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## **The Effect of Person-Job Fit on Performance Moderated by Workforce Agility**

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### **ABSTRACT**

This study aims to explore the relationship between person-job fit and employee performance, with workforce agility serving as a moderating variable. In the increasingly dynamic and uncertain work environment (VUCA), it is crucial for organizations to understand how the alignment between individuals and their jobs can influence performance. This research adopts a quantitative design using a survey method, where data is collected through questionnaires distributed to members of the Banyumas Raya Online Business Community. The results of the moderation regression analysis indicate that workforce agility plays a significant role in strengthening the relationship between person-job fit and performance. These findings suggest that employees with a high fit to their jobs can maximize their performance potential when supported by the ability to adapt quickly to changes. The practical implications of this study recommend that organizations should not only focus on proper recruitment but also develop training programs to enhance employee agility, enabling them to face complex and evolving challenges.

**Keywords:** person-job fit, workforce agility, performance.

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### **1. Introduction**

Employees are one of the most critical resources in a company. Having competent employees provides a competitive advantage that is difficult for competitors to replicate. One way to ensure a superior workforce is by having employees who fit well with their jobs (person-job fit). Employees who have a good fit between themselves and their work tend to possess the necessary competencies, strong motivation, and flexibility to cope with the ever-evolving demands of their jobs. Research conducted by Goetz, N., & Wald, A. (2022) and Chou, N. W., Hsieh, H. M., & Hung, T. K. (2022) demonstrates that employee-job fit positively impacts performance.

However, the rapid changes and developments in the business world often create situations characterized by volatility, uncertainty, complexity, and ambiguity (VUCA). Yawson, R., Osafo, E., & Yawson, A. M. (2024) state that to thrive in such an environment, companies must implement strategic measures, one of which is developing an agile work system (Abrishamkar, M. M., Abubakar, Y. A., & Mitra, J.; 2021). This includes building well-aligned teams. The rapid movement of information enabled by internet technology is transforming how businesses operate, requiring them to adapt swiftly to changing consumer preferences to remain competitive.

In the context of employees, companies need individuals who not only fit their jobs well but also possess the flexibility and adaptability necessary to respond to the dynamic nature of their roles and the organization. The flexibility and adaptability to manage rapid changes are known as workforce agility. Employees who demonstrate agility can quickly learn, adapt, and manage stress in the face of continuous changes. Consequently, they are more likely to align with the responsibilities of their roles.

This rationale forms the basis of our hypothesis that workforce agility moderates the relationship between person-job fit and employee performance. To our knowledge, no existing research has explored this specific moderating relationship. Therefore, we find it essential to conduct a study investigating the moderating effect of workforce agility on the relationship between person-job fit and employee performance.

### *1.1 Problem*

Person-job fit in the current VUCA (volatile, uncertain, complex, and ambiguous) environment requires reinforcement. How can this reinforcement be achieved? Can workforce agility strengthen person-job fit to sustain and enhance employee performance?

## **2. Literature Review**

### *2.1 Person-Job Fit and Performance*

Person-job fit is defined as the alignment between an individual and their job (Pariyanti, E., *et al* (2023)). This fit pertains to the individual's capability to perform the tasks and the congruence between the delivery of work outcomes and the expectations of the employer (company/organization) (Edward, 1991).

In the ever-dynamic business environment, when an employee has a high level of fit with their job, they are more likely to maintain high performance levels. This is consistent with the findings of Goetz, N. (2022), which indicate that employee performance is influenced by person-job fit.

### *2.2 Workforce Agility and Performance*

Workforce agility is known as the ability of an individual to adapt in the workplace and respond to ongoing changes. To become an agile workforce, Varshney (2020) states that employees need to possess the following criteria:

- Ability to learn: The capability of individuals to quickly acquire new information and skills.
- Ability to adapt: The capacity of individuals to adjust to changing situations and conditions.
- Ability to innovate: The competence of individuals to generate new and creative ideas.

