-8.010) and kurtosis (-1.418) indicate a reasonably normal multivariate distribution and within the threshold of less than 10 and for $cr \pm 1.96$.

5.3 Standard Loadings (SFL), Squared Multiple Correlations (SMC), Average Variance Extracted (AVE), Composite Reliability (CR)

Table 6:- Standard Loading, Squared Multiple Correlations, AVE and CR

Construct	Items	Item Reliability		AVE	CR
		SFL	SMC		
Person Job Fit	PJ1	0.798	0.637	0.617	0.889
	PJ2	0.712	0.507		
	PJ3	0.814	0.662		
	PJ4	0.764	0.583		
	PJ5	0.833	0.694		

Construct	Items	Item Reliability		AVE	CR
		SFL	SMC		
Person Organization Fit	PO1	0.946	0.895	0.606	0.883
	PO2	0.629	0.400		
	PO3	0.783	0.613		
	PO4	0.722	0.521		
	PO5	0.776	0.602		
Job Satisfaction	JS1	0.838	0.702	0.563	0.825
	JS3	0.682	0.656		
	JS4	0.695	0.465		
	JS5	0.654	0.428		
Employee Performance	EP1	0.891	0.793	0.554	0.861
	EP2	0.617	0.380		
	EP3	0.798	0.636		
	EP4	0.698	0.487		
	EP5	0.703	0.476		

Source:- Author's Compilation.

6. Convergent Validity

There are three conditions given by Fornell and Larcker (1981) to establish the convergent validity. The first condition includes that all the factor loadings must be significant. The second condition is that the Composite Reliability (CR) must be above 0.70 (Bagozzi & Yi, 1998) and the Average Variance Extracted (AVE) of each construct should be above 0.50 (Kline 1998). As seen from Table 6, the value of CR ranges from 0.825 to 0.889 which is above the threshold limit of 0.70. Also, the AVE for PJF, POF, JS, and EP are 0.889, 0.883, 0.825, 0.861 respectively which are above 0.50. It is also shown in the Table 6 shows that the CR of each construct is more than the AVE in respective constructs (Hair et al. 2013). The results supported the convergent validity of the scale.

7. Discriminant Validity

Byrne (1994) suggested that if the AVE of the construct is more than the square of its correlation, then the discriminant validity is said to be established. Table 7 shows the AVE value for each construct greater than the estimate of the corresponding inter-construct correlation. Therefore, it can be seen that the discriminant validity is established.

Table 7:- Discriminant Validity

Construct	PJF	POF	JS	EP
PJF	0.806			
POF	0.482	0.787		
JS	0.685	0.502	0.824	
EP	0.552	0.522	0.700	0.837

Source:- Author's Compilation.

8. Results and Discussion

The present study aimed to examine the psychometric properties of four constructs: Person Job Fit (PJF), Person Organization Fit (POF), Job Satisfaction (JS), Employee Performance (EP), and explore their interrelationships. Firstly, a demographic study was conducted in terms of age, gender, educational qualification, and year of service. Secondly, the Exploratory Factor Analysis was conducted, which showed that out of 22, 19 factors were taken into consideration and 3 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 68.34 percent which was above the threshold of 60 percent. Four factors –Person Job Fit, Person Organization Fit, Job Satisfaction and Employee Performance were taken into consideration with eigenvalue more than 1. EP accounted for highest eigenvalue 7.847, PJF accounted for 2.044 as eigenvalue, POF accounted for 1.759 eigenvalue, and JS as 1.334 eigenvalue. Further Reliability test was done, which accounted for Cronbach's alpha for PJF (0.887), POF (0.881), JS (0.815), EP (0.863). All values for Cronbach's alpha was above 0.70 indicating a good consistency. Convergent validity included AVE ranging from 0.508 to 0.617, which was above 0.50. Also, the Composite Reliability ranged from 0.825 to 0.889 confirming the convergent validity. Using the Fornell Larcker criterion, the discriminant validity was established as the inter-correlation was less than the square root of AVE of each construct. The normality test, including univariate normality as well as multivariate normality, was assessed, and the results of both univariate skewness ranged from -0.326 to +0.264, and kurtosis ranged from -1.332 to +1.079, both well within acceptable limits of -2 to +2 (skewness) and -7 to +7 (kurtosis). Multivariate skewness (-8.010) and kurtosis (-1.418) were also within acceptable limits. Thus, the data met normality assumptions.

The findings confirms the extraction of meaningful constructs–Person Job Fit, Person Organization Fit, Job Satisfaction, and Employee Performance in the context of government school teachers in the Darjeeling district. The high KMO value and test of sample adequacy suggested that the items were sufficiently correlated. The reliability test and validity test both supported that the items measured the construct effectively and the constructs are distinct from each other. The normality of data shows strong reliability of the factor extraction process. The study is instrumental to understand the importance of the interrelationship among the constructs.

9. Conclusion, Limitations, and Future Recommendations

The study examined the psychometric properties of the four constructs, including Person Job Fit, Person Organization Fit, Job Satisfaction and Employee Performance among the school teachers in the Darjeeling district. The findings showed that the model has a good factor structure, high internal consistency and strong convergent and discriminant validity.

The present 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, the belief of the teacher to that of the organization. This will lead to a high satisfaction level among the teachers and also enhanced performance.

Despite the valuable insights, there are certain limitations of the study. The study included a small sample size of 100 teachers from the Darjeeling district. 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 into the future studies.

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