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Examining Quality of Hire as a Function of Person-Organization and Person-Job Fit at "PharmCo"

Leah L. Palmer
Western Kentucky University, leah.palmer587@wku.edu

EXAMINING QUALITY OF HIRE AS A FUNCTION OF PERSON-ORGANIZATION AND PERSON-JOB FIT AT "PHARMCO"

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Elizabeth L. Shoenfelt, Director of Thesis

Reagan D. Brown

Amber N. Schroeder

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Dean, Graduate Studies and Research Date

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Leah Palmer May 2015 43 Pages

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Department of Psychological Sciences Western Kentucky University

In response to the millennial job-hopping fad and increasingly low retention rates organizations are facing, it is more important than ever that the *best-fit* candidate is chosen for the position and the organization. There are two common ways fit is typically defined: person-organization (P-O) fit is the congruence between an employee and the characteristics of a company; person-job (P-J) fit is the match between an employee's knowledge, skills, and abilities (KSAs) and the requirements of the job in the organization (Edwards, 1991; Kristof, 1996). A large pharmaceutical company developed a quality of new hire criterion measure as a function of both P-O fit and P-J fit; that measure is examined in the current study. Results were limited because there were only six quality of hire ratings for managers included in the data set. Furthermore, no significant differences were found in quality of hire ratings for individual contributors based on their division (i.e., human health, support function, scientist, manufacturing, or animal health). Because of limitations (e.g., small sample size) many ideas for future research are discussed.

Introduction

As a result of the increased number of millennials entering the workforce, job-hopping and low retention rates have become recent trends in the workplace (Steers, Mowday, & Shapiro, 2004; U.S. Department of Labor, 1992). Consequently, selecting bad hires (i.e., short tenure employees) has become more prevalent in recent years; this inaccurate selection of a quality hire affected over 66% of employers that were surveyed by the National Business Research Institute (NBRI; West, 2013). Accordingly, it has become apparent that further measures must be taken to ensure the best-fit applicant is selected not only for the job, but for the organization as well. According to the NBRI, a bad hire can cost an organization an average of $25,000 to $300,000 depending on the position. These costs include, but are not limited to, productivity losses, training costs, interview costs, and employment advertisements. Not only is hiring an unfit candidate costly, it also disrupts work processes and may decrease employee morale throughout the organization. These negative organizational outcomes have amplified the importance of steering traditional research away from focusing solely on fit between candidates and their knowledge, skills, and abilities and have highlighted the importance of ensuring candidates fit with the organization as well.

Person-organization (P-O) fit is essentially the congruence between an employee and his/her organization, whereas person-job (P-J) fit is the match of an employee's abilities to his/her specific job requirements in the organization. Although P-O fit and P-J fit are typically seen as separate entities, they are closely related and have often been studied together in the selection literature (see e.g., Kristof-Brown, 2000; Lauver & Kristof-Brown, 2001; Sekiguchi & Huber, 2011). Because these concepts frequently are

used interchangeably and are not always seen as essential in the organizational-setting, it is necessary to have an independent comprehensive understanding of the conceptual definitions of P-O fit and P-J fit. Historically, these terms were established because they were found to be important to theoretical ideas put forth in the world of work research. Before assessing P-O fit and P-J fit in the selection process, these constructs must be examined so variations regarding work-related outcomes of fit are fully understood. The main reason these constructs of fit are studied is the positive work outcomes (e.g., job satisfaction, job performance, etc.) that may occur when an employee achieves P-O fit or P-J fit at the individual level, organizational level, or both.

The purpose of this paper is to first explore P-O fit and P-J fit conceptually and operationally. Next, it is crucial to determine how to measure fit in the selection process and to evaluate the outcomes of achieving fit in the organizational-setting. P-O fit and P-J fit should be assessed concurrently because of their close conceptual relationship and their integral role in the selection process. All of these concepts and relationships must be understood because of their role in quality of hire. Quality of hire in a large pharmaceutical company and its newly developed criterion measure will be examined for further understanding regarding the criterion measure and its effectiveness. The quality of hire criterion measure being examined is a function of both P-O fit and P-J fit; therefore, the literature must be fully understood beginning with P-O fit.

Person-Organization (P-O) Fit

First, P-O fit will be examined because this construct was utilized in the development of the quality of hire criterion measure at the large pharmaceutical company under study. The lack of research on P-O fit could be due to the ambiguity of the

construct; therefore, all definitions must be understood to ensure a comprehensive conceptualization of the construct. Inconsistent definitions and inadequate measures have emerged which have, in turn, produced conflicting research results (Rynes & Gerhart, 1990). The most widely accepted interpretation of P-O fit is the compatibility of the applicant and the organization (Kristof, 1996). Compatibility is broken down into two different components in order to clarify discrepancies. One component of compatibility is supplementary fit, which is a situation in which an employee adds to a work environment a characteristic that is already shared by other individuals in the organization (i.e., the individual has attributes that are common to others in the organization; Muchinsky & Monahan, 1987). On the other hand, complementary fit is described as a situation in which an individual brings to the work environment attributes or skills that improve the setting after the addition of the individual's characteristics (i.e., the individual has unique attributes that are not common among his/her coworkers; Muchinsky & Monahan, 1987).

Another way to conceptualize P-O fit is to illustrate the idea through the needs-supplies and demands-abilities perspectives that operate both separately and jointly with one another to produce a fit between the individual and the organization (Edwards, 1991; Kristof, 1996). The needs-supplies perspective indicates that P-O fit is reached when an organization acts as a supplier where it meets employee needs, goals, or preferences. In contrast, the demands-abilities perspective indicates that P-O fit is reached when employee abilities (e.g., task-related skills, interpersonal skills, etc.) meet the organizational demands (e.g., time, effort, communication, etc.). Next, both the

compatibility distinctions and fit perspectives must be examined concurrently to explain the distinctions and connections in achieving P-O fit.

Kristof (1996) developed a comprehensive framework to illustrate the conceptualization of P-O fit where all elements and connections are fully explained and can assist the reader in understanding this concept fully. Organizational characteristics that are studied most often include, but are not limited to, organizational climate, values, and goals. Individual characteristics that should be included in this conceptualization are personality, values, goals, and attitudes. Both the organizational and individual characteristic components align because supplementary fit is reached when similarities exist between characteristics on both levels. The supply and demand components derived from both the needs-supplies perspective and the demands-abilities perspective are integrated into this conceptualization as well. Furthermore, the supply and demand components interact with the individual and organizational characteristics to determine whether P-O fit is attained. Needs-supplies fit is achieved when the organizational supplies (e.g., financial, psychological, etc.) meet employee demands. The demands-abilities fit is attained when employee supplies (e.g., time, effort, knowledge, skills, abilities, etc.) meet the organizational demands. Finally, if either the needs-supplies perspective, the demands-abilities perspective, or a combination of both are met, this will indicate that fit has been achieved (Kristof, 1996; Muchinsky & Monahan, 1987). By encompassing all elements of this framework, P-O fit can be defined as the compatibility between individuals and organizations where they share similar fundamental characteristics, or where the organization or individual contributes to the other's needs, or the achievement of both (Kristof, 1996). This complex framework and the various

conceptualizations that exist present a need for operationally defining the various ways in which P-O fit is typically measured.

