



MAKERERE UNIVERSITY
MAKERERE UNIVERSITY BUSINESS SCHOOL

**EXAMINING PERSON-JOB FIT IN DE-ZYN FORUM (UGANDA)
LIMITED**

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**A DISSERTATION SUBMITTED TO MAKERERE UNIVERSITY BUSINESS
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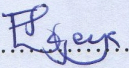
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DECLARATION

I BAGEYA EVELYN declare that this dissertation my own work and has never been presented for any award to any university or institution. Where works of other writers and authors have been used, proper acknowledgment has been made through in-text citations and references in the reference pages.

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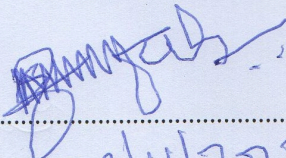
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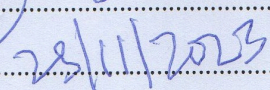
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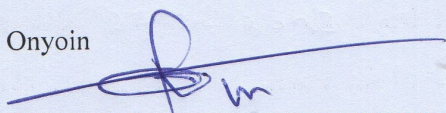
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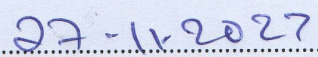
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DEDICATION

I dedicate my work to my children and my beloved family members. I also dedicate my research report to everyone who has played a part both financially and emotionally in the successful completion of this piece of work. Finally, I dedicate my work to my one and only Father Mr. Martin Bageya

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I thank my MHRM classmates who have always encouraged me to push on and complete my Masters at the time I thought of quitting and they encouraged me not to give up.

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ABSTRACT

The purpose of the study was to examine the level of person-job fit, understand the challenges of maintaining desired person-job fit and identify strategies that may be employed to improve person-job fit at De-Zyn Forum Uganda limited. The researcher used a descriptive cross-sectional survey design that utilized a quantitative approach in the analysis of the findings. A sample size of 56 employee was drawn from the total population of 65. Primary data was collected using self-administered questionnaires with closed ended questions gauged on a 5-Likert scale. The researcher used proportionate simple random sampling technique to identify the respondents for the study and data was analyzed using SPSS to establish the reliability and descriptive statistics.

The findings of the research indicated that the level of person-job fit in De-Zyn Forum Uganda limited is quite poor and low as shown from a grand mean of 3.08. The findings of the research showed that respondents agreed with a grand mean of 4.40 on challenges of maintaining desired person-job fit in De-Zyn Forum Uganda Limited. The findings of the study revealed that respondents agreed with a grand mean of 4.07 on strategies that may be employed to improve person-job fit at De-Zyn Forum Uganda Limited.

The findings revealed that respondents agreed with a grand mean of 4.40 that role ambiguity, failure to match the person to the defined role, ever changing working environment, failure to clearly define the needs of specific roles, lack of self-initiated behaviors, lack of career initiative and lack of concern on employee needs and wellbeing are the challenges of maintaining desired person-job fit.

Hence the study recommends that there is need for employees to be matched with jobs that are in line with their natural talents and passions so as to increase productivity. The organization should also provide clearer job roles and responsibilities together with explicit job expectations from time to time to ensure satisfactory person-job fit. There is need for the organization to provide detailed and specific information about training opportunities, level of responsibility, their values, policies, and culture so that individuals can assess their person-job fit. The organization can enhance the fit of an employee with the job through training, remuneration, better hiring practices and provision of high involvement practices among others.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents the background of the study, the statement of the problem, purpose of the study, objectives of the study, research questions, the scope of the study and the significance of the study.

1.1 Background

Successful organizations depend on the high performance of their employees to meet their objectives (Chumba, 2022). In order to achieve this high performance, organizational behavior philosophers believe that it is also crucial to have the right employees for the right jobs (Kristof-Brown, Zimmerman & Johnson, 2018). Therefore, finding fit between employees, their jobs and organization is critical (Sutarjo, 2011). This fit is actually defined as the employee's perceived compatibility or comfort level with the job, organization, environment, community and culture (Therasa & Vijayabanu, 2016).

However, the current study emphasizes more on person- job fit because specific job factors, namely job knowledge, demands and skills should match job expectations and requirements and the person's competency level (Therasa & Vijayabanu, 2016). The person-job fit is important because it determines whether or not the employee is well-suited for the job (Zheng, Kaur & Zhi, 2019) and whether the employee will be committed and productive to the organization (Chumba, 2022). A substantial body of research provides evidence that the compatibility between employee needs, values and goals, and those of the organizations they work for, result in desirable outcomes from employees (Onwuchekwa, Udekwe & Arachie, 2018).

Although person-job fit results in desirable outcomes from employees (Onwuchekwa et al., 2018), the concept of person-job fit has over the years generated numerous and varying definitions, hence has no single widely accepted connotation (Onwuchekwa et al., 2018). But

the whole assertion revolves around how the needs and ability of the employee's match what the job has to offer. To meet the demands of job, there is need to have compatibility between employee needs and job supplies to utilize their competency (Kristof-Brown et al., 2018). However, available evidence suggests that nearly 70% of employees globally fail not because they are incompetent but because they don't fit with their jobs, bosses, their colleagues or their new company (Hyman, 2019).

A study by Forbes (2019), across 312 companies globally revealed that in many organizations' employee skills do not match their job responsibilities and many employees feel disinterested with their jobs. Research from Robert Walters found that 73% of people globally have left a job due to poor fit. The research also revealed that 53% of employees felt that the overall job environment did not match the job description (Walters, 2018). The above situation is similar in many African countries like Benin, Congo, Tanzania, Uganda among others, where majority of employees frustrated by their limited career opportunities, equipment and resources which are not aligned to their abilities (Morsy & Mukasa, 2019).

At De-Zyn Forum (Uganda) Limited, management has failed to recognize the importance of matching employees' skills, abilities, personalities to the jobs they were performing leading to low labor productivity, absenteeism and high labor turnover among the employee in the company (De-Zyn Forum Limited Annual Performance Report, 2022). Available evidence reveals that the company lacks enough resources, equipment to match the requirements of respective jobs, hires and places employees in positions that do not match the skills, abilities, knowledge and interests as well as assigning them responsibilities beyond their career goals and needs, hence majority say that they are not well suited for their positions resulting in poor job fit (De-Zyn Forum Limited Annual Performance Report, 2022).

The report also reveals that new recruits believed that their current job did not match and make good use of their skills and abilities, they are not aligned to their abilities, skills and demands of the job. In an Interview with the Senior Accounting Officer, he said that I was hired as the company's accounting officer to manage all the finances of the company, but the work is too much for me alone, my skills, abilities and attitudes are not aligned with demands of my job, for example I lack resources and computerized equipment to aid my work, the most annoying part is when am directed to go in respective construction sites to assist engineers which is beyond my job description, my job environment doesn't match my job description (Personal Communication, 2022), resulting in poor person-job fit.

According to the Office Administrator of De-Zyn Forum, the company hired an Architect (Personal Communication, 20/10/2022), he was supposed to draw architectural plans both detailed and working drawings. The architect was also meant to assist in preparation and follow-up of local/statutory approvals, follow up with site supervision and write reports in regard to the plans. On the contrary, the employee only concentrated on drawing plans and never followed up with plan approvals and rarely visited the construction site. This resulted into messing up of the construction works by the contractors, thus causing a financial loss to the company (Personal Communication, 2022).

According to Bright (2021), person job fit has long been a subject of discussion in many professions, apparently not much has been done to examine Person-Job Fit at De-Zyn Forum (Uganda) Limited. Hence, this study contributes to the understanding of Person-Job Fit in De-Zyn Forum (Uganda) Limited and also provides a perspective from a developing country like Uganda.

1.2 Statement of the Problem

Person-Job Fit has become a top priority for organizations because having a fit between employee needs, values and goals, and the demands of the job, results in desirable outcomes from employees (Onwuchekwa, et al., 2018). However, this is not the case at De-Zyn Forum

(Uganda) Limited which has failed to recognize the importance of matching employees' skills, abilities, personalities to the jobs they are performing (De-Zyn Forum Limited Annual Performance Report, 2022). Available evidence reveals that the company lacks enough resources, equipment to match the requirements of respective jobs, hires and places employees in positions that do not match the skills, abilities, knowledge and interests as well as assigning them responsibilities which are not in their job description, hence majority say that they are not well suited for their positions resulting in poor job fit (De-Zyn Forum Limited Annual Performance Report, 2022). The skills, abilities and attitudes of employees are not aligned with demands of respective jobs and the job environment doesn't match the job description of employees resulting in poor person-job fit (Personal Communication, 2022). This has endangered the company's profitability, growth, labor productivity and above all it has resulted into absenteeism and high labor turnover among the employee in the company. No study has been undertaken to examine person-job fit at De-Zyn Forum (Uganda) Limited and this is a response to the situation.

1.3 Purpose of the Study

The purpose of this study was to examine the level of person-job fit, understand the challenges of maintaining desired person-job fit and identify strategies that may be employed to improve person-job fit at De-Zyn Forum Uganda limited as the case study.

1.4 Objectives of the Study

- i. To examine the level of person-job fit at De-Zyn Forum Uganda Limited
- ii. To understand the challenges of maintaining desired person-job fit at De-Zyn Forum Uganda Limited.
- iii. To identify strategies that may be employed to improve person-job fit at De-Zyn Forum Uganda Limited.

1.5 Research Questions

- i. What is the level of person-job fit at De-Zyn Forum Uganda Limited?

- ii. What are the challenges to maintaining person-job fit at De-Zyn Forum Uganda Limited?
- iii. What are the strategies that may be employed to improve person-job fit at De-Zyn Forum Uganda Limited?

1.6 Scope of the Study

1.6.1 Content Scope

The study focused on examining Person-Job Fit in De-Zyn Forum Uganda Limited. Specifically, the study looked at the literature on the nature and concept of Person-Job Fit at De-Zyn Forum Uganda Limited; challenges of maintaining desired Person-Job Fit at De-Zyn Forum Uganda Limited and establish possible strategies that may be employed to improve Person-Job Fit at De-Zyn Forum Uganda Limited.

1.6.2 Geographical Scope

The study was conducted at the head offices of De-Zyn Forum Uganda Limited located on Plot 6/8A Nakasero Lane off Kyaggwe Road Kisozi Complex, Annex Building 2nd Floor, Suite 4 Kampala / Uganda because it has most of the firm's employees and also because of its geographical proximity to the researcher.

1.6.3 Time Scope

The study was conducted from 2020-2022. This was the period when the researcher worked with De-Zyn Forum Uganda Limited and noticed that the employee's in the organization always complained of being placed in roles that they didn't apply for, worked in departments which didn't match their skills, abilities and personal attributes as well as complaining of poor pay.

1.7 Significance of the Study

- i. First, the findings of the study might help De-Zyn Forum Uganda Limited management to identify the appropriate interventions and strategies that can be used to improve person-job fit.

- ii. The study provided analytical tools for assessing the management of the person job fit in various companies.
- iii. For the academicians, the study can be used as a basis for further research in the fields of person job fit. The present study adds on the body of knowledge into existing literature by explaining the concept of Person-Job Fit and its related outcomes. This study provides a valuable contribution to the existing body of literature and it also conveys a profound understanding of person-job compatibility factors and its valuable contribution to predict desired positive outcomes like work commitment, engagement and job performance among others.
- iv. For the policy makers, the findings and recommendations of the study might be useful for policy formation and the regulation of the person job fit.
- v. The important strategies put forward in this study to improve person-job compatibility may impart great knowledge to HR managers in order to improve the employee outcomes.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section presents the theoretical framework of the study, overview of the concept of person-job fit, critical review of relevant literature on nature Person-Job Fit, benefits of person-job fit; Challenges of maintaining desired person-job fit and Strategies that may be employed to improve person-job fit and research setting.

2.1 Theoretical Review of the Study

The study is underpinned by Holland's (1985; 1992) Theory of Vocational Personalities and Work Environment.

2.1.1 Holland's Theory of Vocational Personalities and Work Environment

Holland's theory of vocational personalities and work environments is also known as the person-environment fit theory. The introduction of the theory in 1959 emphasized an examination of the different aspects of person-environment fit and it focuses on the interaction between characteristics of the individual and the environment, whereby the individual not influences his or environment, but the environment also affects the individual (Holland, 1985). Central to Holland's (1985) theory of vocational personalities and work environments is the idea that individuals generally fit into one of six personality types namely realistic, investigative, artistic, social, enterprising and conventional. Furthermore, people tend to be most satisfied at work when they choose a profession which is in line with their personality.

Holland's theory is a person-environment fit approach stating that people seek work environments that suit their interests and that the degree of fit between a person and specific work environment has substantial effects on favorable outcomes such as job satisfaction and performance (Holland, 1991). This theory presents a wonderful proposition on ways through which individuals will excellently adjust to the organizational environment. One of the major

proposition and property in this theory is the imperative need to assess individual characteristics, their needs and aspiration and also assess that of the environment to find areas of agreement and fit (French & Caplan, 1972). The main concept of the person-environment fit theory is that when individuals and their environments are compatible, their attitudes and behaviors are likely to be positive (Kristof-Brown, Zimmerman & Johnson, 2005). When employees are fitting to their environment: job, team and organization, they will have a positive attitude toward their job and establish positive social relations.

According to Holland's theory, individuals are happier and more successful in their work when their personality matches characteristics of the environment (Holland, 1985). This theory suggests that people have an innate need to fit their environments (jobs) that match their own characteristics. (Van-Vianen, 2018). According to the theory of vocational personalities and work environments, the suitability between job/task characteristics and individual ability to perform the task will strengthen employees' ability to work (Sulistiowati, Komari & Dhamayanti, 2018). Robbins and Judge (2013) stated that the theory of person-job fit is based on the idea of suitability between the characteristics of an individual with his or her work environment. To achieve this fit, it requires two types of suitability to be achieved, namely the suitability of individual knowledge, expertise and skills with work/tasks; and suitability between individual personalities, for example, their needs, interests, and values embraced by the firm's climate (Sulistiowati et al., 2018).

2.2 An overview of the concept of Person-Job Fit and its Benefits

2.2.1 Overview on the Concept of Person-Job Fit

According to Langgeng, Widodo, Eliyana, Pratama and Anwar (2021), Person-Job Fit is a result of study in industrial-organizational psychology that looks at how individuals interact with their surroundings. However, there are still a few person-job fit related models that can be constructed (Langgeng et al., 2021). In fact, Bright (2021) argued that person job fit has

long been a subject of discussion in many professions, but has no single widely accepted connotation (Onwuchekwa et al., 2018). Apparently not much has been done to examine Person-Job Fit at De-Zyn Forum Uganda Limited. As a result, further study on the nature, challenges and strategies for improving person-job fit at De-Zyn Forum Uganda Limited is needed in order to offer a better knowledge of the literature on Person-Job Fit in the development of organizational research. Hence a need for this study.

According to Dari and Permana (2018), person-job fit is a match between a person's ability and job demands or the needs of a person and what is provided by the job. Similarly, Vivi and Indah (2017) defined person-job fit as a fit between the characteristics of the tasks and the individual's ability to perform these tasks. Another notion of person-job fit from Therasa and Vijayabanu (2016) is how content an individual is with his or her job or the extent to which the abilities of the person and the demands of the job match. Besides, person-job fit is defined as the degree of alignment between the individual and the job (Wong & Tetrick, 2017). A person-job fit is a situation in which a person's qualities are consistent with the environment of a constitution or with other individuals (Hussain & Mohtar, 2017). According to Iqbal (2016) person-job fit has been defined as matching of specific requirements of a job with individual's personality, skills and abilities. Kakar, Rashid and Ali (2022), these three requirements must be met in order for the task to be completed properly and in accordance with the demands and expectations of the parties involved.

Besides, person-job fit is defined as matching the ability of employees with the demands of a job (Purjani & Riana, 2018). Person-job fit is the compatibility between employees and the work or tasks they do at work. This understanding includes compatibility (ability) based on employee needs and work equipment available to meet those needs, as well as job demands and the ability of employees to meet these demands (Purjani & Riana, 2018). Kristof-Brown (2007) defined person-job fit as the fit between individuals and the work they do in the

workplace which includes the fit based on the employee's needs and job equipment available to meet those needs, as well as job demand and the ability of employees to meet the demand. This definition includes suitability based on employee needs and work equipment available to meet those needs, as well as job demands and employee skills to fulfill the job (Purjani & Riana, 2018). So, person-job fit is the fit between the knowledge, expertise and skills of the employee with a particular job or task. With the fit, it is expected that the human resources can carry out their work well without significant constraints (Sulistiowati et al., 2018).

Therefore, person-job fit is all about employees need and organizations job demand being in alignment with each other; both being suitable to each other (Onwuchekwa et al., 2018). The word fit simply means congruency, match, symmetrical, suitable and adapted. Aligning with this thought, earlier scholars like Edwards (1991); Kristof-Brown (1996) posit that person-job fit has to do with the congruence between personal traits of employees and characteristics of tasks and jobs. Similarly, person-job fit is the compatibility between an individual's knowledge, skill, and abilities with the demands of the job or the needs or desires of an individual and what is provided by the job (Carless, 2005; Onyeizugbe & Asiegbu, 2017). The most important aspect of person-job fit is compatibility. Compatibility could be between the form of an employee expectations and what is on ground or between the job demand in terms of skills, competences, knowledge and experience and what the employees have to offer (Onwuchekwa et al., 2018). Broadly, person-job fit is seen as the compatibility that exists between an individual personal attributes and the job characteristics (DeRue, 2002 as cited in Onwuchekwa et al., 2018).

