# Chapter 2: Literature Review

## 2.1: Introduction;

The process by which individuals are selected is clearly the most critical and controllable variable in the development of a productive and successful work team. However, traditional selection methods have several limitations for the accurate understanding of people and their performance. Traditionally, organizations have viewed people and their performance within the context of ability. Those with lots of ability can do almost anything well, and those with less are often assigned to jobs in which they won’t cause significant damage. This type of thinking supports the belief that education, experience, training, and more training will enhance ability and, therefore, performance. If a person with perceived ability does not perform well after being trained, his or her problem is assumed to be motivational.

This chapter seeks to set the research proposal under the context of current knowledge and relevant sources of information pertaining to the problem being tackled. The main goal of this chapter is to bridge the gap between the need for particular skill level to satisfy the functional demands of jobs in the employment industry.

## 2.2: Review;

## 2.2.1: Theoretical Review;

Chuck Russell (1997) states in his book, *Right Person-Right Job*,that core personality is made up of traits that have been conditioned over many years. Such traits are critical in assessing a candidate’s ability to perform virtually any aspect of any job.

If an individual keeps on doing what they have always done, they will keep on getting what they have always gotten. Organizations and businesses spend an enormous amount of time and money in a never-ending effort to train, coach, motivate, or develop marginal employees to a level of performance that is merely adequate. In organizations and businesses throughout the world, there are people who are not performing at the levels expected. At some time or another, virtually every person has been in a job that was not right for them. All the same, organizations hired each of these people with careful thoughts and positive expectations. Most people took those same jobs with every intention of succeeding.

**Job Matching Theory;**

Introduced by Burdett (1978), the job matching theory with the key insight being that firms will search for employees and job seekers will search for firms until there is a good match for both parties. However, the conditions for an optimal matching may change over time, leading to continuous reallocation of labor. Basing on this study, therefore, the theory has useful information related to this study. To date, we see that employees in the banking industry are searching for jobs to ever increasing number of financial institutions and a good number of financial institutions do search competent workers who have sufficient skills, experience and high degree of commitment.

**Job Matching and Theory of Turnover;**

Jovanovic (1979) links Burdett’s job matching and the theory of turnover which brings out his perspective in that a long-run equilibrium theory of turnover is presented and is shown to explain the important regularities that have been observed by empirical investigators. The implication is that a worker's productivity in a particular job is not known ex ante and becomes known more precisely as the worker's job tenure increases. Turnover is generated by the existence of a nondegenerate distribution of the worker's productivity across different. The nondegeneracy is caused by the assumed variation in the quality of the worker-employer match.

## 2.2.2: Theoretical Framework;

**Cornerstones of Job Performance;**

In reality, three factors may have impact on a person’s ability potential: attitude (organizational match); technical competence (skills match); and cognitive ability, personality structure, and interests (job match).

**Organizational Match;**

This refers to the degree to which the candidate’s attitudes, values, ethics, and grooming fit those required by the job position. Face-to-face interviews are typically used to evaluate these things. Being honest, drug-free, and not prone to hostility are also important factors, and are usually determined by use of various paper-and-pencil, electronic, and chemical tests, as well as by background checks. The perception, intuition, and experience-based observations of a well-trained interviewer are invaluable in assessing certain qualities of attitude and match with an organization’s culture. There are problems, however, with relying wholly on the face-to-face interview process.

One such problem, the halo effect, occurs when the interviewer sees a part of himself or herself in a job candidate. The interviewer may focus on a common experience, part of growing up, school, or some other aspect of background that he and the applicant share. A similar personality characteristic in the interviewee could generate a positive feeling of recognition within the interviewer. This self-recognition generates a “halo” that can cause a relatively mediocre candidate to glow with merit. On the other hand, another potential pitfall of the interview process is the unconscious bias, which is the opposite of the halo effect. The more a candidate is different from the interviewer, the more conscious effort is required on the interviewer’s part to regard the candidate in a positive or neutral light. This is a fundamental characteristic of being human: when a candidate appears to be different in some way, there is always some effect. This effect may be large or small, good or bad. The important thing is that interviewers recognize the subjective nature of face-to-face interviewing.

Unfortunately, outstanding verbal and communication skills during an interviewer or their opposite, lackluster responses do not necessarily translate into job performance, just as the ability to talk knowledgeably about baseball and look good in a uniform would not necessarily translate into the ability to throw or hit a 95-mph fastball.

**Skills Match;**

Skills match is the degree to which a candidate’s educational background, technical skills, previous job experience, and particular expertise matches those required for the position. There are many job positions that demand specific sets of knowledge or technical skills. Research has shown that people charged with selecting for these positions are often tremendously biased toward thinking that expertise highly important. On a broader scale, one of the common hiring myths is that highly intelligent people can do anything. Job match research has proven that people actually perform best when they are fully engaged by the challenges of a job. Unless highly intelligent people are provided with a steady source of intellectual challenges, they may not only become poor performers, but may even become counterproductive.

If organizational match or skills match, or both, are unsatisfactory, improvement of an individual’s long-term job performance with training or coaching is almost impossible.

**Job Match;**

Job match is an integral part of a candidate’s actual on-the-job success. Job match refers to how well an individual’s cognitive abilities, interests, and personality traits match those required for success in a particular job.

# 2.2.3 Empirical Review;

## 2.2.3.1: Introduction;

This segment of the literature review reports research based on actual experiments and observations. The results obtained may be generated using quantitative research methods. The data generated may be used to establish causal relationships between two or more variables.