In order to operationalize the abstract concepts associated with P-O fit, the measurement technique must be closely aligned with the conceptual definition. Four main operationalizations of P-O fit are typically noted in relation to the P-O fit framework proposed by Kristof (1996). Value congruence, which reflects supplementary fit; goal congruence, which reflects supplementary fit; compatibility between individual preferences/needs and organizational structures', which reflects the needs-supplies perspective; and organizational personality or the fit between individual personality and organizational climate (i.e., needs-supplies and demands-abilities perspective) are the four most common ways P-O fit has been operationalized in previous literature (Kristof, 1996). Value congruence and goal congruence are two of the most popular ways to operationalize P-O fit; therefore, they both must be further explained to understand the various measures of P-O fit and how they differ from one another and relate to work outcomes.

First, the match between individual and organizational values is typically referred to as *value congruence* (see e.g., Chatman, 1991; Kristof, 1996; O'Reilly, Chatman & Caldwell, 1991). Value congruence is instrumental in P-O fit research because individual values are critical and stable throughout time and organizational values tend to guide employees' behavior (Chatman, 1991). Value congruence can be measured both subjectively and objectively, which may be one explanation for the mixed results found in the P-O fit literature regarding value congruence (Adkins, Russell, & Werbel, 1994; Kristof-Brown, Zimmerman, & Johnson, 2005; O'Reilly et al., 1991; Ostroff & Kinicki,

2005). Subjective fit is the congruence of the individual's values and his/her perceptions of the organizational values; objective fit is the match between an individual's values and organizational values perceived by other individuals within the organization (Kristof-Brown et al., 2005). For example, the Organizational Culture Profile is a popular operational measurement tool, which is an objective P-O fit instrument that contains value statements that capture common individual and organizational values (O'Reilly et al., 1991). Value statements are ranked by both the employee being assessed (i.e., the individual ranks preferred values of the ideal organization) and an individual that is familiar with the organization being assessed (i.e., the individual ranks the true values of the organization). The inter-correlations of the ranked values indicate the extent to which the employee and organization reach a level of value congruence (O'Reilly et al., 1991).

Another similar operational measure used to assess P-O fit is goal congruence, which can be explained through two different types (Vancouver, Millsap, & Peters, 1994; Vancouver & Schmitt, 1991; Witt & Nye, 1992). The first type of goal congruence is supervisor-subordinate goal congruence, which is achieved when similar goals are shared between employees in different hierarchal positions in an organization (Vancouver & Schmitt, 1991). On the other hand, member-constituency goal congruence is the extent to which goals are similar between an individual and other members of the same organization (Vancouver & Schmitt, 1991). Similar to value congruence, goal congruence is typically measured by ranking the importance of individual and organizational goals based on which type of goal congruence is being examined (Vancouver et al., 1994; Vancouver & Schmitt, 1991). Both value congruence and goal

congruence are important to understand because of the various work-related outcomes that are associated with these types of P-O fit.

After understanding the extensive knowledge base of various P-O fit operationalizations, it is important to examine the positive and negative work outcomes that may result from the achievement of P-O fit. The most common work-related outcomes affected by P-O fit are job satisfaction, organizational commitment, and turnover intent (Kristof, 1996; Kristof-Brown et al., 2005). Meta-analysis results indicate strong positive correlations between P-O fit and job satisfaction (r = .44), which suggests higher P-O fit relates to higher individual job satisfaction (Kristof-Brown et al., 2005). More specifically, stronger correlations between P-O fit and job satisfaction were found when P-O fit was operationalized as value congruence (r = .41) compared to goal congruence (r = .24) and personality congruence (r = .07; Kristof-Brown et al., 2005).

Organizational commitment is imperative in the organizational-setting because high commitment has been found to be associated with decreased levels of employee turnover (Kammeyer-Muller, Wanberg, Glomb, & Ahlburg, 2005) and increased levels of job performance (Konovsky & Cropanzano, 1991). P-O fit also was moderately correlated with increased levels of organizational commitment (r = .51), which translates to a comparison of the congruence between the individual and the organization associated with the individual's psychological commitment to the organization. Because employee turnover relates to organizational commitment, the relationship between P-O fit and intent to turnover should also be considered. Furthermore, moderate negative relationships between P-O fit and intent to turnover (r = -.35) have been found (Kristof-

Brown et al., 2005). This relationship suggests that when employees have a lower P-O fit, it may result in increased intentions to turnover or leave the organization.

Literature has also indicated the operational definition used to measure P-O fit is an important moderator in the relationship between P-O fit and work-related outcomes (Kristof-Brown et al., 2005). Furthermore, using a combined multidimensional measure of P-O fit yielded a stronger relationship (r = .55) compared to value congruence (r = .51) with job satisfaction and intent to quit (multidimensional: -.48, values: -.46). On the other hand, value congruence measures yielded a stronger relationship with organizational commitment (r = .68) than multidimensional measures (r = .59; Kristof-Brown et al., 2005). This illustrates the measurement deficiency in P-O fit literature due to the various conceptualizations and operational definitions of fit associated with inconsistent results (Hoffman & Woehr, 2005; Kristof-Brown et al., 2005). Clearly, prior research has verified the importance of P-O fit and work-related outcomes; however, P-J fit also must be evaluated as well to determine its' importance with regard to work-related outcomes.

Person-Job (P-J) Fit

In contrast to the various conceptualizations related to person-organization fit, defining person-job (P-J) fit is straightforward, and the concept is quite pervasive in both the applied and research fields. P-J fit is typically utilized in the selection process (i.e., applied settings), and much research has been pioneered in the Organizational Behavior and Industrial-Organizational Psychology fields. In the applied-setting, P-J fit has been a traditional approach used as a foundation in recruitment and selection processes, where an organization defines the specifications and requirements needed for the job and attempts to match an individual whose attributes match the defined requirements

(Edwards, 1991). To fully understand, both the employee and job interact to produce both individual and organizational work-related outcomes, related theories and conceptualizations, measurement techniques, and relationships with work-related outcomes that should be fully investigated (Edwards, 1991). P-J fit will be fully explained in a manner similar to P-O fit because this concept also was integrated into the development of the pharmaceutical company's quality of hire criterion measure.