2.2.2 Benefits of Person-Job Fit

Edwards (2017) suggested that employees with high person-job fit produce better results, and results in a variety of positive attitudes and work behavior (Kristof-Brown et al., 2005). This gives an indication that someone who feels that he and his work are compatible; he will tend

to have a positive attitude towards his organization which is manifested by suitability, satisfaction, meaning, desire to grow, and the desire to survive in his organization (Langgeng, et al., 2021). In addition, person-job fit was also found to have an effect in reducing negative impacts such as job stress (Deniz, Noyan & Ertosun, 2015) and burnout (Rajper, Ghumro & Mangi, 2019). This shows that someone who has matching needs, desires, and preferences with his work tends to avoid bad psychological impacts (Langgeng, et al., 2021).

Furthermore, other outcomes that are consequences of person-job fit are occupational well-being which consists of employee well-being (Akanni, Kareem & Oduaran, 2020); Choi, Tran & Kang, 2017) and work engagement (Bui, Zeng & Higgs, 2017; Sulistiowati et al., 2018), and employee retention (Hamid and Yahya, 2016). This shows that someone who feels his work and what he does is in accordance with his desires (desire), that person tends to feel well-being, attachment, and feel comfortable with his work (Langgeng, et al., 2021). According to Vivi and Indah (2017), person-job fit positively increases job satisfaction, motivation, performance, attendance, and retention. If there is a match between what employees' want and what they receive from performing a job, it will increase their job satisfaction, adjustment, achievement motivation and organizational commitment.

According to Scroggins (2008), person-job fit is found to be a significant predictor of meaningful work. Berisha and Lajçi (2020), argue that person-job fit theory has been used abundantly in research as a predictor of attitudes and behaviors of employees that produces outcomes such as performance and engagement. This shows that employees who feel comfortable with the job can increase the level of work engagement (Vivi & Indah, 2017). Hence, the person-job fit has consistently been reported as an essential predictor of positive work-related attitudes and good employee performance (Biswas & Bhatnagar, 2013). According to Therasa and Vijayabanu (2016), workers who have better fit with their jobs generally display greater work satisfaction. They tend to be more committed to their

organization and have less intention to leave than employees with poor fit. Therasa and Vijayabanu (2016), also argued that people whose personalities are compatible with their work may demonstrate greater productivity in their work.

Besides, research has shown that person-job fit has a significant and positive influence on organization commitment, job satisfaction (Badger Darrow & Behrend, 2017; Kooij & Boon, 2018), task performance, and adverse effect on stress and intention to quit the job (Chi, Fang, Shen & Fan, 2020; Tseng & Yu, 2016) as well as retaining employees (Kakar, et al., 2022). Higher levels of satisfaction and mental and physical well-being will occur when there is a good fit between the person and the environment. Job-fit positively effects performance, eliminates costly mistakes in hiring, reduces turnover, and can even be used to attract talent.

2.3 Level and Nature of Person-Job Fit

Sylva, Mol, Den Hartog and Dorenbosch (2019) claimed that person-job fit has two indicators: needs-supplies fit (NSF) and demands-abilities fit (DAF).

2.3.1 Demands-Abilities Fit

First demand-abilities fit is concerned with the appropriateness of an individual's knowledge, skills, and abilities in relation to work needs (Langgeng, et al., 2021). Purjani and Riana (2018) state that demand-abilities fit includes the demands of the work needed in accordance with the ability of employees to complete the work and job requirements offered by the organization. This conceptualization defines fit as the individuals' possession of abilities required by a particular entity (for example., job, vocation, and organization) (Kennedy, Huff, Johnson & Terrell, 2005). Job, organizational, and vocational demands (for example., time, efforts, commitment, knowledge, skills, and abilities) are considered in relation to individuals' characteristics that fulfill these demands (Kristof, 1996). Employees' abilities are typically defined as employee aptitudes or surrogate measures of aptitudes, such as amount of

experience and education level. Job demands simply refer to the requirements for adequate job performance (Edwards, 1991), typically determined by job analysis.

All in all, demand-abilities fit measures the compatibility of employee's abilities, skills and knowledge with job demands (Iqbal, 2016). Demand-abilities fit, is the knowledge and abilities possessed by workers in accordance with what is needed by the field which states that the dimensions of demand-abilities fit include the demands of the work required in accordance with the ability of individuals in order to complete the work in accordance with the work requirements offered by the organization (Soeltona, Noermijati, Rohman, Mugiono, Aulia & Siregar 2020). Job demands include knowledge, skills and abilities. Abilities include education, experience, and talent from individuals or knowledge, skills and abilities (Soeltona et al., 2020). Demands-abilities fit deals with whether the person has the abilities which fit demands of the work role. For example, jobs vary in their requirements for mathematical, motor, verbal, analytic, and social skills.

2.3.2 Needs-Supplies Fit

Secondly, needs-supplies fit is concerned with the appropriateness of individual needs, wants, and preferences for items that may be met via employment (Langgeng, et al., 2021). Purjani and Riana (2018) stated that need-supplies fit, is a situation where the employee's needs and expectations are met at work. A review of literature suggest that need-supply fit is the desire of employees to match the characteristics and attributes of the work so that they are able to meet the desires of employees. This conceptualization defines fit as the satisfaction of individuals' needs, desires, or preferences by a particular entity (e.g., job, vocation, and organization) (Kennedy, et al., 2005). Needs–supplies fit perceptions are judgments of congruence between employees' needs and the rewards they receive in return for their service and contributions on a job (Muchinsky & Monahan, 2017). Needs-supplies fit is achieved when environmental, financial, physical and psychological resources fulfill individual needs.

All in all, needs-supplies fit is concerned with fulfillment of individual's needs and preferences from specific job (Iqbal, 2016). Need- supplies fit, is a situation where the needs of workers and what they expect to achieve when they work (personal satisfaction because of the work). The dimensions of need- supplies fit are the desires of the individual to match the characteristics and attributes of the work so that they are able to fulfill individual desires (Soeltona et al., 2020). Individual desires include the achievement of goals, psychological needs, interests and values. Job Supplies include job characteristics, salary and other job attributes (Soeltona et al., 2020). When such resources from the environment meet the individual's needs, needs-supplies fit is achieved.

2.4 Challenges of Maintaining Desired Person-Job Fit

Role ambiguity. Role ambiguity is used to describe the lack of clarity, certainty and predictability one might have expected with regards to behaviors in a job (Rogalsky, Doherty & Paradis, 2016). Role ambiguity occurs when employees have insufficient information to perform their jobs adequately. The existence of role ambiguity with respect to objectives of what they are expected to do, generates doubts about how to achieve their own performance objectives and creates uncertainty as to how their performance will be assessed (Rogalsky et al., 2016). When employees are unclear about their expected goals, they will put less effort into their jobs and will perform fewer behaviors that go beyond what is required by their contracts (Caillier, 2016).

Ever changing working environment. The work environment is becoming increasingly dynamic and decentralized (Grant & Parker, 2009). As a result, job roles are becoming more flexible, and tasks continuously develop and change as organizations address shifting demands and opportunities (Den Hartog & Belschak, 2007). All these developments require employees to cope with uncertainty on an ongoing basis and to adopt flexible roles to be able to function in these decentralized and dynamic work environments (Sylva, et al., 2019).

Therefore, individuals are increasingly challenged to adopt a proactive approach because modern careers are characterized by increased mobility and a higher variety of competencies. Taken together, the above developments suggest that the work environment changes continuously, and that individuals can and do both affect and shape this environment and develop themselves to keep meeting job demands and to capitalize on opportunities (Sylva, et al., 2019).

Lack of Long-term Thinking. Short-term thinking is present in many organizations at all levels, from top to bottom. Unfortunately, without long-term vision and strategy, employers cannot design successful career programs either (Kursun, 2019). If management does not know what it wants to achieve in the future, how can the company attract and hire the requisite talent? A combination of short- and long-term planning is essential for both immediate and future success

Failure to clearly define the needs of specific roles. Many organizations do not set specific job targets and do not properly align and identify what qualities and behaviors will help someone thrive in a particular position (Balsa, 2020). They do not state whether the person should be highly disciplined, rule-based or a big picture thinker who delegates, will the job require a lot of social interaction among others.

Failure to match the person to the defined role. Balsa (2020) suggests that organizations do not give practical behavioral assessment and cognitive assessment to evaluate a person's fit for the role. This further results into lack of ownership and accountability and several staff may end up working on the same task which doesn't match their personality.

Lack of self-initiated behaviors. Self-initiated behaviors aim to change oneself or the situation to achieve greater compatibility between one's own attributes and the organizational environment (Parker & Collins, 2010). This implies a shift in terms of responsibility regarding one's career such that rather than (solely) the employing organization, individual

employees themselves need to proactively manage their careers (Arthur, Khapova, & Wilderom, 2005). The need to act proactively regarding one's career becomes even more pressing in light of the rise of temporary and project-based employment as opposed to traditional job-based work that provides more job security (Frese & Fay, 2001).

Lack of career initiative. Career initiative is defined as an individual's active attempt to promote his or her career and involves proactive behaviors such as career planning and skill development (De Vos & Soens, 2008). This type of behaviors is not necessarily confined to one's present job or employing organization, but rather involves a broader scope of actions that can occur within as well as outside the context of the present job or employing organization. Employees who don't feel valued by their employer are less likely to go above and beyond.

Redefined Roles. Kursun (2019) argues that almost every company is going through a process of redefining roles in their organization. Businesses are transforming and, therefore, so are their overall organizations, as companies seek new ways to become more efficient and cost-effective. Consumer behavior is changing in almost every sector, expecting more from the organizations and providing clear feedback (both positive and negative). Technology is driving change in many parts of the company operations from product/service design to delivery and thereafter. All these transitions will require employees to constantly update and have a new skills-set that will match the new role demands in mind, the question becomes (Kursun, 2019). This scenario, in return prompts even more challenges for employees and their careers. For example, are current employees able to transition into these new roles?

Handling Multicultural/Diverse Workforce. A multicultural workforce is one made up of men and women from a variety of different cultural and racial backgrounds (Thimmanna, 2016). The labor force of any country is a reflection of the population from which it is drawn, despite some distortions that may be caused by discrimination or cultural bias in hiring.

Dealing with people from different age, gender, race, educational background, location, income, parental status, religious beliefs, marital status and ancestry’ and ‘work experience’ can be a challenging task for HR managers (Thimmanna, 2016). Cultural differences may often lead to difficulties with communications and a rise in the friction that can develop as people with different expectations and habits interact. Managing these people with different religious, cultural, moral background is a challenging task for HR Manager.

2.5 Strategies that may be Employed to Improve Person-Job Fit at De-Zyn Forum

Uganda Limited

Matching the person to the defined role. Balsa (2020) asserts that when you have assessed the job, give a behavioral and cognitive assessment to evaluate a person’s fit for the role. These tools are highly effective in helping organization identify which individuals are likely to be a great fit for the job. Using them in concert with resume, references, interviews and skills-based testing (if the role requires specific expertise) is the best way to ensure person/role fit. (Balsa, 2020).

Writing compelling job postings. If De-Zyn Forum Uganda Limited wants to attract candidates who will have a great person-job fit, the company must make sure that it creates job adverts that will appeal to them. One way to do this is to ensure that you capture and instill your organization’s values into your job postings by using principles of value-based recruitment to write your advertisements (Harvver, 2022).

Setting the company’s pre-selection process right. Appealing to the right through your job adverts is the first step to ensuring you hire employees with great person-job fit, the next is weeding out any who may have slipped through the net. Top management at De-Zyn Forum Uganda Limited should consider including a culture fit assessment and situational judgement test during pre-selection process to avoid carrying the wrong candidates forward (Harvver, 2022). Defining values and culture set up as an objective of hiring is important. Once the

values and culture are made clear, the organization then designs screening processes that help the organization identify who will fit in and screen out those who do not share these values (Kristoff-Brown et al., 2005). This will help understand the candidate's preferences for the organization and job and how they compare to the reality of the company.

Comprehensive training. According to Greenberg and Baron (2008), training is a process of systematically teaching employees to acquire and improve job-related skills and knowledge to make employee's job performance getting better. For skill-driven jobs such as manufacturing and warehouse positions, a systematic and comprehensive training program will result in greater fit with the organization and their job (Sutarjo, 2011). It is suggested that providing employees with the knowledge, skills, and abilities (KSAs) needed to excel on the job through training programs such as instructional systems design modules (ISD) may increase fit (Sutarjo, 2011). Therefore, organizations must choose the best training programs to fit the strategic goals of the organization that will differentially influence employee perceptions of person-job fit (Autry & Wheeler, 2005 as cited in Harvver, 2022). Training takes many forms. Training involves highly systematic, formal efforts to teach employees how to do specific things that are required for job success. There are varieties of training such as classroom training, apprenticeship programs, cross-cultural training, executive training programs and e-training (Greenberg & Baron, 2008). Training is used not only to prepare new employees to meet the challenges of the jobs they will face, but also to upgrade and refine the skills of existing employees (Sutarjo, 2011).

Deliver communication/message during hire and selection of employee. If you want to ensure person-job fit, make sure all of your outgoing (and internal communications) convey your core values, ensure everything that talks about or stands for your company (Harvver, 2022). From the beginning of the recruitment process through long-term employment, managers should pay attention to how clearly, they are communicating work unit and organizational

values. This should aid in attraction, hiring, and retention of individuals who shares those values and are inspired by an organization that reinforces them (Kristoff-Brown et al., 2005). Organizations seeking to recruit individuals would be well advised to provide detailed and specific information about training opportunities, level of responsibility, their values, policies, and culture so that individuals can assess their person-job fit (Sutarjo, 2011). This is based on the finding that initial attraction is influenced by perceived person-job fit. Inducing a perception of a caring organization has considerable positive impact on individuals. Behavior that demonstrates a genuine interest in helping the applicant choose a job that fitted their KSA (knowledge, skill, abilities) and values, needs and abilities is probable to result in perceptions of a caring organization (Carless, 2005).

Implementing a person-job fit neural network (PJFNN). Zhu et al. (2018), propose a novel end-to-end data-driven model based on Convolutional Neural Network (CNN), namely Person-Job Fit Neural Network (PJFNN), to match the right talent for the right job by learning the joint representation of Person-Job fitness from historical job applications. Specifically, it assumes that both job postings and resumes can be projected onto a shared latent representation, along with each requirement item in job postings and each work experience item in resumes (Zhu et al., 2018). Meanwhile, each job posting (requirement item) and its corresponding resumes (work experience items) should be similar in the representation space. With the help of Person-Job Fit Neural Network, we can not only estimate whether a candidate fits a job, but also identify which specific requirement items in the job posting are satisfied by the candidate (Zhu et al., 2018). Thus, Person-Job Fit can be formulated by matching a candidate's work experiences to job requirements. Accordingly, each job posting and each resume can be represented by a vector on the latent representation. Therefore, a candidate fits a job well only if their vectors on the representation are similar. Similarly, requirement items and work experience items can also be projected onto this

representation, and the distances between them reflect the corresponding fitness (Zhu et al., 2018).

Giving employees autonomy to carry out job crafting. Iqbal (2016) suggests that employees can make variety of changes into their job. These changes constitute of physical changes, cognitive changes, relational boundaries changes, changes in scope and form. Whenever any type of change is made by employees into their job, it drives to alteration in job design and working environment. These alterations ultimately bring change in meaning and identity of work to employees (Iqbal, 2016). Employees should be encouraged to perform job crafting on the basis of individual and job factor. Job crafting enhances perceived control, self-image and job crafting has positive strong impact over the in-role performance of employees (Iqbal, 2016).

Clearly defining the needs of specific roles. This involves a structured way to align key stakeholders and identify what qualities and behaviors will help someone thrive in the position.

Socialization. No matter how good a job in the organization does in recruiting and selection, new employees are not fully indoctrinated in the organization's culture (Sutarjo, 2011). Because they are unfamiliar with the organization's culture, new employees are potentially likely to disturb the beliefs and customs that are in place. The organization will, therefore, want to help new employees adapt to its culture. This adaptation process is called socialization (Robbins & Judge, 2009). Socialization is the process by which organization bring new employees into the culture (Sutarjo, 2011). To be able to work in an organization the employee must internalize its values, norms and way of operating so that they become part of one's mental life. The employee must be able to sublimate primitive impulses and gain gratification through task-related activity, must develop the capacity to create and maintain strong identification with a leader and must have the capacity to enter and become a member

of a group (Sutarjo, 2011). Socialization of new members emphasizes the “fit” between the new employee and the culture. Socialization attempts to make this fit more comfortable for the employee and the organization.

The role of the leader. Newstrom (2010) argued that the primary role of a leader is to influence others to voluntarily seek defined objectives (preferably with enthusiasm). Leadership, then, is the catalyst that transforms potential into reality. Sutarjo (2011) argued that subordinates working under leaders with high interactive style reported significantly higher motivation, commitment and trust than their counterparts under leaders with low interactive style, even though they all had lower-than-average person–job value fit. Based on the study among Oriental Chinese firms, feminine leadership (or interactive and team-oriented leader behaviors) has significant effects on person–job value fit as well as on employees’ trust in their leaders (Sutarjo, 2007). Employees apparently are sensitive to the general perceptions of their work group. Social information processing research has convincingly shown that employees’ perceptions can be influenced through the communication and behaviors of their supervisors. Consequently, organizational leaders are not only able to manage employees’ experiences but also their fit with the organization (Van Vianen, De Pater & Van Dijk, 2007).