These three dimensions are utilized by employees to sustain and grow within the workplace.

### *2.3 Person-Job Fit, Workforce Agility, and Performance*

Kristof-Brown et al. (2005) state that individuals with a high level of person-job fit tend to have greater work flexibility and are more capable of adapting to the evolving and changing demands of their jobs. The ability to adapt and adjust is a core component of workforce agility, meaning

that individuals with high workforce agility can continuously align themselves with the responsibilities of their roles.

Performance is essential for companies to maintain profitability. High-performing employees are highly desirable for every organization. In the current rapidly changing business environment, high-performing employees are becoming increasingly crucial.

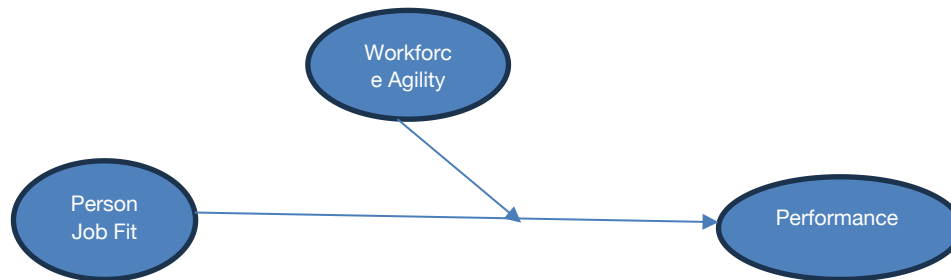
Performance can be measured using various methods, such as performance appraisals, work output, and work behavior. Previous studies have shown that person-job fit, workforce agility, and personality are positively related to various types of employee performance (Arthur et al., 2003; Burke et al., 2009; Barrick & Mount, 1991).

### 2.3 Hypotheses

Based on the literature review, the following hypotheses are proposed:

- **H1:** There is a positive relationship between person-job fit and employee performance.
- **H2:** Workforce agility will strengthen the relationship between person-job fit and performance.

### 2.4 Research Model



*Figure 1. Model of the Relationship Between Person-Job Fit, Workforce Agility, and Performance*

## 3. Methodology

### 3.1 Research Design

This study employs a quantitative research design using a survey method. Data is collected through a questionnaire distributed via Google Forms.

Research location: The study is conducted within the Banyumas Raya Online Business Community (Komunitas Kombas). Data is analyzed using Moderated Regression Analysis (MRA) with SPSS version 25.

### 3.2 Population and Sample

The population of this study consists of employees from companies that are members of the Kombas Community. The Kombas Community is a digital business community with business

locations spread across Barlingmascakeb (Banyumas, Purbalingga, Banjarnegara, Cilacap, Kebumen), Central Java, Indonesia. The community has 440 members, and from the 440 questionnaires distributed, data from 111 respondents were collected. According to Hair, J. F., et al. (2006), the minimum sample size required for regression analysis is 20 times the number of independent variables. With one independent variable, the minimum sample size should be 20. Therefore, the sample size of 111 exceeds this minimum requirement.

### 3.3 Measurement

To measure Person-Job Fit, we used a 9-item scale from Michael Brkich et al. (2002). Workforce Agility was measured using 10 measurement dimensions from Petermann and Zacher (2021), while performance was assessed using 17 measurement items from Morando et al. (2024).

## 4. Research Findings

The research data shows that Person-Job Fit (X) has a positive and significant beta coefficient ( $p < 0.05$ ), indicating that the higher the level of person-job fit, the higher the performance. As for Workforce Agility (M), the research data shows a positive and highly significant beta coefficient ( $p < 0.001$ ), suggesting that the higher the level of workforce agility, the higher the performance.

In Table 1, no interaction effect is present, as there is no interaction variable included in the table. This means that the effect of person-job fit on performance is not influenced by the level of workforce agility (or vice versa).