Historically, the concept of P-J fit can be traced back to the era of the Industrial Revolution, more specifically to Taylor's (1911) well-known scientific management theory. The importance of maximally designing jobs to fit the employee's skills and abilities is a main component of scientific management theory. After job design was established as important, Hackman and Oldham (1980) pioneered the notable job characteristics theory that included five core job dimensions, which include task significance, skill variety, task identity, autonomy, and feedback. These characteristics must be satisfied to reach the three core psychological states (i.e., meaningfulness, responsibility, knowledge of results), which, in turn, may lead to positive organizational outcomes. Both scientific management theory and job characteristics theory make an important contribution to the understanding of job design and job re-design to ensure a fit between the employee and the job. This implies P-J fit is not solely used for selection, but can be used once an individual is on the job as well. On the other hand, a prospective approach to achieving P-J fit could be the utilization of this concept in the selection process. P-J fit has a long-standing role in the history of Industrial-Organizational Psychology, where there is legal support for its use. More specifically, the Uniform Guidelines on Employee Selection Procedures (1978), assuming both validity and

reliability standards are met, give support to P-J fit with regard to the law (Werbel & Gulliland, 1999). Résumés, tests, interviews, and reference tests are examples of techniques that are used in the selection process to measure P-J fit (Werbel & Gulliland, 1999).

P-J fit is typically conceptualized as using one of the two perspectives related to P-O fit that were discussed earlier: the demands-abilities perspective and the needs-supplies perspective (Kristof, 1996). These perspectives assess the similarities between the abilities of the employee and demands of the job (i.e., demands-abilities perspective) or the desires of the employee and the characteristics of the job (i.e., needs-supplies perspective; Edwards, 1991; Kristof, 1996). Similar to Kristof's (1996) framework for P-O fit, Edwards (1991) also integrated both perspectives into a framework to explain all components included in P-J fit. The demands-abilities perspective includes the demands of the job and the abilities the employee should possess to meet the requirements of the job (Caldwell & O'Reilly, 1990). Abilities needed for the job are typically the knowledge, skills, and abilities (KSAs) necessary to perform the job, which include, but are not limited to, education, experience, and content knowledge (Caldwell & O'Reilly, 1990). The needs-supplies perspective includes the interaction between the desires or psychological needs of the employee and the attributes of the job that may have the potential to meet the desires of the employee (Dawis & Lofquist, 1984). Examples of supplies or attributes of the job are pay or work autonomy, whereas example needs of the individual could be their values or goals.

The framework that was developed for P-O fit is very similar to P-J fit with regard to the two perspectives mentioned above; however, the type of fit (i.e.,

supplementary or complementary) is slightly different when assessing P-J fit. As discussed in preceding paragraphs, supplementary fit is an employee contribution to the workplace that is the same as other employee contributions that include organizational and individual characteristics (Muchinsky & Monahan, 1987). Complementary fit is an employee contribution to the workplace that does not already exist and improves the environment after the addition, which includes characteristics, supplies, and demands of the organization and individual (Muchinsky & Monahan, 1987). The main difference between P-O fit and P-J fit perspective is that supplementary fit is not commonly used to measure P-J fit because supplementary fit is defined according to the people rather than the job (Edwards, 1991). Although conceptualizing P-J fit is straight forward, the multiple constructs and measurement techniques used throughout the literature have created various measurement problems for comparing P-J fit research (Edwards, 1991).

A wide variety of fit indices have been used to measure P-J fit in the literature, which has led to a range of measurement problems (Edwards, 1991). The most common technique used to determine the fit between employee desires and job supplies (i.e., the needs-supplies perspective) is the difference (e.g., algebraic, absolute, etc.) between the employee desires and the outcomes they actually received from performing the job (Edwards, 1991; Kristof-Brown, et al., 2005). These fit indices are then correlated with work-related outcomes to determine the relationship between P-J fit and job satisfaction, intent to turnover, and many other important outcomes that may affect organizational functioning.

One popular fit index that is used in P-J fit research is the Need Satisfaction Questionnaire (PNSQ; Porter, 1962), which assesses various job attributes. Respondents

rate their current level, desired level, and importance level for each attribute. The difference between the desired and current level is the index of need deficiency and, conversely, the difference between the current and desired level is considered the index of need satisfaction (Porter, 1962). Researchers can compare relationships between the indices calculated from the PNSQ with work-related outcomes to understand different aspects of P-J fit.

Reviews of the P-J fit literature have found mixed results for work-relayed outcomes based on the definition and measure of fit used, which may stem from its' multiple definitions, overlap of conceptualizations, and other fit terms (e.g., P-O fit, person-environment fit, person-situation fit, etc.) used in Organizational Behavior (Edwards, 1991; Kristof-Brown et al., 2005). A majority of the P-J fit literature has focused on the needs-supplies perspective rather than the demands-abilities perspective; results vary based on which perspective was studied. Meta-analysis results indicated P-J fit yielded moderate to strong correlations with positive work-related outcomes (Edwards, 1991; Kristof-Brown et al., 2005). Furthermore, results indicated an overall strong positive association between P-J fit and job satisfaction (r = .44) and P-J fit and organizational commitment (r = .39); a negative relation was found between P-J fit and intent to quit (r = -.37; Kristof-Brown et al., 2005). In sum, high levels of P-J fit relate closely to high levels of job satisfaction and organizational commitment and to low levels of intentions to quit. As both the P-O fit and P-J fit literature indicated positive work-related outcomes were related to the various fit indices, these findings suggest a need for understanding the role of P-J fit and P-O fit in selection because, in the long-run, employee fit may have the potential to improve the organization overall.

P-O Fit and P-J Fit in Selection

Because of P-J fit's ubiquitous presence in the selection process, it is important to determine the relation between P-J fit and P-O fit with regard to the two selection approaches (i.e., prescriptive or descriptive) that organizations typically employ. Next, P-J fit and P-O fit must be examined as two distinct concepts and the importance of each should be compared. It also is important to review and assess empirical evidence regarding the effectiveness and suitability of fit measurement tools and selection techniques. Benefits and weaknesses of P-J fit and P-O fit in the selection process should be weighed to understand and estimate the utility of these techniques. Finally, current limitations and gaps in current research should be identified and a direction for the future of fit in the selection process should be determined.

Despite the similar operational perspectives used to measure both P-O fit and P-J fit, these constructs are unique and should not be used interchangeably. Achieving discriminant validity indicates constructs or measurement techniques are unrelated. Some evidence of discriminant validity for these two concepts was found through low correlations between actual P-O fit and P-J fit (Caldwell & O'Reilly, 1990; O'Reilly et al., 1991), along with perceptions of P-O fit and P-J fit (Lauver & Kristof-Brown, 2001). Furthermore, the two types of fit were perceived differently from one another by recruiters (Kristof-Brown, 2000) and executive-level employees (Sekiguchi & Huber, 2011) based on their antecedents and their role in terms of predicting future work behavior or making hiring recommendations.