Designing flexible rewards and benefits. Financial and non-financial rewards are used by most of the organizations (Shaito, 2019). According to Thomas (2009), managers need to offer employees both extrinsic and intrinsic awards. Such rewards should include, pay raises, bonuses, and benefits. They are called “extrinsic” because they are external to the work itself and other people control their size and whether or not they are granted. Nowadays, in the financial area, there is a growing trend towards giving employees a choice among several forms of financial rewards. In fact, organizations need to develop multiple ladders to consider promotion and rewards. The promotional system should reflect the desires for spiral as well

as linear careers. The employees will definitely contribute their best to the organizations if flexible rewards and promotional system are installed (Risha, 2019). According to Milkovich and Wigdor (2005), similarly, high levels of benefits will attract different employees than will cash compensation programs. One major advantage of benefits is that the value of benefits in the eyes of the recipient is universally high. When the fringe benefits, perquisites, and other trapping of office, are applied they highly stand a chance of matching what the employees expect from the organization.

In addition to the above, employers should use various pay scales to determine employees' wages and salaries (Lawrence & Lorsch, 2008). Pay scales are usually listed in table form and can take into account education, experience, and other factors. They help employers remain consistent in setting pay and protect against favoritism. A job evaluation should rank jobs based on skill, education, experience, and duties. Based on the factors, a pay grade or job grade should be assigned such that it correlates to the salary range within which positions with that pay or job grade will be paid.

Carrying out career planning. Felix (2015) postulates that career planning is the intentional process where an organization or individual gets to know of personal competencies and focuses on plans to achieve specific career goals. It aims to discover the goals for a person's career and undertaking manpower programs to support that career (Antoniou, 2013). The researcher argues that career planning leads to the matching of individual and organizational career goals. Ainebyona and Agaba (2021) assert that there are mainly two approaches to career planning namely the organization centered planning system and the person-centered planning system. Furthermore, organization centered career planning primarily focuses on the development of manpower while the person-centered planning system aims at discovering the competencies and interests of an individual. Henceforth, career planning lays down the roles of the two parties- the individual and the organization.

Good working environment. Work environment must be conducive to working (Moore & Ross, 2009). It must provide an environment conducive for doing innovative work and for working on challenging projects. Working conditions pertains to the workers' job environment, such as hours of work, safety, paid holidays and vacations, rest periods, free clothing or uniforms, possibilities of advancement, etc. Salscheider (2005), asserts that the working conditions of an organization shall be such that workers or employees are able to contribute their best efforts and bring about quality output. Workers should feel safe and comfortable while working. Working conditions should be such that workers do not feel burdened with the work, instead they should be encouraged and motivated to work with pleasure.

Personal career initiative. Findings indicate that individuals who increase their career initiative tend to improve their perceived demands abilities fit either within the boundaries of their present job or by acquiring a new job, where the latter scenario is more likely to occur when the experienced level of perceived demands-abilities fit is poorer (Sylva, et al., 2019). This finding is in line with reasoning in proactivity research which argues that proactive individuals forge a better match between themselves and the work environment which should ultimately result in career success (Parker & Collins, 2010) and may thereby inform person-job fit research and theory on how specific individual behaviors can establish or even improve the perceived correspondence between individuals' knowledge, skills and abilities with their job demands (Sylva, et al., 2019). As a consequence, individuals must proactively develop and update their knowledge, skills, and abilities so as to seize opportunities and meet shifting demands (Grant & Parker, 2009). Theoretically, individuals who engage in proactive career behaviors should achieve higher levels of success in their career as their proactive approach should help achieve and maintain a better personal fit with their work environment, which allows them to better play to their strengths (Sylva, et al., 2019).

2.6 The Research Setting

De-Zyn Forum is an Architectural and Engineering consultancy firm that provides services in the field of Architecture, Engineering and infrastructure development. It was founded in 2006, the practice is steadily growing and expanding its network of associates in the region to continue delivering a reliable to a wider reach. De-Zyn Forum Uganda Limited is located on Plot 6/8A Nakasero Lane off Kyaggwe Road Kisozi Complex, Annex Building 2nd Floor, Suite 4 Kampala / Uganda. The vision of the company “Is to become a leading integrated infrastructure design services consultancy in the region. The mission of the company is “to contribute to harmonious, co-existence of built and non-built environment by utilizing resources in an optimum manner to fit within our clients’ resources and aesthetic expectation whilst facilitating the needs that an effective work production team requires. This has been made possible because of the partners being nations and they understand the trends. The body of work does not only encompass abroad spectrum of building types but also client groups that includes Government, NGOs, international, organizations, corporate entities and multi-nationals as well as private both Rural and Urban settings. The building types include residential, commercial, hospitality, educational, health among others. In this realm, we are involved in handling a scale that ranges from singular module to planning with a scope that varies from pre-design, design to project management. The company currently employs professional architects and engineers that are supported by qualified assistance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the methods that were used in this study. The chapter presents the research design, study population, sample size selection, sampling methods, data collection methods, data collection instruments, data analysis and ethical considerations.

3.1 Research Design

The researcher used a descriptive cross sectional survey design that utilized a quantitative approach. According to William (2007), the descriptive research design is a type of research design that aims to obtain information to systematically describe a phenomenon, situation or population in current. Descriptive research design was used because it helped provide a picture of the situation and showed how things are related to each other through gathering, analyzing, clarifying and tabulating data about prevailing person-job fit. This design was also utilized because it helped the researcher collect actual detailed data and information to describe the existing phenomenon systematically, factually and accurately as well as helping the researcher to carefully describe and understand the behavior and current status of subjects in the study (Mugenda & Mugenda, 2005; Creswell, 1994; Creswell, 2012).

The concept behind this kind of research is to study frequencies, averages, and other statistical calculations. Thus, descriptive research is an appropriate choice when the research aim is to identify characteristics, frequencies, trends and categories (Mugenda & Mugenda, 2003). This study adopted a survey design because it was easy and convenient to be conducted through questionnaire instruments. A quantitative approach was applied in collecting data and this was guided by a self-administered questionnaire because a quantitative approach to gathering information focuses on describing a trend or phenomenon across a larger number of participants thereby providing the possibility of summarizing characteristics across groups (Mugenda & Mugenda, 2008). This approach surveys a large

number of individuals and then applies statistical techniques to recognize overall patterns of groups in the population.

3.2 Study Population

The study population comprised of 65 permanent staff members in all branches at De-Zyn Forum Uganda Limited. These were considered because they are the people who have the reliable information needed by the researcher in order to come up with viable and accurate data and conclusion. Besides, De-Zyn Forum (Uganda) Limited has failed to recognize the importance of matching employees' skills, abilities, personalities to the jobs they are performing (De-Zyn Forum Limited Annual Performance Report, 2020).

3.3 Sample Size Selection and Response Rate

3.3.1 Sample Size Selection

The study adopted Krejcie and Morgan's (1970) sampling table to select an appropriate sample from a target population of 65. According to these scholars, a sample size of 56 employees was appropriate for a population of 65 people.

Table 3.1

Population and Sample Size

Department	Population	Sample size
Human resource department	4	3
Accounting & Finance department	5	4
Construction and Engineering department	31	27
Sales & Marketing department	16	14
Operations department	9	8
Total	65	56

Source: (De-Zyn Forum Limited HR Records, 2020).

3.3.2 Response Rate

The response rate was computed using a formula of the number of actual responses divided by the target response and multiplied by 100 as presented in Table 3.2.

Table 3.2:

Response Rate

Method	Target Response	Actual response	Response rate
Questionnaire	56	49	$49/56 \times 100$ 87.5%

Source: Primary Data

Table 4.1 indicates that out of the 56 questionnaires that were administered among employees of De-Zyn Forum (Uganda) Limited, 49 were returned representing a response rate of 88% (87.5%). The study response rate of 88% was good enough since according to Amin (2005), 70% of the respondents are enough for the study. The response rate indicates that the data collected using questionnaires was representative for the study.

3.4 Sampling Procedure

The researcher used proportionate simple random sampling technique to identify the respondents for the study. Simple random sampling can be defined as each individual or objects are chosen entirely by chance where every person in the population has the same chance of being selected as a sample. This was used because it gave the researcher a chance to pick any respondent and it also allowed all respondents in the population to have equal chances of being selected for participation in the study.

3.5 Unit of Analysis and Unit of Inquiry

3.5.1 Unit of Analysis

The unit of analysis was De-Zyn Forum Uganda Limited.

3.5.2 Unit of Inquiry

The unity of inquiry was employees of De-Zyn Forum Uganda Limited. These were considered because they are the ones with the right information regarding person-job fit at De-Zyn Forum Uganda limited.

3.6 Data Collection Methods and Research Instruments

The study used primary data during the analysis and interpretation of findings which was obtained directly from staff. This primary source was preferred to ensure that recent information about each subject matter is obtained. Data was collected using a closed ended questionnaire. This questionnaire contained only closed ended questions which was gauged using a five -point Likert scale ranging between 1 (Strongly disagree) and 5 (Strongly agree). The instrument was used because it facilitated the collection of quantitative data and given the sample size of the study, it was easier to be sampled with the questionnaire (Cassell & Symon, 2004). Close-ended questionnaires are also often good for surveys because they enable the researcher get higher response rates, yield higher percentages and answers can easily be analyzed statistically. The instrument was used because it facilitated the collection of quantitative data for a large sample size and can easily (Saunders, Lewis & Thornhill, 2007).

3.7 Procedure for Data Collection

Upon approval of this proposal, the researcher got a letter from Makerere University Business School (Graduate Studies and Research Centre) and permission from De-Zyn Forum Uganda Limited to explain the subject matter to the respondents. Once respective Heads allowed the research, the researcher collected data using a self-administered closed-ended questionnaire. The questionnaire was in terms of the degree to which they agree or disagree with the statements provided to examine the various concepts under study. The questionnaire was distributed among individuals in different departments. The researcher mobilized human and financial resources (research assistants, recruited and trained, funds secured and data instruments designed and tested) and then the actual data collection was carried out. Data was analyzed, interpreted and a report was written based on the results of the findings.

3.8 Validity and Reliability of the Research Instruments

3.8.1 Validity

Validity addresses the issue of whether the measurements taken by the researcher accurately and completely represent what he or she hoped to measure (Landy & Conte, 2004). Validity refers to the appropriateness of the instrument in collecting the data that is supposed to be collected. To ensure validity of the data collection instruments, the researcher subjected the data collection instruments to scrutiny of experts, practitioners and supervisors. They were requested to state the relevance or non- relevance of each item. They were asked to check for language and clarity of the questions. Once this was done, the researcher adjusted the data collection instruments according to the advice from the supervisors.

3.8.2 Reliability

Reliability is a measure of the degree to which a research instrument yields consistent results after repeated trials. Reliability is about the internal consistency of research instruments; it is the ability of research instruments to produce similar results time and again under consistent conditions (Mugenda & Mugenda, 1999). In order to ensure the survey questionnaire is reliable and consistent, a reliability test was conducted in this study. Among several tests, Cronbach's Alpha Coefficient is widely used and the researcher used it to conduct the reliability test for the research study. In order to meet the acceptable standards for research, all alpha reliabilities (α) for all scales are expected to be above 0.7. The tool was subjected to a Cronbach alpha test and a result of above 0.7 Cronbach Alpha rendered it reliable (Cronbach, 1951). In this study all alpha values were above 0.7 as shown in table 3.1.

Table 3.3:

Reliability Results

Variable Name	Number of Items	Alpha Value
Nature of Person-Job Fit	17	.816
Challenges of maintaining desired Person-Job Fit	24	.804
Strategies to Improve Person-Job Fit	37	.965

Source: Primary Data

3.9 Measurement of Variables

The nature of Person-Job fit was measured in terms needs-supplies fit (NSF) and demands-abilities fit (DAF). The measurements were adopted from Robbins (2006); Cable and DeRue (2002); Sylva *et al.* (2019); Kristof-Brown *et al.* (2005); Okatege, K'Obonyo, Oluoch and Munjuri (2022). The responses were anchored on a five-point Likert scale ranging from 1-Strongly Disagree and 5-Strongly Agree.

Challenges of maintaining desired person-job Fit were adopted from Rogalsky *et al.* (2016); Sylva *et al.* (2019); Balsa (2020); Parker and Collins (2010); Kursun (2019); Thimmanna (2016). The responses were anchored on a five-point Likert scale ranging from 1-Strongly Disagree and 5-Strongly Agree.

Strategies to improve person-job fit were adopted from Sylva *et al.* (2019); Sutarjo (2011); Parker and Collins (2010); Balsa (2020); Iqbal (2016); Zhu *et al.* (2018). The responses were anchored on a five-point Likert scale ranging from 1-Strongly Disagree and 5-Strongly Agree.

3.10 Data Analysis, Presentation and Interpretation

Quantitative analysis involved the use of tables where data was reduced to percentages, averages, and frequencies. Raw data collected was edited, organized into groups, interpreted and analyzed using Statistical Package for Social Scientists (SPSS-Version 21) computer software. The data collected was edited for incompleteness and inconsistency. Data from the field was sorted and coded to have the required quality, accuracy and completeness. Information was presented in the form of frequencies and tables. Quantitative data analysis involved the calculation of descriptive statistics and frequencies for descriptive analysis.

3.11 Ethical Considerations

The major ethical concerns in this study included ensuring privacy of the subjects and confidentiality of their information. To ensure privacy, the respondents were informed upfront that indeed their names would not be required, that they have the right to leave

questions unanswered for which they do not wish to offer the requisite information, and that the researcher was not put the respondent under pressure if this happened (Mugenda & Mugenda, 2003). To ensure confidentiality, the respondents were informed upfront that the information they give was solely used for academic purposes and data obtained on private matters was to be treated in confidence (Amin, 2005).

All relevant authorities were met to seek permission to carry out the research. The researcher ensured that participants' rights, including the right to be informed about the study, the right to freely decide whether to participate in the study or not, and the right to withdraw at any time without penalty/offense were considered. The researcher also explained to all respondents the purpose and objectives of the study.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter provides the presentation, analysis and interpretation of findings based on the objectives of the study which were to:

- i. To examine the level of person-job fit at De-Zyn Forum Uganda Limited
- ii. To understand the challenges of maintaining desired person-job fit at De-Zyn Forum Uganda Limited.
- iii. To identify strategies that may be employed to improve person-job fit at De-Zyn Forum Uganda Limited.

4.1 Demographic Characteristics

A frequency table was used to indicate the gender, age, education, length of service, marital status and terms of employment. The results in relation to these demographic characteristics were summarized in

Table 4.1:

Demographic Characteristics of Respondents

Demographic characteristic	Parameter	Frequency (n=49)	Percent
Gender	Male	30	61.2
	Female	19	38.8
	Total	49	100
Age	18-30	10	20.4
	31-40	19	38.8
	41-50	14	28.6
	51-60	4	8.2
	61 years and above	2	4.1
	Total	49	100
Highest level of formal education	Ordinary diploma and below	16	32.7
	Bachelor's degree	27	55.1
	Postgraduate diploma	3	6.1
	Master's degree	1	2.0
	PhD	1	2.0
	Others	1	2.0
	Total	49	100
Years in service in De-Zyn Forum (Uganda) Limited	1-4 years	23	46.9

	5-10 years	12	24.5
	11-15 years	7	14.3
	16 and above	7	14.3
	Total	49	100
Marital Status	Single	23	46.9
	Married	16	32.7
	Divorced	7	14.3
	Widowed	3	6.1
	Total	49	100
Terms of Employment	Full time employment	25	51.0
	Part time employment	13	26.5
	Contract staff	11	22.4
	Total	49	100
For how many years have you held your Position	1-2 years	31	63.3
	3-5 years	11	22.4
	5 years and above	7	14.3
	Total	49	100
Department of Respondents	Operations department	22	44.9
	Finance department	3	6.1
	Sales and marketing department	8	16.3
	Human resource department	2	4.1
	Site construction or builder	14	28.6
	Total	49	100

Source: Primary Data

4.1.1 Gender

Table 4.1 indicated that majority of the respondents who participated in the study were males contributing 61.2% of the response rate compared with 38.8% who were female employees. These findings imply that most staff employed at De-Zyn Forum (Uganda) Limited are male. Although males dominated the study, the findings implied that both sexes were represented, hence the study obtained views concerning person-job fit in De-Zyn Forum (Uganda) Limited from both males and females. Therefore, this implies that De-Zyn Forum (Uganda) Limited is not biased in its employment but rather males dominating over their female counterparts.

4.1.2 Age

Concerning the age of respondents, majority of respondents 38.8% were in the age bracket of 31-40, this was followed with those in between 41-50 who constituted 28.6%; 20.4% were in the age bracket of 18-30, 8.2% were in the age bracket of 51-60 while minority 4.1% were 61 years and above. This implies that most of the workforce in De-Zyn Forum (Uganda) Limited

is in its mid-career since they are not very young but also not very old. These findings show that participation in the study was composed of respondents mature enough to have attained knowledge about person-job fit and therefore capable of assessing their level and nature of person-job fit as well as providing views of maintaining desired person-job fit and strategies for overcoming challenges of maintaining desired person-job fit. Furthermore, 38.8%, 28.6% and 8.2% of all participant are at the establishment (25-44 years) and maintenance (45-64 years) career stage respectively (Super, 2012). At this stage, employees secure their position and make some adjustment to improve their position and they want to stabilize their chosen career which could also impact their Person-Job Fit (Rahmadani & Sebayang, 2017)

4.1.3 Highest level of Formal Education

Findings in the Table 4.1 regarding highest level of formal educational attained by respondents shows that majority 55.1% possessed a bachelor's degree, this was followed by 32.7% who possessed an ordinary diploma and below, 6.1% possessed a post graduate diploma and minority 2% possessed (a master's degree, PhD and other relevant qualifications) respectively. Given these qualifications, it can be construed that all participants in this study had at least acquired formal education thus they could easily read and write all issues concerning person-job fit in De-Zyn Forum (Uganda) Limited. Since all respondents had different levels of education, it can be argued that they provided varying responses on person-job fit in De-Zyn Forum (Uganda) Limited. The findings implied that most of the participants were holding a university degree. According to Ardiç, Uslu, Oymak, Özsoy and Özsoy (2016) this is an expected qualification for the blue-collar workers.