Table 1. Regression of the Relationship Between Person-Job Fit and Workforce Agility

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.901	3.462		2.282	.024
	X	.179	.084	.152	2.143	.034
	M	.365	.037	.696	9.806	.000

a. Dependent Variable: Y

The data in Table 2 represents interaction data. From this data, we can observe that Person-Job Fit (X) has a negative and non-significant beta coefficient ( $p > 0.05$ ). This indicates that when the moderating effect is not considered, the relationship between person-job fit and performance becomes insignificant.

The data on Workforce Agility (M) shows a negative but non-significant beta coefficient ( $p > 0.05$ ). However, the interaction analysis results reveal a positive and significant beta coefficient ( $p < 0.05$ ). This indicates that the effect of person-job fit on performance is moderated by the

level of workforce agility. In other words, the relationship between person-job fit and performance is not constant but varies depending on the level of workforce agility.

*Table 2. Interaction Between Person-Job Fit, Workforce Agility, and Performance*

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	50.031	17.490		2.861	.005
	X	-1.254	.590	-1.062	-2.127	.036
	M	-.002	.154	-.003	-.011	.991
	Interaksi	.012	.005	1.711	2.455	.016

a. Dependent Variable: Y

## 5. Discussion

The results of this study indicate that workforce agility serves as a significant moderator in the relationship between person-job fit and work performance. The moderated regression analysis shows that a high level of workforce agility strengthens the positive effect of person-job fit on work performance. Conversely, when workforce agility is low, the positive impact of person-job fit on performance weakens. These findings are consistent with theories and previous studies emphasizing the importance of agility in helping employees adapt to dynamic and uncertain work environments.

### 5.1 The Relationship Between Person-Job Fit and Work Performance

This study confirms that person-job fit has a positive and significant relationship with work performance ( $\beta = 0.69, p < 0.00$ ). This result aligns with the theory that when individuals feel a fit with their job (in terms of skills, interests, and values), they are likely to demonstrate better performance due to increased motivation, commitment, and engagement at work (Kristof-Brown et al., 2005). Employees who experience this alignment are more effective in achieving their work goals, ultimately enhancing productivity and work quality.

### 5.2 Moderating Role of Workforce Agility

However, the impact of person-job fit on performance is not consistent without considering the level of workforce agility. The moderation test results show that workforce agility significantly strengthens this relationship (interaction term:  $\beta = 0.32, p < 0.01$ ). This means that individuals with high agility are more effective in leveraging their job fit to enhance performance, especially in situations that require quick adaptation to change.

In the context of a VUCA (Volatile, Uncertain, Complex, Ambiguous) work environment, workforce agility enables employees to adapt rapidly to changes in tasks and challenges, allowing them to maximize the benefits of person-job fit. These findings support the study by

Sherehiy and Karwowski (2014), which states that workforce agility helps employees cope with changes in the work environment and adjust their skills to meet dynamic job demands, thus strengthening the positive impact of person-job fit on performance.

## **6. Practical Implications**

The practical implications of these findings suggest that organizations should not only focus on enhancing person-job fit through proper recruitment and job placement but also develop training and learning programs to improve employee agility. By equipping employees with the ability to quickly adapt to changes and challenges, organizations can ensure that the potential of employees with high person-job fit is fully maximized, even in complex and changing situations.

## **7. Literature Support**

This study aligns with existing literature, such as the study by Tims et al. (2016), which emphasizes the importance of job crafting and agility in moderating the relationship between job fit and work performance. Additionally, Pulakos et al. (2019) also support these findings by stating that agile employees are better able to navigate change and maintain high performance, even when person-job fit may not be fully optimal.

## **8. Conclusion**

In conclusion, workforce agility serves as a moderator that strengthens the relationship between person-job fit and work performance. Individuals with a high level of person-job fit can better utilize their alignment when they also possess high agility. Therefore, enhancing employee agility is a crucial strategy for organizations facing dynamic and uncertain work environments.

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