Reviews of both the P-O fit (Kristof, 1996) and P-J fit (Edwards, 1991) literature clarify the differences between the two fit types and report a conglomerate of diverse

correlations between fit and work-related outcomes that differ based on the type of fit that was reviewed. More specifically, P-O fit and P-J fit operated independently because different work-related outcomes resulted from the achievement of each type of fit (O'Reilly et al., 1991). Furthermore, work-related outcomes such as job satisfaction, commitment, and task performance were all outcomes that varied based on the type of fit that was achieved. Results also suggested that an employee's perceived P-O fit was found to be a better predictor of intent to quit and job performance than was perceived P-J fit (Lauver & Kristof-Brown, 2001). Another explanation for these distinct types of fit can be found in literature regarding the selection process (Cable & Judge, 1995; Kristof-Brown, 2000).

Kristof-Brown (2000) assessed recruiter perceptions of applicants using a repertory grid method, which created hypothetical applicants to determine if P-O fit and P-J fit are distinguishable from one another. Results indicated that personality and personal values were used to determine P-O fit, whereas KSAs were relied upon to assess P-J fit (Kristof-Brown, 2000). This in turn translates to strong evidence that P-O fit and P-J fit are differentiated during the interview process. More support for P-O fit and P-J fit being distinct constructs was found by comparing interviewer perceptions of applicants' P-O fit in the application process (Cable & Judge, 1995). Furthermore, Cable and Judge found interviewers develop P-O fit indices based on their perceptions of applicant values and their organizational values. These P-O fit perceptions had large effects on their hiring recommendations, and were the largest determinant of the organizations' selection decision. Another important aspect to note is that mixed results were found regarding the type of fit that has a larger impact on perceptions of applicants

(Cable & Judge, 1995; Kristof-Brown, 2000). Given the distinct differences between P-O fit and P-J fit constructs and their impact, the approaches and use of fit in selection must be assessed further.

Sekiguchi (2004) interpreted research regarding the use of fit in employee selection through two different lenses, the prescriptive and descriptive approaches. The prescriptive approach establishes arguments and guidelines that should be used to select the best-fit candidate (e.g., criterion-related validity); conversely, the descriptive approach is used to determine current selection procedures that are utilized in the workplace to assess the fit of candidates (Sekiguchi, 2004). Divergent findings derived from these recommended and actual employee selection procedures may suggest that researchers who establish criterion-related validity for fit predictors are not communicating results effectively to practitioners. Another reason for this misfit between research regarding ideal and actual selection procedures could be due to the difficulty of mimicking real-world selection situations in research because of organizational barriers (e.g., privacy measures, employee participation, etc.). Both approaches must be expanded to examine the importance of each types of fit and how they can be used in the applied setting.

According to the prescriptive approach of fit literature, researchers have advocated that P-J fit as a selection tool is becoming less important to empirically study than other types of fit (Kristof, 1996; Werbel & Gilliland, 1999). This could be due to its' well-established presence and the need to expand the limited criterion and predictor domains that currently exist. An expansion of the criterion domain could be accomplished by including other factors that are associated with organizational

effectiveness such as organizational citizenship behavior and extra-role behavior (Werbel & Gilliland, 1999). The need for an expanded predictor domain argues for the inclusion of other relevant characteristics (e.g., general mental ability), P-O fit, and important factors (e.g., teamwork, technology, etc.) to address the changing nature of work (Bowen, Ledford, & Nathan, 1991). To potentially address these deficiencies, P-J fit should be used with additional predictors such as, P-O fit. Because of the positive work-related outcomes related to high levels of both P-J fit and P-O fit described previously, the prescriptive approach indicates both fit measures should be used in the employee selection process (Sekiguchi, 2004). Correspondingly, further research regarding current employee selection procedures should be identified and evaluated to expand the current descriptive approach to research. If a more expansive descriptive approach (i.e., realistic) is added to the current literature, findings can be aligned or contrasted with the prescriptive approach (i.e., "mock" research) to assist in making empirically-based decisions in the organizational setting.

The fundamental elements aggregated from the descriptive fit literature should be established to guide employee selection techniques. The first element to consider is the argument that P-O fit is typically considered in employee selection practices without a fit index or measure (Judge & Ferris, 1992; Rynes & Gerhart, 1990). Thus, an interviewer assessment of organization-specific employability (i.e., P-O fit) differs from the evaluations of job-specific employability (i.e., P-J fit), but both are included to develop a comprehensive judgment of the interviewee (Rynes & Gerhart, 1990). Further, evaluations of an individual's P-O fit in the selection process were more stringent and influential regarding interviewer assessments than was the general employability (e.g.,

qualifications, characteristics, P-J fit, etc.) component that also was assessed by the interviewer (Adkins et al., 1994; Rynes & Gerhart, 1990).

Not only are distinct perceptions between P-O fit and P-J fit made throughout the selection process, the employment interview could arguably be the most effective selection tool for assessing fit (Chatman, 1991; Judge & Ferris, 1992; Kristof-Brown, 2000; Rynes & Gerhart, 1990). Despite the inconsistency of reliability and validity for employment interviews, this tool allows interviewers to assess both P-O fit and P-J fit through one selection technique (Rynes & Gerhart, 1990). For instance, one study found that P-O fit was accurately assessed in terms of value congruence between the organizational values and perceptions of applicant values by the interviewer (Cable & Judge, 1997). In the same way, P-J fit was found to be prominent in the employment interview through discussion regarding job-related coursework or experience and congruence between both personal and job characteristics (Bretz, Rynes, & Gerhart, 1993).

Another selection tool that recruiters may rely on to assess fit is the use of biodata, which is an extension of weighted application blank information that includes questions regarding life and work experiences (Stokes, Mumford, & Owens, 1994). Brown and Campion (1994) found recruiters assessed P-J fit through biodata on résumés by assessing both the abilities (e.g., language, math, physical, etc.) and other attributes (e.g., leadership skills, interpersonal skills, etc.) of the candidate. As for assessing P-O fit, the inclusion of an individual's goals, values, personal interests, etc. on a résumé may suggest that recruiters will use the information available to determine P-O fit as well. Despite these readily available tools to assess fit in the selection process, the ever-

changing world of work demands further research to close current gaps and the identification of adaptive techniques for the future to ensure selection of the best-fit applicant for both the job and the organization. Likewise, although P-O fit and P-J fit are relevant in the selection process, their presence also should be evaluated after the employee is on the job.