4.1.4 Years of Service in De-Zyn Forum (Uganda) Limited

According to results in table 4.1, majority of respondents 46.9% had been in De-Zyn Forum (Uganda) Limited for 1-4 years, this was followed with those of 5-10 years and these constituted 24.5%, while those who had been in De-Zyn Forum (Uganda) Limited for 11-15 years and 16 years and above represented 14.3% respectively. This implied that a higher

proportion of employees in De-Zyn Forum (Uganda) Limited had spent some time within the organization and hence could narrate their level of person-job fit. However, 46.9% of the participants were quite new in their job.

4.1.5 Marital Status

As revealed in table 4.1, majority of respondents were single and these constituted 46.9%, 32.7% were married, 14.3% were divorced and minority 6.1% were widowed. This shows that employees who are single are given priority during employment in De-Zyn Forum (Uganda) Limited. According to Ağrali-Ermiş, Altinişik and Burmaoğlu (2021), married people who are more active in terms of responsibility, have less problems in the fit and their drive to leave the job may be lower. However, Ağrali-Ermiş *et al.* (2021) argue that marital status does not reveal a significant difference in person-job fit.

4.1.6 Terms of Employment

Results in table 4.1 show that majority of respondents 51.0% were on full time employment, 26.5% were contract staff while minority 22.4% of respondents were on part time employment. The results implied that most of respondents had at least a working relationship or contract with De-Zyn Forum (Uganda) Limited and hence could tell and explain their level of person-job fit, they could easily express their opinion regarding challenges of maintaining desired person-job fit and strategies to overcome challenges of maintaining desired person-job fit in De-Zyn Forum (Uganda) Limited.

4.1.7 For how many years have you held your Position

Results in table 4.1 revealed that majority of respondents 63.3% had held their position for 1-2 years, 22.4% had held their position for 3-5 years and minority 14.3% had had been in their position for 5 years and above. The results implied that majority of respondents were quite new in their job or role.

4.1.8 Department of Respondent

Concerning the department of respondents, majority 44.9% of respondents were in operations department, this was followed by 28.6% of respondents who were in site construction/builder, 16.3% of participants belonged to sales and marketing department, 6.1% of participants belonged to finance department and minority 4.1% of participants belonged to the human resource department. These findings implied that the study obtained views from employees of the different departments in De-Zyn Forum (Uganda) Limited. Although majority of participants belonged to the operations department, there was a fair representation of each department. Hence employees in each department would tell if there is person-job fit in the department they were placed in. According to the relevant literature, Ağrali-Ermiş *et al.* (2021) argue that the status of individuals in terms of department in the institution they work in can affect their beliefs, attitudes and perceptions towards organizational behaviours by determining their opportunities and advantages in the workplace.

4.2 Results relating to Objectives of Study.

The following were the objectives of the study

- i. To examine the level of person-job fit at De-Zyn Forum Uganda Limited
- ii. To understand the challenges of maintaining desired person-job fit at De-Zyn Forum Uganda Limited.
- iii. To identify strategies that may be employed to improve person-job fit at De-Zyn Forum Uganda Limited.

4.2.1 To examine the Level of Person-Job Fit at De-Zyn Forum Uganda Limited

The study required respondents to express their opinion in terms of degree of agreement or disagreement with level of person-job fit in De-Zyn Forum Uganda Limited. The items in the questionnaire were anchored on a Likert's five-point scale. 5 = Strongly Agree, 4 = Agree, 3 = Not Sure, 2 = Disagree and 1 = Strongly Disagree. Therefore, the mean results between 1 to

2 depicts respondent's disagreement; while 4 to 5 represents agreement with questions raised in the questionnaires and lastly the mean result of 3 shows that respondents were not sure.

Table 4.2:

Frequency, Percentage, Mean and Standard Deviation on the level of Person-Job Fit in De-Zyn Forum Uganda Limited.

Items	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree	N	Mean	Std. Devn.
My abilities and training are a good fit with the requirements of my job	7(14.3%)	12(24.5%)	23(46.9%)	5(10.2%)	2(4.1%)	49	2.65	.99060
My abilities fit the demands of this job	3(6.1%)	16(32.7%)	18(36.7%)	9(18.4%)	3(6.1%)	49	2.85	1.00000
I have the right training and work experience to perform my job	3(6.1%)	15(30.6%)	19(38.8%)	9(18.4%)	3(6.1%)	49	2.87	.99232
I am able to use my talent, skills and competence in my current job	3(6.1%)	17(34.7%)	19(38.8%)	8(16.3%)	2(4.1%)	49	2.77	.94130
My personality is a good match for this job	6(12.2%)	14(28.6%)	20(40.8%)	5(10.2%)	4(8.2%)	49	2.73	1.07578
My learning abilities and background provide a good match with the demands of my job	3(6.1%)	23(46.9%)	16(32.7%)	6(12.2%)	1(2.0%)	49	2.57	.86603
I have the right skills and abilities for doing this job	7(14.3%)	16(32.7%)	18(36.7%)	6(12.2%)	2(4.1%)	49	2.59	1.01895
I have the right training and work experience to perform my job	1(2.0%)	18(36.7%)	21(42.9%)	8(16.3%)	1(2.0%)	49	2.79	.81598
There is a good fit between what my job offers and what am looking for in a job	7(14.3%)	22(44.9%)	15(30.6%)	4(8.2%)	1(2.0%)	49	2.38	.90867
The attributes I look for in a job are represented well in this job	4(8.2%)	19(38.8%)	20(40.8%)	5(10.2%)	1(2.0%)	49	2.59	.86406
The job I hold currently gives me just about everything I need in a job	5(10.2%)	17(34.7%)	20(40.8%)	5(10.2%)	2(4.1%)	49	2.63	.95074
There is a lot of creativity involved in my job which meets my expectations	2(4.1%)	15(30.6%)	23(46.9%)	7(14.3%)	2(4.1%)	49	2.83	.87433
My job allows me to use all my acquired skills as I carry out my duties	5(10.2%)	17(34.7%)	17(34.7%)	8(16.3%)	2(4.1%)	49	2.69	1.00424
The attributes that I look for in a job are fulfilled very well by my present job	6(12.2%)	13(26.5%)	23(46.9%)	5(10.2%)	2(4.1%)	49	2.67	.96583
I have enough resources to perform my job well	6(12.2%)	25(51.0%)	12(24.5%)	5(10.2%)	1(2.0%)	49	2.38	.90867
My job provides me with a lot of comfort	2(4.1%)	19(38.8%)	20(40.8%)	8(16.3%)		49	2.69	.79593
My personal needs and supplies of my current job are congruent	5(10.2%)	6(12.2%)	27(55.1%)	8(16.3%)	3(6.1%)	49	2.95	.97808
Grand Mean	3.08							

Source Primary Data

The results in table 4.2 above represent the responses from the respondents concerning the level of Person-Job Fit in De-Zyn Forum Uganda Limited in relation to objective one. The results in table 4.2 above showed that majority of the respondents were neutral in their responses with a grand mean of 3.08 with the items of the questionnaire on the level of Person-Job Fit in De-Zyn Forum Uganda Limited. This shows that employees in De-Zyn Forum Uganda Limited are not sure with the level of person-job. Since all the standard deviation results are small, this means that the standard deviation values in the data are close to the mean of the data set. The standard deviation measures how concentrated the data is around the mean, the more concentrated the smaller the standard deviation. The low SD values in table 4.2 implied that the data is concentrated around the mean.

For instance, 38.8% of respondents disagreed, minority 14.2% agreed and majority of respondents 46.9% were not sure with a mean score of 2.65 and SD of .99060 that my abilities and training are a good fit with the requirements of my job. Basing on the SD of .99060, it can be argued that majority of respondents disagreed. The SD of .99060 implied that the data is concentrated around the mean. Similarly, the results also revealed that revealed that minority of respondents 24.5% agreed, 36.7% were neutral and majority of respondents 55.1% disagreed with a mean score of 2.85 and SD of 1.00000 that my abilities fit the demands of this job. This means that the abilities possessed by respective employees in De-Zyn Forum Uganda Limited don't match the requirements of jobs they hold in De-Zyn Forum Uganda Limited. Besides, results in table 4.2 indicated that minority of respondents 24.5% agreed, 36.7% disagreed and majority of respondents 38.8% were neutral in their response as shown from a mean score of 2.87 and SD of .99232 that I have the right training and work experience to perform my job. Basing on the SD of .99232, it can be argued that majority of respondents disagreed. The SD of .99060 implied that the data is concentrated around the mean.

On whether I am able to use my talent, skills and competence in my current job, minority of respondents 20.4% agreed, 38.8% were neutral in their response and majority of respondents 40.8% disagreed with a mean result of 2.77 and SD of .9413. Basing on the SD of .94130, it can be argued that majority of respondents disagreed. The SD of .94130 implied that the data is concentrated around the mean. The results in table 4.2 also show that minority of respondents 18.4% agreed, 40.8% were neutral and 40.8% of respondents disagreed to a mean score of 2.73 and SD of 1.07578 that my personality is a good match for this job. Basing on the SD of 1.07578, it can be argued that majority of respondents disagreed. The SD of 1.07578 implied that the data is concentrated around the mean. On whether my learning abilities and background provide a good match with the demands of my job, minority of respondents 14.2% agreed, 32.7% were neutral and majority of respondents 53% disagreed to a mean score of 2.57 and SD of .86603. This means that employee abilities, experience, skills, competence, personality and background don't match the demands of jobs respective employees hold in De-Zyn Forum Uganda Limited.

Furthermore, only 16.3% of respondents agreed, 36.7% were neutral and majority of respondents 47% disagreed to a mean score of 2.59 and SD of 1.01895 that I have the right skills and abilities for doing this job. Basing on the SD of 1.0189, it can be argued that majority of respondents disagreed. The SD of 1.01895 implied that the data is concentrated around the mean. On whether I have the right training and work experience to perform my job, only 18.3% of respondents agreed, 38.7% disagreed and majority of respondents 42.9% were neutral in their response as shown from a mean result of 2.79 and SD of .81598. Basing on the SD of .81598, it can be argued that majority of respondents disagreed. The SD of .81598 implied that the data is concentrated around the mean. Besides, the results from table 4.2 also revealed that only 10.2% of respondents agreed, 30.6% were not sure and majority of respondents 59.2% disagreed to a mean score of 2.38 and SD of .90867 that there is a good fit

between what my job offers and what am looking for in a job. This means that the jobs employees hold in De-Zyn Forum Uganda Limited do not meet their expectations and needs in terms of salaries and others.

On whether the attributes I look for in a job are represented well in this job, only 12.2% of respondents agreed, 40.8% were neutral and majority of respondents 47% disagreed with a mean result of 2.59 and SD of .86406. Basing on the SD of .86406, it can be argued that majority of respondents disagreed. The SD of .86406 implied that the data is concentrated around the mean. Besides, the results from table 4.3 indicated that only 14.3% of respondents agreed, 40.8% were not sure and majority of respondents 44.9% disagreed to mean score of 2.63 and SD of .95074 that the job I hold currently gives me just about everything I need in a job. Moreover, the results also revealed that only 18.4% of respondents agreed, 34.7% disagreed and majority of respondents 46.9% were not sure as shown from a mean score of 2.83 and SD of .87433 that there is a lot of creativity involved in my job which meets my expectations. This means that the jobs employees hold in De-Zyn Forum Uganda Limited don't satisfy the needs and expectations employees expect to receive from them. Basing on the SD of .87433, it can be argued that majority of respondents disagreed. The SD of .87433 implied that the data is concentrated around the mean.

Nonetheless, the results from table 4.2 also revealed that only 12.2% of respondents agreed, 24.5% were neutral and majority of respondents 63.2% disagreed to mean score of 2.38 and SD of .90867 that I have enough resources to perform my job well. Basing on the SD of .90867, it can be argued that majority of respondents disagreed. The SD of .90867 implied that the data is concentrated around the mean. On whether my job provides me with a lot of comfort, only 16.3% of respondents agreed, 40.8% were not sure and majority of respondents 42.9% disagreed to a mean score of 2.69 and SD of .79593. Basing on the SD of .79593, it can be argued that majority of respondents disagreed. The SD of .79593 implied that the data

is concentrated around the mean. Similarly, the results from table 4.3 revealed that only 22.4% of respondents agreed, 22.4% disagreed and majority of respondents 55.1% were neutral with a mean score of 2.95 and SD of .97808 that my personal needs and supplies of my current job are congruent. This means that there is no compatibility between employees needs and offers/supplies from the jobs their hold in De-Zyn Forum Uganda Limited.

Overall, the results in table 4.2 above showed that majority of the respondents were not sure. This argument is based on the grand mean of 3.08 which was obtained. A critical analysis and discussion of results reveals that respondents had mixed and varying perceptions (responses) regarding the level of person-job fit at De-Zyn Forum Uganda Limited. The findings suggested that some respondents disagreed while majority of respondents were not sure about the level of person-job fit. This shows that employees in De-Zyn Forum Uganda Limited are of the view that the level of person-job fit is poor and does not match their demands-abilities fit and needs-supplies fit. The results of the person-job fit indicate that De-Zyn Forum Uganda Limited employees are in the low category, which means that De-Zyn Forum Uganda Limited employees do not feel fit with the jobs they do in this organization. The results confirm that there is no person-job compatibility that is there is no match between knowledge, skills and abilities of the individual and the job requirements and also the desires or needs of the employee are not met by the jobs they hold in De-Zyn Forum Uganda Limited.

4.2.2 To understand the Challenges of Maintaining Desired Person-Job Fit at De-Zyn Forum Uganda Limited.

The study required respondents to express their opinion in terms of degree of agreement or disagreement with the challenges of maintaining desired person-job fit in De-Zyn Forum Uganda Limited. The items in the questionnaire were anchored on a Likert's five-point scale. 5 = Strongly Agree, 4 = Agree, 3 = Not Sure, 2 = Disagree and 1 = Strongly Disagree. Therefore, the mean results between 1 to 2 depicts respondent's disagreement; while 4 to 5

represents agreement with questions raised in the questionnaires and lastly the mean result of 3 shows that respondents were not sure.

Table 4.3:

Frequency, Percentage, Mean and Standard Deviation on challenges of maintaining desired person-job fit at De-Zyn Forum Uganda Limited.

Items	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree	N	Mean	Std. Devn.
I have to do things in my job and at work which are against my personal interest, judgement and knowledge	0(0%)	0(0%)	2(4.1%)	31 (63.3%)	16(32.7%)	49	4.28	.54006
I am confronted with work demands that I find difficult to accept	0(0%)	1(2.0%)	1(2.0%)	19(38.8%)	28(57.1%)	49	4.51	.64944
I receive an assignment without adequate resources and materials to execute it	0(0%)	1(2.0%)	0(0%)	19(38.8%)	29(59.2%)	49	4.55	.61445
There are no clear job descriptions and job specifications to match the person to particular roles	0(0%)	0(0%)	1(2.0%)	28(57.1%)	20(40.8%)	49	4.38	.53293
Employees are not placed in the right jobs at the right time this in organization	0(0%)	3(6.1%)	4(8.2%)	27(55.1%)	15(30.6%)	49	4.10	.79700
Employees in this organization are not given practical behavioral assessment and cognitive assessment to evaluate a person's fit for the role.	0(0%)	0(0%)	0(0%)	23(46.9%)	26(53.1%)	49	4.53	.50423
Constant changes in my job roles affect my person-job fit	0(0%)	1(2.0%)	1(2.0%)	33(67.3%)	14(28.6%)	49	4.22	.58685
There are no avenues or ways of developing myself to keep meeting job demands and to capitalize on opportunities.	0(0%)	0(0%)	2(4.1%)	20(40.8%)	27(55.1%)	49	4.51	.58175
Health and safety is not highly emphasized during work hours	0(0%)	0(0%)	1(2.0%)	25(51.0%)	23(46.9%)	49	4.44	.54242
Short-term thinking is present in my organization at all levels, from top to bottom	0(0%)	0(0%)	0(0%)	30(61.2%)	19(38.8%)	49	4.38	.49229
There is no alignment between organization's long-term plans, goals, vision values and employee needs, goals and values	0(0%)	0(0%)	2(4.1%)	29(59.2%)	18(36.7%)	49	4.32	.55482
There is no clear policy linking employee needs and organizational goals and needs	0(0%)	0(0%)	5(10.2%)	27(55.1%)	17(34.7%)	49	4.24	.63017
My organization does not set specific job targets for specific roles	0(0%)	0(0%)	1(2.0%)	22(44.9%)	26(53.1%)	49	4.51	.54476
In my organization, there is no proper alignment and identification of what qualities and behaviors will help someone	0(0%)	0(0%)	0(0%)	26(53.1%)	23(46.9%)	49	4.46	.50423

thrive in a particular position								
The organization does not put much emphasis on genuine employee concerns and complaints of staff	0(0%)	1(2.0%)	2(4.1%)	20(40.8%)	26(53.1%)	49	4.44	.67888
There is no self-initiated behavior among employees in this organization to change one's-self or the situation to achieve greater compatibility between one's own attributes and the organizational environment	0(0%)	0(0%)	1(2.0%)	23(46.9%)	25(51.0%)	49	4.48	.54476
We do not act proactively regarding our careers	0(0%)	1(2.0%)	1(2.0%)	23(46.9%)	24(49.0%)	49	4.42	.64550
There is no individual's active attempt to promote their careers in this organization	0(0%)	0(0%)	2(4.1%)	18(36.7%)	29(59.2%)	49	4.55	.57956
Recognition and rewards of the best performing staff is not emphasized at the company	0(0%)	0(0%)	3(6.1%)	23(46.9%)	23(46.9%)	49	4.40	.60959
Employees are not placed in the right jobs at the right thus leading to absenteeism and poor performance	0(0%)	1(2.0%)	2(4.1%)	31(63.3%)	15(30.6%)	49	4.22	.62133
Job evaluation where employees are supposed to be given money equivalent to their contribution is poorly managed	0(0%)	0(0%)	1(2.0%)	26(53.1%)	22(44.9%)	49	4.42	.54006
Training and refresher course are not adequate	0(0%)	0(0%)	2(4.1%)	28(57.1%)	19(38.8%)	49	4.34	.56092
Performance appraisals is weak and poorly done	0(0%)	0(0%)	0(0%)	26(53.1%)	23(46.9%)	49	4.46	.50423
Selection of staff is subjective for example to relatives and friends who are employed at the expense of the competent candidates	0(0%)	0(0%)	1(2.0%)	25(51.0%)	23(46.9%)	49	4.44	.54242
Grand mean							4.40	

Source Primary Data

The results in table 4.3 above represent the responses from the respondents concerning the challenges of maintaining desired person-job fit in De-Zyn Forum Uganda Limited in relation to objective two. The results in table 4.3 above showed that majority of the respondents agreed with a grand mean of 4.40 with the items of the questionnaire on challenges of maintaining desired person-job fit in De-Zyn Forum Uganda Limited. Since all the standard deviation results are small, this means that the standard deviation values in the data are close to the mean of the data set. The standard deviation measures how concentrated the data is

around the mean, the more concentrated the smaller the standard deviation. The low SD values in table 4.3 implied that the data is concentrated around the mean.