## 2.2.3.2: Boyan Jovanovic: Job Matching and Theory of Turnover;

The intention of this theory is to discuss organizational relationships with the goal being to bring out the “conscious and deliberate will to leave the organization” in the employee’s mind. Via observation, loosely speaking, the relationship status of an employee and his job can be detected rather earlier than late and a mismatch between their skills and their job is a factor contributing to this willingness.

A mismatch causes low wage and early job separation. Thus, holding constant market experience, average past earnings to be lower for a worker who has experienced many job separations. Job matching should be made mandatory in the employment process to an extent where skill capability and the employee’s personal cores (cognitive abilities, interests and personality) are all considered. Considering and being able to meet these factors during employment ensures less job separation amongst employees while increasing job performance and outcome quality for the employer. The stated factors are defined below:

**Cognitive abilities:** factors such as how quickly a person learns and what type of learning is most effective. In a business sense, this is a far more useful measurement than what is generally called intelligence. It is critical to match an employee’s cognitive abilities with those required for the job.

**Interests:** whether a person has an interest in or preference for working with people, data, or things is important. An individual may be capable of performing certain tasks, but may not be interested in those tasks. If that is the case, the person will probably not perform the tasks well for very long.

**Personality:** consists of measurable characteristics of behavior that determine how an employee will behave in particular situations. Core personality is made up of traits that have been conditioned over many years. Such traits are critical in assessing a candidate’s ability to function as part of a team, ability to close, ability to make decisions, ability to handle customers, and ability to perform virtually any aspect of any job.

Drawing conclusions, this theory seeks to ensure that the activities carried out in the employment process cause an end result where the rate of job separation decreases by establishing a link between an employee’s personal core attributes pertaining to employment and the suitable job for them.

## 2.2.3.2: Allison Laura Cook: Job Satisfaction and Job Performance;

The link between job satisfaction and job performance is one of the most studied relationships in industrial/organizational psychology. With many potential causal models that explain this correlation, one possibility is that the satisfaction-performance relationship is actually spurious, meaning that the correlation is due to common causes of both constructs.

Job satisfaction has been defined as “feelings or affective responses to facets of the (workplace) situation” (Smith, Kendall, & Hulin, 1969). More recently, researchers have acknowledged that job satisfaction is a phenomenon best described as having both cognitive (thoughts) and affective (feelings) character. Brief and Weiss (2002) suggested that employee reports of affect at work can be used to measure job satisfaction and that affective experiences while on the job are also a cause of job satisfaction.

Satisfaction in the workplace is valuable to study for multiple reasons: (a) increased satisfaction is suggested to be related to increased productivity, and (b) promoting employee satisfaction has inherent humanitarian value. In addition, job satisfaction is also related to other positive outcomes in the workplace, such as increased organizational citizenship behaviors, increased life satisfaction, decreased counterproductive work behaviors, and decreased absenteeism. Each of these outcomes is desirable in organizations, and as such shows the value of studying and understanding job satisfaction.

Job performance, on the other hand, consists of the observable behaviors that people do in their jobs that are relevant to the goals of the organization (Campbell, McHenry, & Wise, 1990). Job performance is of interest to organizations because of the importance of high productivity in the workplace (Hunter & Hunter, 1984). Performance definitions should focus on behaviors rather than outcomes (Murphy, 1989), because a focus on outcomes could lead employees to find the easiest way to achieve the desired results, which is likely to be detrimental to the organization because other important behaviors will not be performed. Campbell, McCloy, Oppler, and Sager (1993) explain that performance is not the consequence of behaviors, but rather the behaviors themselves. In other words, performance consists of the behaviors that employees actually engage in which can be observed.

Regarding the finding that the job satisfaction-job performance is partly spurious, one important implication for practice is that satisfaction and performance are not as strongly causally related as some people consider them to be. Changes in an employee’s performance likely depend not only on changes in job satisfaction, but also on who is hired. Job performance is about 50 percent who you hire (50% attributable to individual differences) and 50 percent not due to individual differences. This brings the outcome that whomever an organization hires is important.

# 2.2.4: Research Gap;

Reliance on technology also brings about new challenges. The major challenge is adaptability of the proposed system in areas with low internet access. The country faces a major rift in internet access and this puts the system in a state of disregard by those who do not have access to internet services.

Many job seekers from remote locations look to find jobs that suit them but as much as the proposed system seeks to bridge the gap, a background challenge breaks the connection between these job seekers and their designated employment opportunities. There are also concerns over data protection and data security as well as consumer protection issues relating to the suitability of the services and products offered since the country does not have laws regulating individual data collection and storage. Potential job seekers find it a risk to add information pertaining to their careers into the system due to the initial lack of trust since the government does not have a set of laws governing such activities.

## 2.2.5: Summary of the variables;

Technology is rapidly transforming the way the employment industry is operating, and the selection and hiring of the right people for the right job is no exception. Innovative applications of technology for facilitating employment are already being used to improve matching of job seekers with the right job in companies and their level of skill capability. The employment industry also has great potential to help job seekers make their career choices more efficient and improve their skill capability on their preferred field of profession. The greatest advantage is how new possibilities that technology offers are driving changes in employment activities and the way in which job performance and quality is delivered to employers. These changes can lead to increased benefit for both employers and employees through straight forward activities, mainly testing the job seeker for qualification and skill level for the job at hand.

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