Quality of Hire

From a descriptive perspective, a recent fad in the applied-setting is measuring the quality of new hires through survey metrics reporting (Corporate Executive Board (CEB), 2013; Sekiguchi, 2004). Quality of hire measures are typically evaluated through hiring manager perception surveys after the employee is hired. These hiring manager surveys are in response to today's trend of new hires performing significantly lower than employees six years ago (CEB, 2013). Underperformance is typically masked by positive evaluations close to the point of hire, such that hiring managers tend to perceive new hires as good performers when they are new on the job. However, performance drops at the six-month mark and even more so at the 12-month mark. This phenomenon is referred to as the "zone of recruiting visibility" and has been more evident in recent years (CEB, 2013). The "zone of recruiting visibility" is the positive hiring manger evaluations that hide actual new hire performance before the six-month mark of employment. Because of the ever-present "zone of recruiting visibility" in new hire perceptions, an objective quality of hire measure is needed to ensure recruiting and staffing is selecting best-fit candidates.

The Current Study

Given the benefits of P-O fit and P-J fit in the workplace and the need to evaluate performance at the six- to 12-month mark of employment to ensure the "zone of recruiting visibility" is not affecting performance evaluations, a large pharmaceutical company in the northeastern U.S., which will be referred to in this study as "PharmCo," developed a quality of hire survey to measure quality of new hires. A data set from PharmCo's first administration of their quality of hire survey was examined in this study. The purpose of this study was to determine if survey items relate to P-O fit and P-J fit and whether three sub-components (i.e., P-O fit, P-J fit, overall fit) or if a comprehensive measure to include all items should have been used for further analyses. Also, differences in quality of hire based on employee role and division were assessed.

More specifically, the quality of hire hiring manager survey included items that relate to the quality of hire for the organization and for the job; therefore, items regarding the employee's P-O fit and P-J fit were used. Quality of hire can be defined differently for various organizations based on the values and characteristics a new hire should possess. No information currently exists regarding this quality of hire tool with the exception of applied, business-oriented information (e.g., CEB, 2013; Sullivan & Burnett, 2007) that is not empirically based. The current research study examined the quality of hire measurement tool and its relation in the selection process to inform the development of other metrics in the future. Comparing fit during the selection process and the early stages of the job with regard to other work-related outcomes may lead to interesting results and determine the usefulness of this fit measure.

Most organizations tend to measure the process of recruiting and staffing, which includes time to fill and cost to fill; however, the quality of new hire is frequently overlooked (Sullivan & Burnett, 2007). The cost and time to fill metric is irrelevant if the hire was not a good fit for the job. PharmCo defined quality of hire through both P-O fit and P-J fit measures along with overall quality of hire items. The organization also decided that the hiring manager of the new hire could most easily and accurately assess quality of hire. It was determined that the new hire's hiring manger would be prompted to complete the survey between the new hire's six- to 12-month mark with PharmCo. This time period was chosen because the employee should be up to speed and fully acquainted with the organization and their job by this time (CEB, 2013). In the future, results from the quality of hire survey will be aggregated by the organization to develop statistical modeling that will inform recruiting and staffing efforts and assist in reducing employee turnover and the cost of bad hires.

The quality of hire survey developed at PharmCo included items that were targeted to measure P-O fit, P-J fit, and overall quality of hire. As a result of the extensive literature providing evidence for P-O fit and P-J fit being distinct constructs in selection (Adkins et al., 1994; Kristof-Brown, 2000; Rynes & Gerhart, 1990), analyses were conducted to determine if the items on the quality of hire survey actually measure P-O fit and P-J fir as independent constructs.

Hypothesis 1: The three sub-factors represent P-J fit, P-O fit, and overall fit.

This prediction was made because the items in the quality of hire survey were designed to align with these three sub-factors. Following these preliminary analyses, the main purpose of the current study was to assist the organization in determining the

survey's role in assessing recruitment and selection through two predictor variables (i.e., role and division).

Hypothesis 2: Differences in quality of hire based on role will be found, where the managers will receive higher quality of hire ratings than the individual contributors.

More specifically, managers will be seen as higher quality hires as compared to individual contributors because managers should be more experienced than individual contributors. Another reason for this prediction is the more rigorous selection process that leaders undergo compared to individual contributors at PharmCo.

Hypothesis 3: Differences in quality of hire ratings will be found based on the division.

An explanation for this prediction is a result of the different recruiters associated with a division, which may indicate differences in recruiting effectiveness. Another reason for this expected difference in quality of hire may be attributed to the difficulty in recruiting based on division; for example, it may be more difficult to hire for a scientist position as opposed to a support function position.

Method

Quality of Hire Survey Development

The need for the quality of hire criterion measure at PharmCo was a result of the minimal information provided by their current criterion measure, an annual performance rating. The current criterion measure was administered at the same time (i.e., year end) for all employees. This timeframe means new hires in the organization may not be accurately assessed due to insufficient time on the job if they were hired near the year's

end, which confounded the criterion measure. The quality of hire criterion development team consisted of an assessment expert, a staffing expert, a workforce analytics expert, and an I-O Psychology graduate intern.

First the I-O Psychology graduate intern reviewed quality of hire materials (Corporate Executive Board, 2013) and proprietary selection materials provided by the organization to develop an item pool of approximately twenty items for the criterion development team to the review. The team identified the most relevant items and selected and revised the items to reflect quality of hire at PharmCo.

Once a consensus regarding the survey items was reached within the team, cognitive interviews, also known as item tryout, were conducted by the intern and the workforce analytics expert to ensure the survey would be understood by hiring managers at the organization. Four phone interviews were conducted with hiring managers from various departments at PharmCo. These interviews ranged from half an hour to hour time blocks. Each item was assessed by asking the hiring manager to explain the item in their own words. Also, for each item alternative word choice or statements were provided and the hiring manager chose the option that was most easily understood. Hiring managers were then asked if each item defined quality of hire from their perspective and if any criteria should be added to the survey. The qualitative data from these interviews were then used to revise items. Following the cognitive interviews, additional members of the organization made revisions to the items resulting in the final quality of hire survey.

Quality of Hire Survey

Measures. Ten items were included to assess quality of new hire as a function of P-J fit, P-O fit, and overall quality of hire, along with an open-ended question addressing quality of hire. The P-J fit and P-O fit items were rated on a five-point scale regarding managers expectations with ratings ranging from *1=did not meet my expectations* to *5=exceeded my expectations* or a point labeled *cannot evaluate.* The survey directions stated:

> Think of <insert new hire's name>. Based on your observations and knowledge of this person's behavior/performance over the past 6 to 9 months, please indicate the extent to which he/she met your expectations on the following, (If you do not have sufficient information to evaluate the person, please select the "Cannot Evaluate" response.)

The five items that reflected P-J fit were: 1) skills and abilities fit with job requirements, 2) amount of time needed to perform effectively, 3) amount of guidance needed to perform effectively, 4) appropriate use of resources (e.g., budget, materials, tools, people, etc.), and 5) quality of work (e.g., attention to detail, errors, etc.). These items align with P-J fit because they relate to the specifications and requirements needed for any job in the organization and the new hires' congruence with these defined requirements (Edwards, 1991).