For instance, the results revealed that 0% of respondents disagreed, 4.1% were neutral and majority of respondents 96% agreed to a mean score of 4.28 and SD of .54006 that I have to do things in my job and at work which are against my personal interest, judgement and knowledge. Basing on the SD of .54006, it can be argued that majority of respondents were in agreement. The SD of .54006 implied that the data is concentrated around the mean. Similarly, the results from table 4.3 also revealed that only 2.0% of respondents were neutral and disagreed respectively and majority of respondents 96% agreed to a mean score of 4.51 and SD of .64944 that I am confronted with work demands that I find difficult to accept. Basing on the SD of .64944, it can be argued that majority of respondents were in agreement. The SD of .64944 implied that the data is concentrated around the mean. Further still, the results also revealed that none of respondents were neutral, only 2.0% disagreed and majority of respondents 98% agreed to a mean score of 4.55 and SD of .61445 that I receive an assignment without adequate resources and materials to execute it. On whether there are no clear job descriptions and job specifications to match the person to particular roles, none of respondents disagreed, 2.0% were neutral and majority of respondents 98% agreed to a mean score of 4.38 and SD of .53293. Basing on the SD of .53293, it can be argued that majority of respondents agreed. The SD of .53293 implied that the data is concentrated around the mean. Besides, on whether employees are not placed in the right jobs at the right time in this organization, only 6.1% of respondents disagreed, 8.2% were neutral and majority of respondents 85.7% agreed to a mean score of 4.10 and SD of .79700. The results also revealed that 0% of respondents disagreed and were neutral respectively and majority 100% agreed to a mean score of 4.53 and SD of .50423 that employees in this organization are not given practical behavioral assessment and cognitive assessment to evaluate a person's fit for

the role. Basing on the SD of .50423, it can be argued that majority of respondents agreed. The SD of .50423 implied that the data is concentrated around the mean. Besides, the results from table 4.3 further revealed that only 2.0% of respondents disagreed and were neutral respectively and majority of respondents 95.9% agreed to a mean score of 4.22 and SD of .58685 that constant changes in my job roles affect my person-job fit.

Similarly, the results from table 4.3 also revealed that none of respondents disagreed, only 4.1% were neutral and majority of respondents 95.9% agreed to a mean score of 4.51 SD of .58175 that there are no avenues or ways of developing myself to keep meeting job demands and to capitalize on opportunities. Basing on the SD of .58175, it can be argued that majority of respondents were in agreement. The SD of .58175 implied that the data is concentrated around the mean. Furthermore, the results from table 4.3 revealed that none of respondents disagreed and were neutral, while majority of respondents 100% agreed to a mean score of 4.38 and SD of .49229 that short-term thinking is present in my organization at all levels, from top to bottom. Basing on the SD of .49229, it can be argued that majority of respondents were in agreement. The SD of .49229 implied that the data is concentrated around the mean.

On whether there is no alignment between organization's long-term plans, goals, vision values and employee needs, goals and values, only 4.1% were neutral and majority of respondents 95.9% agreed to a mean score of 4.32 and SD of .55482. Basing on the SD of .55482, it can be argued that majority of respondents were in agreement. The SD of .55482 implied that the data is concentrated around the mean. Similarly, none of respondents disagreed, only 10.2% were neutral and majority of respondents 89.8% agreed to a mean score of 4.24 and SD of .63017 that there is no clear policy linking employee needs and organizational goals and needs. Basing on the SD of .63077, it can be argued that majority of respondents were in agreement. The SD of .63077 implied that the data is concentrated around the mean. Furthermore, the results from table 4.3 revealed that none of respondents

disagreed, only 2.0% were neutral and majority 98% of respondents agreed to a mean result of 4.51 and SD of .54476 that my organization does not set specific job targets for specific roles.

As indicated in table 4.3, a mean score of 4.46 and SD of .50423 was obtained where 0% of respondents disagreed and were neutral respectively while majority 100% agreed that in my organization, there is no proper alignment and identification of what qualities and behaviors will help someone thrive in a particular position. Basing on the SD of .50423, it can be argued that majority of respondents were in agreement. The SD of .50423 implied that the data is concentrated around the mean. Similarly, a mean result of 4.44 and SD of .67888 was obtained in relation to the organization does not put much emphasis on genuine employee concerns and complaints of staff where minority of respondents 2.0% disagreed, 4.1% were neutral and majority of respondents 93.9% agreed. The results in table 4.3 also revealed that none of respondents disagreed, 2.0% were neutral and majority 98% of respondents agreed to a mean score of 4.48 and SD of .54476 that there is no self-initiated behavior among employees in this organization to change one's-self or the situation to achieve greater compatibility between one's own attributes and the organizational environment.

Besides, the results from table 4.3 revealed that 2% of respondents disagreed and were not sure respectively and majority of respondents 95.9% agreed to a mean score of 4.42 and SD of .64550 that we do not act proactively regarding our careers. Basing on the SD of .64550, it can be argued that majority of respondents were in agreement. The SD of .64550 implied that the data is concentrated around the mean. Similarly, the results from table 4.3 revealed that 0% of respondents disagreed, minority 4.1% were neutral and majority of respondents 95.9% agreed to a mean score of 4.55 and SD of .57956 that there is no individual's active attempt to promote their careers in this organization. Basing on the SD of .57956, it can be

argued that majority of respondents were in agreement. The SD of .57956 implied that the data is concentrated around the mean.

On whether recognition and rewards of the best performing staff is not emphasized in this company, 0% of respondents disagreed, 6.1% were not sure and majority of respondents 93.8% agreed with a mean result of 4.40 and SD of .60959. According to results from table 4.3, 2% of respondents disagreed, 4.1% were neutral and majority 93.9% majority of respondents agreed to a mean score of 4.22 and SD of .62133 that employees are not placed in the right jobs at the right thus leading to absenteeism and poor performance. Basing on the SD of .60959, it can be argued that majority of respondents were in agreement. The SD of .60959 implied that the data is concentrated around the mean. As indicated in table 4.3, 0% of respondents disagreed, only 2.0% were neutral and majority 98% of respondents agreed with a mean score of 4.42 and SD of .54006 that job evaluation where employees are supposed to be given money equivalent to their contribution is poorly managed. Basing on the SD of .54006, it can be argued that majority of respondents were in agreement. The SD of .54006 implied that the data is concentrated around the mean. Nonetheless, the results in table 4.3 revealed that 0% of respondents disagreed, 2.0% were neutral and majority 98% agreed to a mean result of 4.44 and SD of .54242 that selection of staff is subjective for example to relatives and friends who are employed at the expense of the competent candidates. Basing on the SD of .54242, it can be argued that majority of respondents were in agreement. The SD of .54242 implied that the data is concentrated around the mean.

Overall, the results obtained from table 4.3 showed that majority of respondents agreed to the challenges of maintaining desired person-job fit in De-Zyn Forum Uganda Limited. This is based on the grand mean of 4.40 that was obtained. The results implied that majority of respondents agreed to the stated statements in the questionnaire as key challenges hindering person-job fit in De-Zyn Forum Uganda Limited.

4.2.3 To propose Strategies that may be employed to improve Person-Job Fit at De-Zyn Forum Uganda Limited.

The study required respondents to express their opinion in terms of degree of agreement or disagreement with strategies that may be employed to improve person-job fit at De-Zyn Forum Uganda Limited. The items in the questionnaire were anchored on a Likert's five-point scale. 5 = Strongly Agree, 4 = Agree, 3 = Not Sure, 2 = Disagree and 1 = Strongly Disagree. Therefore, the mean results between 1 to 2 depicts respondent's disagreement; while 4 to 5 represents agreement with questions raised in the questionnaires and lastly the mean result of 3 shows that respondents were not sure.

Table 4.4:

Frequency, Percentage, Mean and Standard Deviation on Strategies that may be employed to Improve Person-Job Fit at De-Zyn Forum Uganda Limited.

Items	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree	N	Mean	Std. Devn.
There is need for employees to be matched with jobs that are in sync with their natural talents and passions so as to increase productivity	0(0%)	0(0%)	0(0%)	16(32.7%)	33(67.3%)	49	4.67	.47380
The organization needs to ensure that the employees are given the right jobs that they are able to perform during the placement process	0(0%)	1(2.0%)	0(0%)	37(75.5%)	11(22.4%)	49	4.18	.52732
The company need to examine the employee's qualification and requirements needed for each job	0(0%)	0(0%)	2(4.1%)	23(46.9%)	24(49.0%)	49	4.44	.57956
Matching the person to a defined role can help me find a great fit for my job.	0(0%)	0(0%)	6(12.2%)	23(46.9%)	20(40.8%)	49	4.28	.67700
Creating compelling and appealing job postings and adverts can improve my person-job fit in this organization.	0(0%)	1(2.0%)	3(6.1%)	25(51.0%)	20(40.8%)	49	4.30	.68325
There in need to capture and instill the organization's values into its job postings by using principles of value-based recruitment to write its advertisements	0(0%)	1(2.0%)	6(12.2%)	26(53.1%)	16(32.7%)	49	4.16	.71726
De-Zyn Forum Uganda Limited should consider including a culture fit assessment and situational judgement test during pre-selection process to avoid carrying the wrong candidates forward	0(0%)	0(0%)	1(2.0%)	18(36.7%)	30(61.2%)	49	4.59	.53690

There is need choosing the best training programs to fit the strategic goals of the organization that will differentially influence employee perceptions of person-job fit	0(0%)	0(0%)	3(6.1%)	32(65.3%)	14(28.6%)	49	4.22	.55020
The organization needs to encourage continuous career development and training to improve person job fit	0(0%)	6(12.2%)	9(18.4%)	14(28.6%)	20(40.8%)	49	3.97	1.05059
Training is used not only to prepare new employees to meet the challenges of the jobs they will face, but also to upgrade and refine the skills of existing employees to improve person-job fit	0(0%)	0(0%)	0(0%)	47(95.9%)	2(4.1%)	49	4.04	.19991
Learning and development plans are continually reviewed to cope with training trends to enhance staff's abilities and knowledge match current job demands.	0(0%)	0(0%)	5(10.2%)	41(83.7%)	3(6.1%)	49	3.95	.40616
There is need for the organization to provide detailed and specific information about training opportunities, level of responsibility, their values, policies, and culture so that individuals can assess their person-job fit	0(0%)	0(0%)	1(2.0%)	40(81.6%)	8(16.3%)	49	4.14	.40825
There is need to ensure that outgoing (and internal communications) conveys the company's core values, while ensuring that everything that talks about or stands for the company	0(0%)	0(0%)	2(4.1%)	24(49.0%)	23(46.9%)	49	4.42	.57735
There is a clear channel of how information is disseminated from the top to the lowest person in the organization	0(0%)	0(0%)	11(22.4%)	23(46.9%)	15(30.6%)	49	4.08	.73134
There is a need to match the right talent for the right job by implementing a person-job fit neural network	10(20.4%)	9(18.4%)	5(10.2%)	16(32.7%)	9(18.4%)	49	3.10	1.44691
With the help of Person-Job Fit Neural Network, we can not only estimate whether a candidate fits a job, but also identify which specific requirement items in the job posting are satisfied by the candidate	10(20.4%)	9(18.4%)	3(6.1%)	15(30.6%)	12(24.5%)	49	3.20	1.51354
Employees should be encouraged to perform job crafting on the basis of individual and job factor.	4(8.2%)	11(22.4%)	7(14.3%)	19(38.8%)	8(16.3%)	49	3.32	1.23132
Whenever any type of change is made by employees into their job, these alterations ultimately bring fit and identity to work to employees	2(4.1%)	14(28.6%)	7(14.3%)	11(22.4%)	15(30.6%)	49	3.46	1.30866
Job crafting enhances perceived control, self-image and congruence between employee's abilities and the	5(10.2%)	7(14.3%)	7(14.3%)	16(32.7%)	14(28.6%)	49	3.55	1.32384

work environment								
The organization needs to understand the demands of the job and match them to the qualifications and personalities of the employee	10(20.4%)	6(12.2%)	5(10.2%)	20(40.8%)	8(16.3%)	49	3.20	1.41391
The company needs to examine the employee's qualification and requirements needed for each job	4(8.2%)	9(18.4%)	7(14.3%)	15(30.6%)	14(28.6%)	49	3.53	1.30866
There is need for the organization to identify what qualities and behaviors will help someone thrive in the position	4(8.2%)	8(16.3%)	7(14.3%)	17(34.7%)	13(26.5%)	49	3.55	1.27576
Socialization of new members emphasizes the fit between the new employee and the culture	3(6.1%)	12(24.5%)	12(24.5%)	10(20.4%)	12(24.5%)	49	3.32	1.26471
There is need for socialization attempts to make person-job fit more comfortable for the employee and the organization	3(6.1%)	12(24.5%)	12(24.5%)	13(26.5%)	9(18.4%)	49	3.26	1.20374
There is need to internalize the values, norms and way of operating in this organization so that it becomes part of your mental life.	8(16.3%)	10(20.4%)	9(18.4%)	9(18.4%)	13(26.5%)	49	3.18	1.45306
There is need for organizational leaders to not only manage employees' experiences but also their fit with the organization	9(18.4%)	9(18.4%)	8(16.3%)	13(26.5%)	10(20.4%)	49	3.12	1.42350
There is need for leaders in this organization to influence others to voluntarily seek defined objectives (preferably with enthusiasm)	4(8.2%)	15(30.6%)	8(16.3%)	13(26.5%)	9(18.4%)	49	3.16	1.28041
There is need for congruence between employee's needs and the rewards the rewards they receive in turn of their service at the job	3(6.1%)	16(32.7%)	9(18.4%)	10(20.4%)	11(22.4%)	49	3.20	1.29067
There is need for the organization to do proper job evaluation to ensure that the job load matches the payment scale	5(10.2%)	10(20.4%)	11(22.4%)	16(32.7%)	7(14.3%)	49	3.20	1.22440
There is need for a clear reward and recognition policy in place	4(8.2%)	7(14.3%)	14(28.6%)	12(24.5%)	12(24.5%)	49	3.42	1.24164
There is need for plan to match individual and organizational career goals	4(8.2%)	14(28.6%)	5(10.2%)	17(34.7%)	9(18.4%)	49	3.26	1.28737
There is a need to discover the goals for a person's career and undertaking manpower programs to support that career	5(10.2%)	10(20.4%)	8(16.3%)	13(26.5%)	13(26.5%)	49	3.38	1.35118
There is need for periodic performance appraisals for employees and key performance indicators	4(8.2%)	10(20.4%)	6(12.2%)	16(32.7%)	13(26.5%)	49	3.48	1.30898

There is a need for employee's knowledge skills and abilities to match the work environment demands	4(8.2%)	10(20.4%)	7(14.3%)	13(26.5%)	15(30.6%)	49	3.51	1.34044
There is need to ensure job satisfaction through fulfillment of expectations at work, efforts are acknowledged and acknowledged self-efficacy	5(10.2%)	7(14.3%)	10(20.4%)	18(36.7%)	9(18.4%)	49	3.38	1.23855
There is need for individuals to proactively develop and update their knowledge, skills, and abilities so as to seize opportunities and meet shifting demands	7(14.3%)	8(16.3%)	8(16.3%)	15(30.6%)	11(22.4%)	49	3.30	1.37241
There is need for individuals to forge a better match between themselves and the work environment which should ultimately result in career success	2(4.1%)	11(22.4%)	9(18.4%)	15(30.6%)	12(24.5%)	49	3.48	1.20973
Grand Mean	4.07							

Source Primary Data

The results in table 4.4 above represent the responses from the respondents concerning the strategies that may be employed to improve person-job fit at De-Zyn Forum Uganda Limited in relation to objective three. The results in table 4.4 above showed that majority of the respondents agreed with a grand mean of 4.07 with the items of the questionnaire on strategies that may be employed to improve person-job fit at De-Zyn Forum Uganda Limited. Overall, a critical analysis and interpretation of results reveals that respondents had mixed and varying perceptions (responses) regarding strategies that may be employed to improve person-job fit at De-Zyn Forum Uganda Limited.