Two items assessing P-O fit were used; one item was removed due to organizational concerns. The two retained items were positive impact on coworker's and/or team's performance and demonstration of PharmCo's leadership behaviors and professional competencies. PharmCo's leadership behaviors and professional

competencies are organization-wide competencies that should be possessed by all employees in the organization. These competencies also are assessed in the employee selection interview. These two items reflect P-O fit and, specifically, the first item represents supplementary fit because it determines if the new employee is compatible with the workforce and if he/she adds something (i.e., positive impact) that already exists to the overall work environment (Muchinsky & Monahan, 1987). The second item aligns with value congruence between the organization and the employee because these leadership and professional competencies are organization-wide shared values throughout PharmCo (Kristof, 1996).

Finally, the two items developed to measure overall quality of hire were rated on different scales. The first item stated, "If given the chance, I would hire this employee again," and was rated on a 5-point scale ranging from *1=definitely not* to *5=definitely*. The final item developed to compare the new hire to other new hires similar to them read "This person's overall job performance compared to other new hires in similar positions," is rated on a 5-point scale ranging from *1=poor* to *5=superior*. For recruiting and staffing purposes, the last open-ended question asked hiring managers what could have been done differently to improve the quality of hire.

Rater error training. A section was developed to provide confidentiality and data protection information and to remind hiring managers to avoid rater errors for this evaluation. The section listed the names of the most common rater errors for this evaluation and then posed these errors in question form so the hiring manger could ensure they were not prone to these errors when assessing new hire performance. The following errors and questions were listed as follows:

1. Halo Effect: Am I considering each question separately or am I answering all questions in line with how I view this person's overall performance?
2. Leniency & Severity Errors: Are my responses overly harsh or overly lenient?
3. Central Tendency: Do I tend to respond in the middle of the scale for most or all of the questions?
4. First Impression Error: Are my initial perceptions of this person overly influencing my answers?
5. Similar-to-Me Effect: Have I recognized any biases I may have so I do not let them influence my evaluations?

Data Set

The data set was prepared and sent by the Workforce Analytics Team at PharmCo because information from different analytic platforms (i.e., Zarca and HtR) had to be combined to include all variables of interest. The data set included quality of hire survey data (i.e., items 1-9) from the first administration of the quality of hire survey with the exclusion of the last open response question (i.e., item 10). Other variables included in the data set were new hire and manager identifiers (i.e., randomly assigned numbers to protect confidentiality), hire date and survey completion date, role (i.e., individual contributor or manager), and division (i.e., human health, support function, animal health, manufacturing, scientists). The data set included data pertaining to permanent (rather than temporary) U.S. employees for divisions where ratings existed for at least ten new hires. This was a password-protected data set that was received in January 2015 and was returned to PharmCo by June 2015.

Results

P-O Fit and P-J Fit Q-sort

First, a Q-sort analysis was conducted to assess agreement among judges concerning the content validity of the items related to P-O fit and P-J fit. Seventeen I-O Psychology graduate students currently enrolled at WKU were judges for the Q-sort. Judges were provided with a definition of P-O fit and P-J fit and were asked to sort the quality of hire survey items into categories of P-O fit, P-J fit, or neither category according to the construct definitions. The purpose of the Q-sort analysis is to assess agreement among judges concerning content validity of the items related to P-O fit and P-J fit. Mixed results regarding rater agreement were found (see Table 1). Items with 70% agreement or higher with regard to P-J fit include: (1) skills and abilities fit with the job requirements (100%), (2) amount of time needed to perform effectively (76.5%), and (3) quality of work (e.g., attention to detail, errors, etc.; 76.5%). Items with 70% agreement or higher with regard to P-O fit include: (4) positive impact on coworker's and/or team's performance (82.4%), and (5) Demonstration of company's relevant Leadership Behaviors and Professional Competencies (70.6%).

These results indicate that the two items that were intended to measure P-O fit were rated by judges as measuring P-O fit. Three of the five items intended to measure P-J fit were rated by judges as measuring P-J fit. However, two of the items intended to measure P-J fit were not seen as conceptually distinct by the judges. A factor analysis was performed to further assess the data set with regard to dimensionality.

Table 1

Item Q-sort: Rater Agreement

Item	Intended Construct	P-J Fit Agreement	P-O Fit Agreement	Neither or Both
Skills and abilities fit with the job requirements	P-J Fit	**100%**	0	0
Amount of time needed to perform effectively	P-J Fit	**76.5%**	11.8%	11.8%
Amount of guidance needed to perform effectively	P-J Fit	41.2%	52.9%	5.9%
Appropriate use of resources (e.g., budget, materials, tools, people, etc.)	P-J Fit	35.3%	47.1%	17.6%
Quality of work (e.g., attention to detail, errors, etc.)	P-J Fit	**76.5%**	5.9%	17.6%
Positive impact on coworker's and/or team's performance	P-O Fit	11.8%	**82.4%**	5.9%
Demonstration of "PharmCo's" Leadership Behaviors and Professional Competencies	P-O Fit	23.5%	**70.6%**	5.9%

Factor Analysis

The quality of hire survey measure (i.e., the dependent variable) was factor analyzed to determine if it represents one composite quality of hire variable or three quality of hire sub-factors. The three sub-factors would represent P-J fit, P-O fit, and overall fit because items were designed to align with each of these components. On the other hand, one composite quality of hire variable would include all survey items. The managerial data for these nine items were factor analyzed using principal axis factor analysis. The scree plot (see Figure 1) from this analysis strongly suggests that one single dominant factor exists within these items. Factor loadings for each survey item are

displayed in Table 2. A rotation method for a three factor extraction was not conducted because no three factor structure fit the data. These results provide strong evidence that there are not three distinct sub factors within the data set. The results fail to support Hypothesis 1 that the quality of hire measure should be separated into three sub-factors (i.e., P-O fit, P-J fit, and overall fit) rather than one composite quality of hire measure that includes all items.