Some respondents were not sure about the strategies that may be utilized to improve person-job fit while majority agreed to the stated issues in the questionnaire as key strategies that may be utilized to improve person-job fit at De-Zyn Forum Uganda Limited. Since all the standard deviation results are small, this means that the standard deviation values in the data are close to the mean of the data set. The standard deviation measures show how concentrated the data is around the mean, the more concentrated the smaller the standard deviation. The low SD values in table 4.4 implied that the data is concentrated around the mean.

For instance, the results in table 4.4 revealed that that none of respondents were neutral and disagreed while all respondents that is 100% strongly agreed to a mean score of 4.67 and SD of .47380 that there is need for employees to be matched with jobs that are in sync with their natural talents and passions so as to increase productivity. Basing on the SD of .47380, it can be argued that majority of respondents were in agreement. The SD of .47380 implied that the data is concentrated around the mean. The results in table 4.4 suggested that that none of respondents were neutral, minority 2% disagreed and majority of respondents 98% agreed with a mean result of 4.18 and SD of .52732 that the organization needs to ensure that the employees are given the right jobs that they are able to perform during the placement process. Basing on the SD of .52732, it can be argued that majority of respondents were in agreement. The SD of .52732 implied that the data is concentrated around the mean.

Similarly, the results from table 4.4 suggested that 0% of respondents disagreed, 4.1% were neutral and majority 95.9% of respondents agreed to mean score of 4.44 and SD of .57956 that the company need to examine the employee's qualification and requirements needed for each job. Basing on the SD of .57956, it can be argued that majority of respondents were in agreement. The SD of .57956 implied that the data is concentrated around the mean. As indicated from table 4.4, 0% of respondents denied, 12.2% were neutral and a bigger portion of respondents 87.7% agreed to a mean score of 4.28 and SD of .67700 that matching the person to a defined role can help me find a great fit for my job. Basing on the SD of .67700, it can be argued that majority of respondents were in agreement. The SD of .67700 implied that the data is concentrated around the mean. On whether creating compelling and appealing job postings and adverts can improve my person-job fit in this organization, only 2% of respondents denied, 6.1% were neutral and a bigger portion of respondents 91.8% agreed to a mean score of 4.30 and SD of .68325.

Besides, the results from table 4.4 revealed that a mean score of 4.16 and SD of .71726 was obtained in relation to there is need to capture and instill the organization's values into its job postings by using principles of value-based recruitment to write its advertisements where 2% of respondents disagreed, 12.2% were neutral and majority of respondents 85.8% agreed. Basing on the SD of .71726, it can be argued that majority of respondents were in agreement. The SD of .71726 implied that the data is concentrated around the mean. Similarly, none of respondents disagreed, 2% were not sure and majority 98% of respondents strongly agreed to a mean result of 4.59 and SD of .53690 that De-Zyn Forum Uganda Limited should consider including a culture fit assessment and situational judgement test during pre-selection process to avoid carrying the wrong candidates forward. The results from table 4.4 also revealed 0% of respondents denied, 6.1% were neutral and majority 93.9% of respondents agreed with a mean result of 4.22 and SD of .55020 that there is need choosing the best training programs to fit the strategic goals of the organization that will differentially influence employee perceptions of person-job fit. Basing on the SD of .55020, it can be argued that majority of respondents were in agreement. The SD of .55020 implied that the data is concentrated around the mean.

As indicated in table 4.4, 12.2% of respondents denied, 18.4% were not sure and majority of respondents 69.4% majority of respondents agreed as shown from a mean score of 3.97 and SD of 1.05059 that the organization needs to encourage continuous career development and training to improve person-job fit. Basing on the SD of 1.05059, it can be argued that majority of respondents were in agreement. The SD of 1.05059 implied that the data is concentrated around the mean. On whether training is used not only to prepare new employees to meet the challenges of the jobs they will face, but also to upgrade and refine the skills of existing employees to improve person-job fit, 0% of respondents respectively denied and were neutral while majority of respondents 100% agreed to a mean score of 4.04 and SD

of .19991. Basing on the SD of .19991, it can be argued that majority of respondents were in agreement. The SD of .19991 implied that the data is concentrated around the mean. Besides, results from table 4.4 further revealed that 0% of respondents disagreed, 10.2% were not sure and majority 89.8% of respondents agreed with a mean score of 3.95 and SD of .40616 that learning and development plans are continually reviewed to cope with training trends to enhance staff's abilities and knowledge match current job demands.

Additionally, the results from table 4.4 further revealed that 38.8% of respondents denied, 10.2% were neutral while majority 51.1% somehow agreed to a mean score of 3.10 and SD of 1.44691 that there is a need to match the right talent for the right job by implementing a person-job fit neural network. Basing on the SD of 1.44691, it can be argued that majority of respondents were in agreement. The SD of 1.44691 implied that the data is concentrated around the mean. Besides, the results from table 4.4 revealed 30.6% of respondents denied, 14.3% were not sure and majority 55.1% of respondents somehow agreed to a mean score of 3.32 and SD of 1.23132 that employees should be encouraged to perform job crafting on the basis of individual and job factor. Basing on the SD of 1.23132, it can be argued that majority of respondents were in agreement. The SD of 1.23132 implied that the data is concentrated around the mean.

Similarly, the results in table 4.4 also revealed that 32.7% of respondents disagreed, 14.3% were not sure while majority of respondents 53% almost agreed to a mean score of 3.46 and SD of 1.30866 that whenever any type of change is made by employees into their job, these alterations ultimately bring fit and identity to work to employees. Basing on the SD of 1.30866, it can be argued that majority of respondents were in agreement. The SD of 1.30866 implied that the data is concentrated around the mean. The results from table 4.4 revealed that 24.5% of respondents were in denial, 14.3%, 14.3% were not sure and majority of respondents 61.3% agreed to a mean score of 3.55 and SD of 1.32384 that job crafting

enhances perceived control, self-image and congruence between employee's abilities and the work environment. Basing on the SD of 1.32384, it can be argued that majority of respondents were in agreement. The SD of 1.32384 implied that the data is concentrated around the mean.

Further still, the results from table 4.4 revealed that 32.6% of respondents denied, minority 10.2% were not sure and a bigger percentage of respondents 57.1% of respondents almost agreed to a mean score of 3.20 and SD of 1.41391 that the organization needs to understand the demands of the job and match them to the qualifications and personalities of the employee. Basing on the SD of 1.41391, it can be argued that majority of respondents were in agreement. The SD of 1.41391 implied that the data is concentrated around the mean. On whether the company needs to examine the employee's qualification and requirements needed for each job, only 14.3% were not sure, 26.6% disagreed and majority of respondents 59.2% agreed to a mean score of 3.53 and SD of 1.30866. The results from table 4.4 also revealed that 24.5% of respondents denied, 14.3% were neutral and majority of respondents 61.2% agreed to a mean score of 3.55 and SD of 1.27576 that there is need for the organization to identify what qualities and behaviors will help someone thrive in the position. Basing on the SD of 1.27576, it can be argued that majority of respondents were in agreement. The SD of 1.27576 implied that the data is concentrated around the mean.

Furthermore, results from table 4.4 revealed that 30.6% of respondents denied, 24.5% were not sure and a slight majority of respondents 44.9% almost agreed to a mean score of 3.32 and SD of 1.26471 that socialization of new members emphasizes the fit between the new employee and the culture. Basing on the SD of 1.26471, it can be argued that majority of respondents were in agreement. The SD of 1.26471 implied that the data is concentrated around the mean. Similarly, results from table 4.4, revealed that 36.8% of respondents denied, 8.4% were not sure and a slight majority of respondents 44.9% almost agreed to a

mean score of 3.18 and SD of 1.45306 that there is need to internalize the values, norms and way of operating in this organization so that it becomes part of your mental life. Basing on the SD of 1.45306, it can be argued that majority of respondents were in agreement. The SD of 1.45306 implied that the data is concentrated around the mean.

According to results from table 4.4, 30.6% of respondents disagreed, 22.4% were not sure and majority 47% of respondents somehow agreed to a mean score of 3.20 and SD of 1.22440 that there is need for the organization to do proper job evaluation to ensure that the job load matches the payment scale. Basing on the SD of 1.2240, it can be argued that majority of respondents were in agreement. The SD of 1.2240 implied that the data is concentrated around the mean. Similarly, 22.5% of respondents denied, 28.6% were neutral and majority 49% of respondents almost agreed to a mean score of 3.42 and SD of 1.24164 that there is need for a clear reward and recognition policy in place. Basing on the SD of 1.24164, it can be argued that majority of respondents were in agreement. The SD of 1.24164 implied that the data is concentrated around the mean.

The results from table 4.4 also revealed that 36.8% of disagreed, 10.2% were neutral and majority 53.1% of respondents somehow agreed to a mean score of 3.26 and SD of 1.28737 that there is need for plan to match individual and organizational career goals. Basing on the SD of 1.28737, it can be argued that majority of respondents were in agreement. The SD of 1.28737 implied that the data is concentrated around the mean. Similarly, on whether there is need for congruence between employee's needs and the rewards they receive in turn of their service at the job, the results from table 4.4 revealed that only 18.4% of respondents were neutral, 38.8% denied and 42.8% of respondents slightly agreed to a mean score of 3.20 and SD of 1.29067. Basing on the SD of 1.29067, it can be argued that majority of respondents were in agreement. The SD of 1.29067 implied that the data is concentrated around the mean.

The results from table 4.4 revealed that 30.6% of respondents disagreed, 16.3% were not sure and majority 53% almost agreed to a mean score of 3.38 and SD of 1.35118 that there is a need to discover the goals for a person's career and undertaking manpower programs to support that career. Basing on the SD of 1.35118, it can be argued that majority of respondents were in agreement. The SD of 1.35118 implied that the data is concentrated around the mean. The results from table 4.4 revealed that only 12.2% of respondents were not sure, 28.6% denied and majority 59.2% of respondents almost agreed to a mean score of 3.48 and SD of 1.30898 that there is need for periodic performance appraisals for employees and key performance indicators. Basing on the SD of 1.30898, it can be argued that majority of respondents were in agreement. The SD of 1.30898 implied that the data is concentrated around the mean.

On whether there is a need for employee's knowledge, skills and abilities to match the work environment demands, only 14.3% of respondents were neutral, 28.6% disagreed and majority of respondents 57.1% agreed to a mean score of 3.51 and SD of 1.34044 that there is a need for employee's knowledge skills and abilities to match the work environment demands. Basing on the SD of 1.34044, it can be argued that majority of respondents were in agreement. The SD of 1.34044 implied that the data is concentrated around the mean. Besides, the result from table 4.4 also revealed that only 18.4% of respondents were neutral, 26.5% denied and majority 55.1% of respondents almost agreed to a mean score of 3.48 and SD of 1.20973 that there is need for individuals to individuals to forge a better match between themselves and the work environment which should ultimately result in career success. Basing on the SD of 1.20973, it can be argued that majority of respondents were in agreement. The SD of 1.20973 implied that the data is concentrated around the mean.

Basing on the grand mean of 3.67, it can be stated that majority of respondents with the items of the questionnaire on strategies that may be employed to improve person-job fit at De-Zyn Forum Uganda Limited.

Overall, a critical analysis and interpretation of results reveals that respondents had mixed and varying perceptions (responses) regarding strategies that may be employed to improve person-job fit at De-Zyn Forum Uganda Limited. Some respondents were not sure about the strategies that may be utilized to improve person-job fit while majority agreed to the stated issues in the questionnaire as key strategies that may be utilized to improve person-job fit at De-Zyn Forum Uganda Limited. Therefore, it can be argued that if these strategies are implemented in De-Zyn Forum Uganda Limited, the level of person-job fit can be improved.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter shows the discussion of the findings, conclusion and recommendations arising out of the findings of the study. The chapter also shows limitations of the study and the areas for further study.

5.1 Discussion of Findings

The findings are discussed based on the views of the respondents in line with study objectives. The discussion involves examination of the level of person-job fit at De-Zyn Forum Uganda Limited, understanding of challenges of maintaining desired person-job fit at De-Zyn Forum Uganda Limited and explaining strategies that may be employed to improve person-job fit at De-Zyn Forum Uganda Limited.

5.1.1 The level of Person-Job Fit at De-Zyn Forum Uganda Limited

The first objective of the study was to understand the level of person-job fit at De-Zyn Forum Uganda Limited. The findings showed that majority of respondents disagreed to the statements regarding the level of person-job fit. This argument is based on the grand mean of 3.08 which was obtained. However, a critical analysis and discussion of results reveals that respondents had mixed and varying perceptions (responses) regarding the level of person-job fit at De-Zyn Forum Uganda Limited. The findings suggested that some respondents disagreed while majority of respondents were not sure about the level of person-job fit. This shows that employees in De-Zyn Forum Uganda Limited are of the view that the level of person-job fit is poor and does not match their demands-abilities fit and needs-supplies fit. The results of the study indicated that De-Zyn Forum Uganda Limited employees are in the low category, which means that De-Zyn Forum Uganda Limited employees do not feel fit with the jobs they do in this organization. Employees' perceptions of person-job fit shows

that most of respondents' disagreement and neutral responses indicates low levels of person-job fit in De-Zyn Forum Uganda Limited.

For instance, the findings revealed that majority of respondents were not sure that my abilities and training are a good fit with the requirements of my job as shown from a mean score of 3.05. This finding implied that some respondents were of a view that their abilities and training do not fit or match the requirements of their respective jobs, while others agreed that they match and then majority were not sure. This means that the employees in De-Zyn Forum are placed in jobs that do not match their abilities. This finding also suggests that the training employees in De-Zyn Forum receive is somehow not in line with the requirements of the job and somehow doesn't have any impact on their abilities. This finding supports Alfani, Hadini and Auliah (2018) assentation that suitability between the individual and the type of work in various other aspects on the job situation may be as important as the type of work to be done.

The findings revealed that majority of respondents were neutral with a mean of 3.03 that my personality is a good match for this job. This means the individual employee characteristics or personality traits are somehow not in line or do not match the respective jobs employees hold. This finding means that personality traits or characteristics of employees in De-Zyn Forum Uganda are somehow not considered during job placement and hence some employees suggested that their personality doesn't match the job their hold. This finding confirms Rajper *et al.* (2019) assentation that the person has to have required certain cognitive abilities and personality fit to perform the necessary tasks.

Besides, the findings also revealed that majority of respondents were not sure that they have the right skills and abilities for doing this job as shown from a mean of 3.09. This means that employees in De-Zyn Forum Uganda are somehow have insufficient skills and abilities in the jobs they hold. This finding confirms that the skills and abilities the employees hold are either

not suitable for the job they are doing or the skills and abilities insufficient and do not match the respective jobs employees hold. This finding confirms Langgeng *et al.* (2021) argument that demands-abilities fit is an indicator of how suitable an individual is to perform a job based on the required skills.

The findings also revealed that respondents were neutral with a mean of 3.07 that I am able to use my talent, skills and competence in my current job. This means that employees in De-Zyn Forum Uganda are placed in jobs that do not make use of their skills, they hold jobs which are not in line with their skills, knowledge and abilities. This finding means that employees in De-Zyn Forum Uganda cannot fully use their skills, talent, competence, knowledge and abilities because they are placed in jobs that do not match their skills and abilities. This finding is in line with Pudjiarti and Hutomo (2020) who emphasize the role of individual technical expertise to be able to carry out the work assigned.

The findings revealed that majority of respondents were neutral with a mean of 3.09 that I have the right training and work experience to perform my job. This finding means that employees in De-Zyn Forum Uganda somehow do not receive the right training that can help them improve performance and person-job fit. The finding means that the training opportunities employees receive are not adequate to help employees improve person-job fit. This means that employees are somehow suggesting that they don't receive the right and appropriate training for the respective jobs they hold. This finding is in agreement with Hussain and Mohtar (2017) assentation that the skills possessed by an individual comprises of training, experience and employee attitudes and expertise.

Additionally, the findings of the study revealed that majority of respondents disagreed that there is a good fit between what my job offers and what am looking for in a job as shown from a mean of 2.38. This finding means that employees in De-Zyn Forum Uganda are placed in positions that do not match the skills, abilities, knowledge and interests as well as

assigning them responsibilities beyond their career goals and needs. This finding confirms that there is no match between a person's ability and job demands or the needs of a person and what is provided by the job. This finding supports Berisha and Lajçi (2020); Salleh, Nair and Harun (2012) assertion that people are not satisfied with their job and are less committed to the organization, feel a low sense of accomplishment, which makes them less satisfied with the job.

The findings revealed that majority of respondents were neutral that the job I hold currently gives me just about everything I need in a job as shown from a mean of 3.03. This finding means that employees in De-Zyn Forum Uganda are somehow not satisfied with the salaries and other attributes their jobs offer. The findings suggest that a larger number of employees' desires, psychological needs, interests and values are not fully met or fulfilled by the jobs they hold. This finding concurs with Berisha and Lajçi (2020) assertion that some employees do not feel attached to the job they are doing and do not identify with what the organization represents for them.

The findings of the study also revealed that majority of respondents were neutral that my personal needs and supplies of my current job are congruent as shown from a mean of 3.05. This finding means that a large number of employees' personal satisfaction because of work is somehow not fully satisfied. The findings confirm that employees in De-Zyn Forum Uganda are not satisfied or do not achieve personal satisfaction out of the work they do. The findings suggest that a larger number of employees' desires, psychological needs, interests and values are not fully met or fulfilled by the jobs they hold. This finding supports Onwuchekwa *et al.* (2018) argument that firms do not really know much about the interest of the employees before they were recruited to the firms.

Nonetheless, the findings also revealed that majority of respondents were not sure that the attributes I look for in a job are represented well in this job as shown from a mean of 3.09.

This means a large number of employees in De-Zyn Forum Uganda hold jobs that don't fully accommodate their personal attributes. The findings reveal that personal attributes, desires and interests are not fully catered for in the jobs majority of employees in De-Zyn Forum Uganda hold. This finding is in line with Onwuchekwa *et al.* (2018) who argued that low job interest is as a result of the lack of fit between what the employees had expected from the job and what they are getting. This finding is in agreement with Cable and DeRue (2002) assentation that the need-supplies misfit will result in the employee decreasing his or her commitment to the job.

The findings also revealed that majority of respondents were not sure that my job allows me to use all my acquired skills as I carry out my duties as shown from a mean score of 3,09. This finding means that employees in De-Zyn Forum Uganda are placed in positions that do not match the skills, abilities, knowledge and interests as well as assigning them responsibilities beyond their career goals and needs. This finding confirms that there is no match between a person's ability and job demands or the needs of a person and what is provided by the job. This finding supports Cable and Edwards (2004) view that when employees perceive that their psychological needs cannot be satisfied and fulfilled by their job, they will seek out other work environments to supplement the negative effects caused by job misfit.

5.1.2 Challenges of Maintaining desired Person-Job Fit at De-Zyn Forum Uganda

Limited

The objective two of the study was to understand the challenges of maintaining desired person-job fit at De-Zyn Forum Uganda Limited. The findings revealed that respondents agreed to the challenges of maintaining desired person-job fit at De-Zyn Forum Uganda Limited. This was based on the grand mean of 4.40 which was obtained. This shows that in De-Zyn Forum Uganda Limited, employees face a variety of challenges that negatively

affects their person-job fit. All in all, this means that employees in De-Zyn Forum Uganda Limited lack person-job fit and this is attributed to the following challenges as revealed from the findings of this study.

According to the findings of this study, majority of respondents agreed that I have to do things in my job and at work which are against my personal interest, judgement and knowledge as shown from a mean result of 4.28. This finding means that majority of employees in De-Zyn Forum Uganda are placed in jobs that are not in line with their interests and knowledge and this has results into poor person-job fit. This finding reveals that making employees to do jobs that are against their personal interest and knowledge causes poor person-job fit. This finding is in agreement with Omar, Samsuri and Wahab (2017) who suggested that employees with role ambiguity lack the information and knowledge about the most important aspect of their job as well as the most effective work behavior.

The findings also revealed that majority of respondents agreed that I am confronted with work demands that I find difficult to accept as shown from a mean of 4.51. This finding means that majority of employees in De-Zyn Forum Uganda are given work roles which are not line with their job description, skills, abilities, education and knowledge which increases poor person-job fit. The findings confirm that majority of employees are subjected to work roles which are different from their skills and knowledge hence causing poor person-job fit. This finding is also in line with Caillier (2016) assentation that when employees are unclear about their expected goals, they will put less effort into their jobs and will perform fewer behaviors that go beyond what is required by their contracts.

Furthermore, the findings also revealed that majority of respondents agreed that employees are not placed in the right jobs at the right time this in organization as shown from a mean of 4.10. This finding means that majority of employees in De-Zyn Forum Uganda are not placed in the right jobs that match their abilities, skills, knowledge and personal interests which

causes poor person job fit. This means that placing employees are not placed in the right jobs or majority of employees in De-Zyn Forum Uganda are placed in the wrong job hence affecting their person-job fit. This finding is in agreement with Balsa (2020) assentation that many organizations do not set specific job targets and do not properly align and identify what qualities and behaviors will help someone thrive in a particular position

The findings also revealed that majority of respondents agreed that there are no clear job descriptions and job specifications to match the person to particular roles as shown from a mean of 4.38. This means that De-Zyn Forum Uganda doesn't carry out proper job analysis to clearly come out with the right job description and specification for particular jobs. This finding means that when there is no proper job specification and description, the requirements and duties for particular jobs cannot drafted properly which leads to placing people in wrong jobs hence affecting their personal job fit. This finding supports Omar *et al.* (2017) assentation that lack of the necessary information with regards to a given position will result in a job holder engaging in a coping behavior in an attempt to solve an unclear task in a move to overcome stress which in turns will distort the reality of the job requirements.

Moreover, the findings further revealed that majority of respondents agreed that there are no avenues or ways of developing myself to keep meeting job demands and to capitalize on opportunities as shown from a mean score of 4.51. This finding means that one of the major barriers to person job fit in De-Zyn Forum Uganda is lack of adequate training and development opportunities that can help boost employee skills, abilities and knowledge to fit their respective jobs. These findings are in agreement with Anderson (2021) research which revealed that 74% of surveyed workers felt that they were not getting the development opportunities to achieve their full potential at work.

The findings also revealed that majority of respondents agreed that training and refresher course are not adequate as shown from a mean score of 4.34. This finding means that one of

the major barriers to person job fit in De-Zyn Forum Uganda is lack of adequate training and development opportunities that can help boost employee skills, abilities and knowledge to fit their respective jobs. This finding is in agreement with Hussain and Mohtar (2017) who found that most organizations had inadequate planning for employee training. This finding also supports Thomas and Golden (2013) assertion that almost one-third of respondents in their study believed that training provided by their organization did not structure in a way based on employee feedback training requirements.

Similarly, the findings also revealed that majority of respondents agreed that there is no alignment between organization's long-term plans, goals, vision values and employee needs, goals and values as shown from a mean of 4.32. This finding means that management in De-Zyn Forum Uganda does not know what it wants to achieve in the future, how can the company attract and hire the requisite talent with the right skills to match the right job. The findings confirm that lack of alignment between organization's long-term plans and employee needs causes poor person-job fit. This finding is in line with Chege, Musiega and Otuko (2013) study who found out that most of the organization's long-term plans and training is not tied to the organization's goals as it is often conducted in a vacuum, which is unrelated to the problems faced by the organizations.

The findings revealed that majority of respondents agreed that they do not act proactively regarding their careers as shown from a mean of 4.42. This finding confirms that employees in De-Zyn Forum Uganda do not act proactively regarding their careers. The finding suggested that employees in De-Zyn Forum Uganda lack a self-initiated behavior towards their career which results in poor person-job fit. This finding confirms Arthur *et al.* (2005) suggestion that individual employees themselves need to proactively manage their careers. This finding is line with Strauss and Parker (2014) assentation that employees have a significant influence on the characteristics of their work.

The findings also revealed that majority of respondents agreed that there is no self-initiated behavior among employees in this organization to change one's-self or the situation to achieve greater compatibility between one's own attributes and the organizational environment as shown from a mean of 4.48. This finding confirms that employees in De-Zyn Forum Uganda do not act proactively regarding their careers. The finding suggested that employees in De-Zyn Forum Uganda lack a self-initiated behavior towards their career which results in poor person-job fit. This finding supports Frese and Fay (2001) assertion that there is a need to act proactively regarding one's career becomes even more pressing in light of the rise of temporary and project-based employment as opposed to traditional job-based work that provides more job security.

The findings also revealed that majority of respondents agreed that selection of staff is subjective for example to relatives and friends who are employed at the expense of the competent candidates as shown from a mean score of 4.44. This finding means that in De-Zyn Forum Uganda, poor methods of employee selection leads to carrying on of the wrong candidate or placing the wrong candidate in the position that doesn't match his or her abilities or placing the right candidate in the wrong position which leads to poor person job fit. This finding supports Hannah, Walden and Arbit (2017) view that managers are still puzzled on how to recruit, retain and engage employees in organization. This finding is also in agreement with Usman (2015) who argued that the management of human resources in Africa is rather challenging as most organizations have difficulties finding proper human resources partly because of corruption and bureaucracy.

5.1.3 Strategies that may be employed to improve Person-Job Fit De-Zyn Forum Uganda Limited

The objective three of the study was to identify strategies that may be employed to improve person-job fit at De-Zyn Forum Uganda Limited. The findings revealed that respondents

agreed to the strategies for improving person-job fit at De-Zyn Forum Uganda Limited. This was based on the grand mean of 4.07 which was obtained. Overall, although the findings suggest respondent's agreement to the strategies that may be employed to improve person-job fit at De-Zyn Forum Uganda Limited, however a critical analysis and discussion of findings reveals that respondents had mixed and varying perceptions (responses) regarding strategies that may be employed to improve person-job fit at De-Zyn Forum Uganda Limited. Some respondents were not sure about the strategies that may be utilized to improve person-job fit while majority agreed to the stated issues in the questionnaire as key strategies that may be utilized to improve person-job fit at De-Zyn Forum Uganda Limited

For instance, the findings revealed that majority of respondents strongly agreed that there is need for employees to be matched with jobs that are in sync with their natural talents and passions so as to increase productivity as shown from a mean of 4.67. This finding means that when employees placed in jobs that are in sync with their natural talents and passion, person job fit would be improved in De-Zyn Forum Uganda Limited. This finding means that person-fit in De-Zyn Forum Uganda Limited is improved by placing employees in jobs that match their talents, interest, passion, skills and abilities. This finding is in agreement with Balsa (2020) who argued that matching employees to jobs that suit their natural talents is the best way to ensure person/role fit.

The finding also revealed that majority of respondents agreed that the company needs to examine the employee's qualification and requirements needed for each job as shown from a mean score of 4.44. This means that when there is proper examination of employee's qualification and requirements needed for each job, person-job fit in De-Zyn Uganda would be improved. The findings confirm proper examination of employees' qualifications and requirements for each job would lead to identification and understanding of the exact requirements and qualification for each job as well as the candidate's qualification and thus

choosing the right candidate. This finding supports Balsa (2020) suggestion that when you have assessed the job, give a behavioral and cognitive assessment to evaluate a person's fit for the role.

Similarly, the findings also revealed that majority of respondents agreed that there is need to capture and instill the organization's values into its job postings by using principles of value-based recruitment to write its advertisements as shown from a mean score of 4.16. This finding means that capturing and instilling the organization's values into its job postings can makes De-Zyn Forum Uganda hire the right employees who match the company's values, goals and culture which would improve person-job fit. This finding is consistent with Harvver (2022) who argued that if you to attract candidates who will have a great person-job fit, the company must make sure that it creates job adverts that will appeal to them.

The findings revealed that respondents agreed that De-Zyn Forum Uganda Limited should consider including a culture fit assessment and situational judgement test during pre-selection process to avoid carrying the wrong candidates forward as shown from a mean of 4.59. This finding means that when culture and situation judgement tests are proper done during selection, it would the organization hire the right candidate with the right personal attributes that match the organization's desires and goals and hence this improves personal-job fit. This finding is in agreement with Harvver (2022); Kristoff-Brown *et al.* (2005) assentation that once the values and culture are made clear, the organization then designs screening processes that help the organization identify who will fit in and screen out those who do not share these values.

Besides, the findings further revealed that majority of respondents agreed that there is need choosing the best training programs to fit the strategic goals of the organization that will influence employee perceptions of person-job fit as shown from a mean score of 4.22. The findings also revealed that respondents agreed that the organization needs to encourage

continuous career development and training to improve person job fit as shown from a mean score of 3.97. The findings also revealed that majority of respondents agreed to a mean score of 4.04 that training is used not only to prepare new employees to meet the challenges of the jobs they will face, but also to upgrade and refine the skills of existing employees to improve person-job fit. This finding means that a systematic and comprehensive training program will result in greater fit with the organization and their job. This finding means that having the right training would help the organization boost employee skills and abilities by making them have the right skills needed in respective jobs hence improved person-job fit.

This finding is in agreement with Autry and Wheeler (2005) that organizations must choose the best training programs to fit the strategic goals of the organization that will differentially influence employee perceptions of person-job fit. This finding means that training is used not only to prepare new employees to meet the challenges of the jobs they will face, but also to upgrade and refine the skills of existing employees. This finding is in agreement with Sutarjo (2011) who suggested that providing employees with the knowledge, skills, and abilities (KSAs) needed to excel on the job through training programs such as instructional systems design modules (ISD) may increase fit. This finding is consistent with Sutarjo (2011) who suggested that organizations seeking to recruit individuals should provide detailed and specific information about training opportunities, level of responsibility, their values, policies, and culture so that individuals can assess their person-job fit.

Additionally, the findings also revealed that majority of respondents agreed that there is need to ensure that outgoing (and internal communications) conveys the company's core values, while ensuring that everything that talks about or stands for the company as shown from a mean of 4.42. This finding means that proper communication would enhance person-job fit in De-Zyn Forum Uganda. The finding confirms that when De-Zyn Forum Uganda provides detailed and specific information about training opportunities, level of responsibility, their

values, policies, and culture, potential individuals and employees can assess their person-job fit. This finding supports Sutarjo (2011) assertion that from the beginning of the recruitment process through long-term employment, managers should pay attention to how clearly, they are communicating work unit and organizational values.

Additionally, the findings also revealed that the respondents almost agreed that job crafting enhances perceived control, self-image and congruence between employee's abilities and the work environment as shown from a mean of 3.55. This finding means that when employees are encouraged to perform job crafting on the basis of individual and job factor, this would boost their perceived control, self-image and these alterations ultimately bring change in meaning and identity of work to employees. This finding is in agreement with Wong and Tetrick (2017) who suggested that employees can craft their jobs to achieve better fit. This finding also supports Iqbal (2016) assertion that job crafting enhances perceived control, self-image and job crafting has positive strong impact over the in-role performance of employees.

Further still, the findings also revealed that respondents almost agreed that socialization of new members emphasizes the fit between the new employee and the culture as shown from a mean of 3.32. This finding means that majority of employees in De-Zyn Forum Uganda socialization of new members emphasizes the fit between the new employee and the culture. The finding confirms that majority of employees in De-Zyn Forum Uganda suggested that socialization attempts to make this fit more comfortable for the employee and the organization. This finding is in line with Stepanek and Paul (2022) assertion that formal socialization, which is characterized by separating a newcomer from current employees during a socialization period, is moderately associated with perceptions of fit. This finding is also in line with Tepeci and Bartlett (2002) view that socializing employees enhance person-

job fit and potentially improves effectiveness because employees feel they belong to the organization.

In addition, the findings also revealed that majority of respondents were neutral that there is need for organizational leaders to not only manage employees' experiences but also their fit with the organization as shown from a mean of 3.12. This finding is in agreement with Van Vianen, De Pater and Van Dijk (2007) who argued that organizational leaders are not only able to manage employees' experiences but also their fit with the organization. The findings further revealed that respondents agreed with a mean score of 3.51 that there is a need for employee's knowledge skills and abilities to match the work environment demands. This finding is in line with the view that people whose personalities are compatible with their work may demonstrate greater productivity in their work (Therasa & Vijayabanu, 2016). This finding is also in line with findings of Therasa and Vijayabanu (2016) who suggested that employees who have a better fit with the job environment may work more comfortably in their organizations than those who have a poorer fit with their job environment.

Nonetheless, the findings revealed that respondents almost agreed with a mean score of 3.30 that there is need for individuals to proactively develop and update their knowledge, skills, and abilities so as to seize opportunities and meet shifting demands. This finding supports Parker and Liao (2016) assertion that individuals who proactively manage their career take initiative in developing their skills and knowledge, which should keep them more employable and make them more capable of acting on altering job demands than people who are less inclined to behave proactively.

This finding is also in with Sylva *et al.* (2019) assertion that individuals who act more proactively vis-à-vis their career (as compared to those who do not) are expected to perceive greater fit. The findings also revealed that respondents nearly agreed that there is need for individuals to individuals to forge a better match between themselves and the work

environment which should ultimately result in career success. This finding is in line with reasoning in proactivity research which argues that proactive individuals forge a better match between themselves and the work environment which should ultimately result in career success (Parker & Collins, 2010) and person-job fit. This finding is also in line with research by Sylva *et al.* (2019) who suggested that specific individual behaviors can establish or even improve the perceived correspondence between individuals' knowledge, skills and abilities with their job demands.

5.2 Conclusion

The main purpose of this study was to examine the level of person-job fit, understand the challenges of maintaining desired person-job fit and identify strategies that may be employed to improve person-job fit at De-Zyn Forum Uganda Limited as the case study.