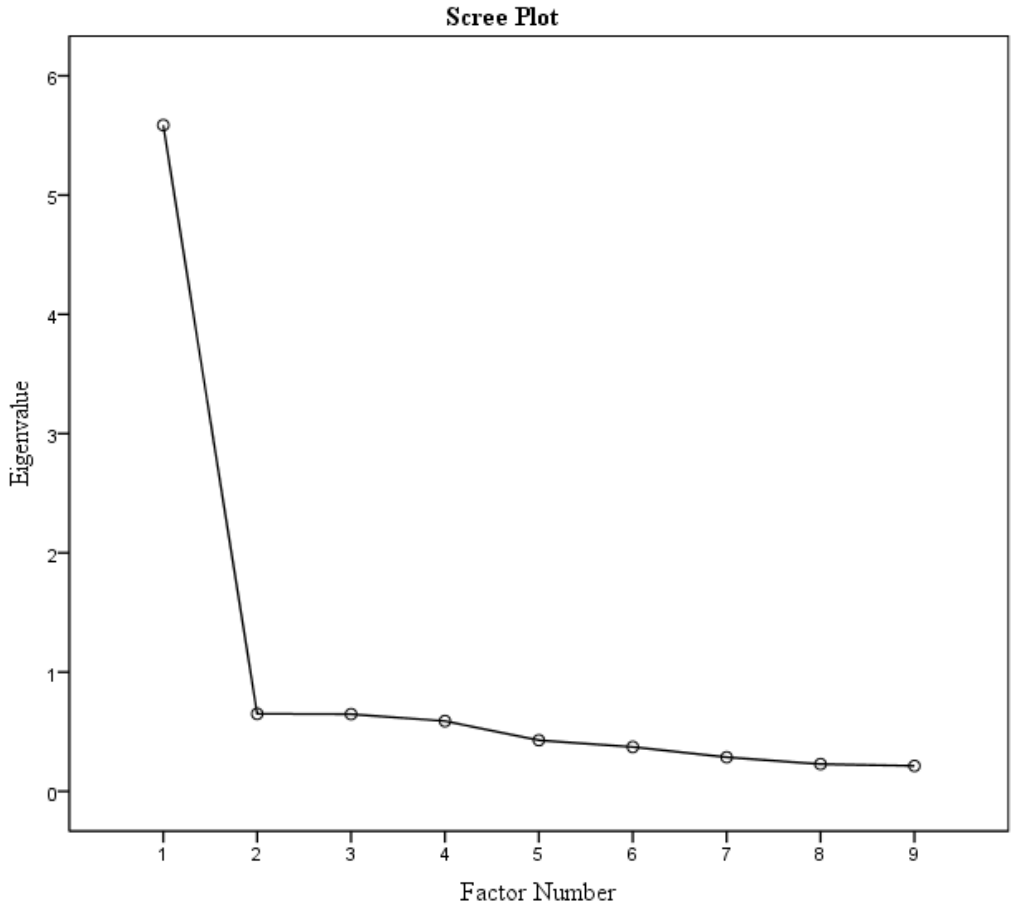

Figure 1. Single Factor Analysis Scree Plot

Table 2

Factor Loadings for Single Factor Solution

Item	Factor 1
1. Skills and abilities fit with the job requirements	.83
2. Amount of time needed to perform effectively	.86
3. Amount of guidance needed to perform effectively	.74
4. Appropriate use of resources (e.g., budget, materials, tools, people, etc.)	.65
5. Quality of work (e.g., attention to detail, errors, etc.)	.79
6. Positive impact on coworker's and/or team's performance	.76
7. Demonstration of "PharmCo's" Leadership Behaviors and Professional Competencies	.70

ANOVA

From the factor analysis it was inferred that one composite score should be created so further analyses could be run and more easily understood. All cases with missing data were excluded, resulting in 98 usable cases. An unweighted composite score was developed, which is the sum of all of the ratings on the items for each new hire; a composite score of 45 is the highest that one could earn and a score of 9 is the lowest one could earn.

PharmCo only provided quality of hire survey data for only six managers across the five divisions; therefore, Hypothesis 2 (i.e., which predicts that differences in quality of hire based on role will be found) and Hypothesis 3 (i.e., which states that differences in quality of hire will be found based on division) were not tested. This was due to the small sample size and low power. Please see Table 3 for descriptive statistics for each role based by division.

Table 3

Quality of Hire Survey Descriptive Statistics

Role	Division	N	Mean	SD
Individual Contributor	Human Health	25	35.40	7.17
	Support Function	4	36.50	6.61
	Animal Health	8	33.13	4.52
	Manufacturing	16	34.81	5.13
	Scientists	39	35.90	6.02
Manager	Human Health	2	37.00	2.83
	Support Function	1	33.00	----
	Animal Health	0	----	----
	Manufacturing	0	----	----
	Scientists	3	23.67	5.13

Because there was such little managerial data included in the data set, an additional analysis was conducted. A one-way ANOVA was conducted to determine if significant differences exist in quality of hire for just the individual contributors based on division. Ratings for individual contributors did not differ across the five divisions $F(4, 91) = .406$, $p = .80$.

Discussion

As a result of the recent focus on the evaluation of new hire performance in applied settings (CEB, 2011), it is essential to fully understand selection literature and how it relates to the intended criteria in these evaluations. Typically, new hire performance is measured through the hiring manager's perceptions of new hire performance through a quality of hire survey (CEB, 2011). In the current study, PharmCo developed a quality of hire survey to help ensure they are hiring the best-fit candidates for both the job and the organization. This criterion measure was developed to assess new hire P-J fit and P-O fit, along with their overall performance in the new position. P-J fit is essentially the match of an employee's abilities to his/her specific job

requirements, whereas P-O fit is the congruence between an employee and his/her organization (Rynes & Gerhart, 1990). Although P-O fit and P-J fit have often been studied together in the selection literature (see Kristof-Brown, 2000; Lauver & Kristof-Brown, 2001; Sekiguchi & Huber, 2011), there is much evidence that P-O fit and P-J fit are distinct constructs (Adkins et al., 1994; Kristof-Brown, 2000; Rynes & Gerhart, 1990). One of the main questions in the current study was to determine if the criterion measure was measuring two distinct construct as was intended (Hypothesis 1).

In the current study, analyses were conducted to assess PharmCo's quality of hire survey in relation to the fit constructs (i.e., P-J fit and P-O fit) mentioned above. This was done through a Q-sort by subject matter experts to assess the content validity of the items on the survey and through a factor analysis to determine if the survey items were related to two distinct constructs. It was hypothesized that the items on the survey should be analyzed as three sub-factors to represent P-J fit, P-O fit, and overall fit because items were intended to align with each of these components during survey development. Mixed results were found between the Q-sort and the factor analysis; the results do not support Hypothesis 1 that the criterion measure will represent three sub-factors (i.e., P-J fit, P-O fit, and overall fit).

More specifically, results from the content validity Q-sort indicated three of the five items intended to measure P-J fit were rated by judges as measuring P-J fit; however, two of the items that were intended to measure P-J fit were not seen as conceptually distinct by the judges. Judges agreed that the two items intended to measure P-O fit were indeed representative of the construct. Because five of the seven items were rated by the majority of the judges as the constructs they were intended to measure, the results imply

that the items were mostly representative of the two distinct constructs, P-J fit and P-O fit.

There was an interesting finding with regard to the Q-sort method for the two items that judges did not agree were related to distinct constructs. The first item, amount of guidance needed to perform effectively, was intended to measure the P-J fit construct, but judges were split (P-J fit = 41.2%, P-O fit = 52.9%) on which construct the item was measuring. However, for a very similar item, amount of time needed to perform effectively, the majority of judges agreed that the item related more closely to P-J fit (76.5%). One reason for this discrepancy could be "guidance" was associated with other individuals within the workplace, which more closely relates to fit of the individuals within the organization (i.e., P-O fit) instead of fit with the job (P-J fit; Muchinsky & Monahan, 1987). The other item on which judges did not agree was appropriate use of resources (e.g., budget, materials, tools, people, etc.), which was intended to measure P-J fit. Judges agreed that this item more closely related to P-O fit, which may be due to a similar reason that resources relate to organizational materials and individuals within the organization (i.e., P-O fit) rather than the job (i.e., P-J fit). Although the Q-sort implied that five of the seven items are conceptually distinct in relation to P-J fit and P-O fit, a factor analysis was done to determine if the raters (i.e., hiring mangers) for this survey within PharmCo understood the items to be distinct from one another.

A factor analysis was performed to further assess the data set with regard to dimensionality. This analysis determined that the dependent variable (i.e., quality of hire) represents one composite quality of hire variable rather than three quality of hire sub-factors. The three sub-factors would likely have represented P-J fit, P-O fit, and overall

fit because these items were intended to align with each of these constructs. The rotation method for a three-factor extraction was not conducted because it was impossible for a three-factor structure to fit the data set. This finding of a single factor presents strong evidence that there are not three distinct sub-factors within the data set. An implication of this finding is that the raters did not perceive the new hires behavior as representative of the three different constructs (i.e., P-J fit, P-O fit, overall fit). Another explanation for the one factor solution is that P-J fit and P-O fit are highly correlated, at least for the new hires evaluated in this study.

Although the selection literature provides evidence that P-O fit and P-J fit are distinct constructs (Adkins et al., 1994; Kristof-Brown, 2000; Rynes & Gerhart, 1990), it may be inferred from the mixed results obtained in the Q-sort and the factor analysis that these items do not represent independent constructs (i.e., P-O fit and P-J fit). The Q-sort results supported the inference that the survey items are conceptually distinct. However, the factor analysis results indicate that the ratings represent a single construct. Accordingly, in further analyses the dependent variable was analyzed as one unweighted composite variable rather than three sub-factors.

Because PharmCo provided quality of hire survey data for only six managers, both Hypothesis 2 (i.e., predicts that differences in quality of hire based on role will be found) and Hypothesis 3 (i.e., states that differences in quality of hire will be found based on division) were not tested. With additional quality of hire survey ratings for mangers, these analyses should be run in the future to determine where differences in quality of hire ratings exist.

Finally, an additional analysis was conducted to assess if significant differences exist in quality of hire for individual contributors based on division. No significant difference was found; however, this is an important analysis for the organization to continue to conduct in the future because PharmCo hires more individual contributors than managers. Because much recruiting effort is put forth to ensure quality new hires, especially for individual contributors, differences in quality of hire based on division for individual contributors should be assessed.

Limitations

The small sample size in the current study was an overall limitation for the analyses that were run. Because the criterion measure was new to PharmCo and this was the first round of data collected, the sample size was limited. Analysis including all divisions was not possible because some of the groups (i.e., managers in animal health and managers in manufacturing) were not represented and removing these divisions would leave quality of hire survey ratings for only five managers. For future research, as more data are collected, these analyses should include all five divisions and be run to examine a potentially significant interaction of quality of hire as a function of role and division.

Another limitation was not having access to another performance measure. Year end performance data were not yet collected for the new hires included in the current study. In addition, the organization did not allow performance review data to be used in this study because of confidentiality measures. Therefore, further analyses should be done internally to compare alternate performance measures to the new hire survey ratings. This limited the preliminary analyses as well because rater biases were not

investigated due to the lack of another performance measure to have as a comparison for the quality of hire ratings. Last, rater biases have a ubiquitous presence in any performance rating system; therefore, the data set may contain errors due to differences in raters and rater biases.

Future Research

Future research should be conducted at PharmCo with a larger sample size to yield more accurate results, along with an additional performance appraisal measure to compare the quality of hire survey to another performance measure. Other variables should be included to determine if differences in quality hire exist. Pay band should investigated to determine if differences in quality of hire exist based on salary. It would be interesting to investigate if quality of hire ratings vary based on starting salary. Employees with higher starting salaries may perform better than those with lower salaries because they feel they must increase their input to match their outcome as suggested by equity theory (Adams, 1965). This theory proposes employees cognitively compare their input to the organization (e.g., performance) to the outcomes they receive from the organization (e.g., pay; Adams).

Because interviewing candidates is a well-known and wide spread technique used in the selection process to measure P-J fit (Werbel & Gulliland, 1999), future research could compare new hire interview ratings with quality of hire ratings. Because hiring managers are the raters in both the interviews and the quality of hire surveys, quality of hire ratings may be inflated. If a hiring manager rates the applicant high in the interview and hires the applicant, he/she will most likely perceive the new hire positively, which may be reflected in the quality of hire ratings. PharmCo utilizes multiple techniques (i.e.,

résumés, biodata, multiple interviews by different interviewers, etc.) in the hiring process; therefore, this research could compare all of these measures to determine their effectiveness. Additionally, PharmCo can apply these new hire performance ratings when assessing recruitment and selection processes. Typically, recruiters at PharmCo are evaluated through hiring manager recruitment satisfaction surveys; however, this quality of hire survey measure can be used as an additional measure for selection evaluation.

Conclusion

Due to recent trends indicating low retention rates and job-hopping in the workplace (Steers et al., 2004; U.S. Department of Labor, 1992), selecting the best-fit hires is more important than ever. Over 66% of employers have made inaccurate selection decisions, which lead to decreases in productivity and retention rates and increased costs to the organization (West, 2013). Because of the detrimental impact of these factors to organizations, it is vital to evaluate new hire performance to ensure effective selection decisions are made. Ensuring that new hires fit both the job (i.e., P-J fit) and the organization (i.e., P-O fit) is essential (Rynes & Gerhart, 1990), which led PharmCo to assess new hire fit through an additional criterion measure.

The purpose of this study was to investigate the criterion measure items to determine if they conceptually relate to P-J fit and P-O fit and if ratings of these items were distinctly related to different constructs. Differences in quality of hire based on role and division also were analyzed to understand differences in new hires based on organizational characteristics. Results indicate that items did not result in ratings representing three distinct factors and there were no difference based on role or division.

Clearly, further research should be done at PharmCo as more data are collected so more reliable results may be found. Not only is it essential to increase the sample size and power for future analyses, but also statistical models can be created to assist in the production of prototype reports to show the relationship between new hires and employee performance outcomes based on various factors. This may be possible with the addition of other organizational variables to assist in making more implications and inferences. This quality of hire criterion measure can then assist the organization in making data-driven decisions, whether it be within the recruiting and section process or in the performance management system.

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