Regarding the level of person-job fit in De-Zyn Forum Uganda Limited, it can be concluded that the level of person-job fit in De-Zyn Forum Uganda Limited is relatively poor. Although the grand mean was 2.68 which implied respondents' disagreement, however the findings suggested that some respondents disagreed while majority of respondents were not sure about the level of person-job fit. This shows that employees in De-Zyn Forum Uganda Limited are of the view that the level of person-job fit is poor and does not match their demands-abilities fit and needs-supplies fit. The results of the person-job fit indicate that De-Zyn Forum Uganda Limited employees are in the low category, which means that De-Zyn Forum Uganda Limited employees do not feel fit with the jobs they do in this organization. Most of the measurement items regarding the level of person-job fit such as demands-abilities fit and needs-supplies fit, the mean scores or values were generally low. Actually, most of the mean scores were within the range of 2.38 and highest being 2.87 with no agreement to the measurement items. This can lead to a conclusion that the level of person-job fit in De-Zyn Forum Uganda Limited is poor and relatively low and therefore, employees believe that their

skills, knowledge, and competencies are not in agreement or don't match with the job requirements as well as there is no fit between employees' needs and preferences with the job supplies.

Regarding the challenges of maintaining desired person-job fit in De-Zyn Forum Uganda Limited, the study found out that a number of challenges hindering person-job fit De-Zyn Forum Uganda Limited. The study concluded that the major challenges to maintaining desired person-job fit De-Zyn Forum Uganda Limited range from role ambiguity, failure to match the person to a defined role, ever changing work environment, failure to clearly define the needs of specific roles, lack of self-initiated behavior, lack of career initiative and lack of concern on employee needs and wellbeing in De-Zyn Forum Uganda Limited. These challenges have in one way or another either individually or collectively affected the level of person-job fit negatively. If these challenges are not urgently addressed, person-job fit in De-Zyn Forum Uganda Limited is likely to remain poor.

Regarding the strategies that may be employed to improve person-job fit at De-Zyn Forum Uganda Limited, majority of respondents agreed to the measurement items that were contained in the questionnaire. These measures included ensuring matching the person to a defined role, writing compelling job postings, setting the company's pre-election process right, comprehensive training, implementing a person-job fit neural network, giving employees autonomy to carry out job crafting, clearly defining needs of specific roles, socialization, designing flexible reward and benefits, carrying out career planning and developing personal career initiative. These measures if acted upon will go a long way to boost and improve person-job fit in De-Zyn Forum Uganda Limited as already discussed above.

Overall, going by the result obtained and findings of the study, the study concludes that how aligned and fitted the employee's needs and aspirations are to what they obtain from the organization greatly influence their person-job fit.

5.3 Recommendations

- i. The management of De-Zyn Forum Uganda Limited should routinely assess and monitor both employees' demand-abilities fit and person-job fit through the use of an evaluation tool. In particular, De-Zyn Forum Uganda Limited should pay more attention to those with an extremely high demand-abilities fit. Therefore, in addition to using various tools to select employees with a high demand-abilities fit, the congruence between job applicant values and those of the organization should also be evaluated. To increase workers' person-job fit, the management of De-Zyn Forum Uganda Limited should ensure that the details of the corporate culture are as explicit as possible through internal publications, executive presentations, socialization programs, or formal training courses to assist workers to better fit organizational values (Cable & Parsons, 2001; Erdogan & Bauer, 2005). The organization should develop recruitment and selection practices that account for person-job fit in making hiring decisions. Creating such a suitable environment for the employees would incite positive attitudes.
- ii. The organization should find the best people for specific jobs or introduce job crafting to improve job specifications for existing employees so that they can be satisfied. Moreover, organizations should work in creating a proper culture to improve person-job fit.
- iii. The organization should also provide clearer job roles and responsibilities together with explicit job expectations from time to time to ensure satisfactory person-job fit.

At the early stage, this can be done during the interview as well as through engagement sessions during the employment period.

- iv. To ensure person-job fit, the organization could employ psychometric test to determine whether the applicant has the right personality for the job. Another option is by having realistic job preview during the interview session.
- v. The studied organization should not just focus on what the employees have to offer while recruiting, that they should also be concerned with the interest of the employees so as to engender alignment between both parties.
- vi. The management of De-Zyn Forum Uganda Limited should from time to time evaluate the performance of the organization in terms of how they have met the needs of the employee to promote person-job fit.
- vii. When managers find employees, whose skills fail to meet the job requirements, organizations can offer the necessary training to increase their perceived demands-ability fit (Noe, 2005). Therefore, Human Resource manager in De-Zyn Forum Uganda Limited should conduct job analysis and adjust job requirements regularly to allow knowledge workers to better utilize their Knowledge, Skills and Abilities (Chang, Chi, & Miao, 2007).
- viii. An organization can enhance the fit of an employee with the job through training, remuneration (Presbitero, Roxas & Chadee, 2015), better hiring practices (Ellis, Skidmore & Combs, 2017) and provision of high involvement practices (Kakar, Saufi, & Mansor, 2019; Kooij & Boon, 2018; Kilroy, Flood, Bosak & Chênevert, 2016). Kakar *et al.* (2022) assert that employees will feel fit with the job resources, job demands, and organizational values and goals if they are provided with training and development opportunities, competitive pay, and their performance is appraised fairly. Therefore, top management in De-Zyn Forum Uganda Limited should provide

training and development opportunities, better hiring practices and provision of high involvement practices.

- ix. In addition, organizations need to identify employees whose skills and abilities fail to meet their job requirements and provide them with adequate training in order to improve/update their skills (Chang, Chi & Chuang, 2010), or assign senior employees whose values and traits are similar to those of the newcomers as mentors to facilitate improvements (Neuwirth & Wahl, 2017). Besides, managers should assess employees' perceived needs-supplies fit and clarify the facets/sources of their misfit. For example, if most employees believe the extrinsic rewards supplied by the job (e.g., money, benefits) are inconsistent with their needs, managers can clarify and assess employees' needs and desires by conducting employee opinion surveys in order to provide more effective and flexible compensation/benefit system (Pawson, 2004).

5.4 Limitations of the Study

The following were the limitations of the study

- i. The main limitation of the study was the sample size. Due to the limited number of employees that the company employs, it was not possible to increase the sample size.
- ii. The study was conducted with a structured questionnaire that is inherently based on respondents' judgments, and therefore they are not free from biases and distortions. Respondents may perceptibly present themselves better than they are, though the instruments have no correct or incorrect answers. No views and opinions were ascertained from respondents. Therefore, the study cannot give a backing as to why employees ranked the variables accordingly. Further, close ended questions limit a respondent's freedom to fully express his or her opinion.

- iii. Another limitation is that all respondents in this study were from one organization (De-Zyn Forum Uganda Limited) which is even small, this may influence the researcher's finding's generalizability to other areas, organizations and cultural contexts. Therefore, the conclusions of the researcher's findings need more replication researches to ensure its theoretical implications. Future research could avoid this limitation by collecting data from multiple organizations and industries which could allow for investigation of validity across different work contexts
- iv. Finally, data collection was conducted only in one stage, therefore, the cross-sectional nature of this study suffers a disadvantage compared to longitudinal studies. This may bring significant findings and results, capturing perception of change on the temporal dynamics that the level of person-job fit.

5.5 Areas for Further Studies and Research

- i. Future research in a similar organizational context or other organizations could examine whether demographic characteristics of the participants have an impact of employee level of person- job fit and other related work outcomes. Besides, Further research could be conducted to compare and gain a general outcome of study in other small and large organizations operating in other busy sectors and other and countries. Future researchers could compare the findings of this study with samples from other occupations and industries to test their generalizability.
- ii. In addition, there are a number of determinants/antecedents of person-job fit as well as consequences of person-job fit and benefits of person-job fit that were not analyzed in this study. Future research is expected to develop a model by analyzing and exploring the factors that contribute to the formation of person-job fit, consequences and benefits of person-job fit both at individual and organizational level.

- iii. This study was purely quantitative, and there is a need to do a qualitative study to find out more about personal-job fit in De-Zyn Forum Uganda Limited. Therefore, future researchers should employ a mixed research design to gain an in-depth understanding of the subject matter more so strategies that may be employed to improve person-job fit in this organization.
- iv. Future studies should increase the sample size, the diversity, and the use of other methods of sampling and data analysis. In addition, qualitative data could be collected to provide further explanations for the findings. Finally, though the study did not examine the Person-Group fit dimension, future studies should endeavor to investigate the compatibility between individuals and their work groups (Person-Group fit dimension) (Kristof, 1996), because a super ordinate perception of person-group fit may underlie the more specific types of fit (Seong, Kristof-Brown, Park, Hong, & Shin, 2012). The work group can range from a small group of immediate co-workers to any identifiable subunit of an organization, such as functional department or geographic division (Kristof, 1996).

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APPENDICES

Appendix One:

Sample Size Determination Table

Table 3.1									
<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384
<i>Note: N is Population Size; S is Sample Size</i>					<i>Source: Krejcie & Morgan, 1970</i>				

Appendix Two: RESEARCH QUESTIONNAIRE

(i) Introduction

Dear respondent,

I am a student of **Makerere University Business School**, pursuing a Master's degree study for the award of **Master of Human Resource Management**. I am currently carrying out a research study on **“Examining Person-Job Fit at De-Zyn Forum Uganda Limited”**. You have been identified as a key and valuable respondent in carrying out this research. It is purely academic research being undertaken. Your response will be treated with utmost confidentiality and will be purely used for the purpose of this study. Kindly spare part of your valuable time and answer the following questions.

I appreciate your cooperation.

Tick where applicable

Section 1: Respondents details

Gender: Male

1

Female

2

Age

18-30	31-40	41-50	51-60	61 and above
1	2	3	4	5

Highest level of formal education

Ordinary Diploma and below	Bachelor's degree	Postgraduate diploma	Master's degree	PhD	Others
1	2	3	4	5	6

Years of service in De-Zyn Forum Uganda Limited

1-4 years	5-10 years	11-15 years	16 and above
1	2	3	4

Marital Status

1	2	3	4
Single	Married	Divorced	Widowed

Terms of employment

Full Time Employment	Part Time Employment	Contract Staff
1	2	3

For how many years have you held your position

1-2 years	3-5 years	5 years above
1	2	3

Department of respondent

Operations department	Finance Department	Sales and marketing department	Human resource department	Site construction or Builder
1	2	3	4	5

SECTION B

In this section you are requested to rate the level of person job fit at De-Zyn Forum Uganda limited. Please indicate the degree of your agreement or disagreement with each statement by writing the appropriate number to the left of the statement. Tick against a scale that best represents your feelings. 5- Strongly agree, 4- Agree, 3- Not sure, 2 Disagree and 1- strongly disagree

Level of Person-Job Fit

	Demand-Abilities Fit Items	SD	D	NS	A	SA
DAF1	My abilities and training are a good fit with the requirements of my job	1	2	3	4	5
DAF2	My abilities fit the demands of this job	1	2	3	4	5
DAF3	I have the right training and work experience to perform my job	1	2	3	4	5
DAF4	I am able to use my talent, skills and competence in my current job	1	2	3	4	5
DAF5	My personality is a good match for this job	1	2	3	4	5
DAF6	My learning abilities and background provide a good match with the demands of my job	1	2	3	4	5
DAF7	I have the right skills and abilities for doing this job	1	2	3	4	5
DAF8	I have the right training and work experience to perform my job	1	2	3	4	5
	Needs-Supplies Fit Items					
NSF1	There is a good fit between what my job offers and what am looking for in a job	1	2	3	4	5
NSF2	The attributes I look for in a job are represented well in this job	1	2	3	4	5
NSF3	The job I hold currently gives me just about everything I need in a job	1	2	3	4	5
NSF4	There is a lot of creativity involved in my job which meets my expectations	1	2	3	4	5
NSF5	My job allows me to use all my acquired skills as I carry out my duties	1	2	3	4	5
NSF6	The attributes that I look for in a job are fulfilled very well by my present job	1	2	3	4	5
NSF7	I have enough resources to perform my job well	1	2	3	4	5
NSF8	My job provides me with a lot of comfort	1	2	3	4	5
NSF9	My personal needs and supplies of my current job are congruent	1	2	3	4	5

Challenges of maintaining desired Person-Job Fit

	Role Ambiguity	SD	D	NS	A	SA
RA1	I have to do things in my job and at work which are against my personal interest, judgement and knowledge	1	2	3	4	5
RA2	I am confronted with work demands that I find difficult to accept	1	2	3	4	5
RA3	I receive an assignment without adequate resources and materials to execute it	1	2	3	4	5
	Failure to match the person to the defined role	SD	D	NS	A	SA
FMR1	There are no clear job descriptions and job specifications to match the person to particular roles	1	2	3	4	5
FMR2	Employees are not placed in the right jobs at the right time this in organization	1	2	3	4	5
FMR3	Employees in this organization are not given practical behavioral assessment and cognitive assessment to evaluate a person's fit for the role.	1	2	3	4	5
	Ever changing working environment	SD	D	NS	A	SA
CWE1	Constant changes in my job roles affect my person-job fit	1	2	3	4	5
CWE2	There are no avenues or ways of developing myself to keep meeting job demands and to capitalize on opportunities.	1	2	3	4	5
CWE3	Health and safety is not highly emphasized during work hours					
	Lack of Long-term Thinking	SD	D	NS	A	SA
LT1	Short-term thinking is present in my organization at all levels, from top to bottom	1	2	3	4	5
LT2	There is no alignment between organization's long-term plans, goals, vision values and employee needs, goals and values	1	2	3	4	5
LT3	There is no clear policy linking employee needs and organizational goals and needs	1	2	3	4	5
	Failure to clearly define the needs of specific roles.	SD	D	NS	A	SA
FNR1	My organization does not set specific job targets for specific roles	1	2	3	4	5
FNR2	In my organization, there is no proper alignment and identification of what qualities and behaviors will help someone thrive in a particular position	1	2	3	4	5
FNR3	The organization does not put much emphasis on genuine employee concerns and complaints of staff	1	2	3	4	5
	Lack of self-initiated behaviors	SD	D	NS	A	SA
SIB1	There is no self-initiated behavior among employees in this organization to change one's-self or the situation to achieve greater compatibility between one's own attributes and the organizational environment	1	2	3	4	5
SIB2	We do not act proactively regarding our careers	1	2	3	4	5
	Lack of career initiative	SD	D	NS	A	SA
CI1	There is no individual's active attempt to promote their careers in this organization	1	2	3	4	5
	Lack of concern on employee needs and wellbeing	SD	D	NS	A	SA
ENW1	Recognition and rewards of the best performing staff is not emphasized at the company	1	2	3	4	5
ENW2	Employees are not placed in the right jobs at the right thus leading to absenteeism and poor performance	1	2	3	4	5
ENW3	Job evaluation where employees are supposed to be given money equivalent to their contribution is poorly managed	1	2	3	4	5
ENW4	Training and refresher course are not adequate	1	2	3	4	5
ENW5	Performance appraisals is weak and poorly done	1	2	3	4	5
ENW6	Selection of staff is subjective for example to relatives and friends who are employed at the expense of the competent candidates	1	2	3	4	5

Strategies to Improve Person-Job Fit

	Matching the person to the defined role	SD	D	NS	A	SA
MPR1	There is need for employees to be matched with jobs that are in sync with their natural talents and passions so as to increase productivity	1	2	3	4	5
MPR2	The organization needs to ensure that the employees are given the right jobs that they are able to perform during the placement process	1	2	3	4	5
MPR3	The company need to examine the employee's qualification and requirements needed for each job	1	2	3	4	5
MPR4	Matching the person to a defined role can help me find a great fit for my job.	1	2	3	4	5
	Writing compelling job postings	SD	D	NS	A	SA
CJP1	Creating compelling and appealing job postings and adverts can improve my person-job fit in this organization.	1	2	3	4	5
CJP2	There in need to capture and instill the organization's values into its job postings by using principles of value-based recruitment to write its advertisements	1	2	3	4	5
	Setting the company's pre-selection process right	SD	D	NS	A	SA
SPR1	De-Zyn Forum Uganda Limited should consider including a culture fit assessment and situational judgement test during pre-selection process to avoid carrying the wrong candidates forward	1	2	3	4	5
	Comprehensive training	SD	D	NS	A	SA
CT1	There is need choosing the best training programs to fit the strategic goals of the organization that will differentially influence employee perceptions of person-job fit	1	2	3	4	5
CT2	The organization needs to encourage continuous career development and training to improve person job fit	1	2	3	4	5
CT3	Training is used not only to prepare new employees to meet the challenges of the jobs they will face, but also to upgrade and refine the skills of existing employees to improve person-job fit	1	2	3	4	5
CT4	Learning and development plans are continually reviewed to cope with training trends to enhance staff's abilities and knowledge match current job demands.	1	2	3	4	5
	Deliver communication/message during hire and selection of employee	SD	D	NS	A	SA
CHS1	There is need for the organization to provide detailed and specific information about training opportunities, level of responsibility, their values, policies, and culture so that individuals can assess their person-job fit	1	2	3	4	5
CHS2	There is need to ensure that outgoing (and internal communications) conveys the company's core values, while ensuring that everything that talks about or stands for the company	1	2	3	4	5
CHS3	There is a clear channel of how information is disseminated from the top to the lowest person in the organization	1	2	3	4	5
	Implementing a person-job fit neural network	SD	D	NS	A	SA
PJNN1	There is a need to match the right talent for the right job by implementing a person-job fit neural network	1	2	3	4	5
PJNN2	With the help of Person-Job Fit Neural Network, we can not only estimate whether a candidate fits a job, but also identify which specific requirement items in the job posting are satisfied by the candidate	1	2	3	4	5
	Giving employees autonomy to carry out job crafting	SD	D	NS	A	SA
AJC1	Employees should be encouraged to perform job crafting on the basis of individual and job factor.	1	2	3	4	5
AJC2	Whenever any type of change is made by employees into their job, these alterations ultimately bring fit and identity to work to employees	1	2	3	4	5
AJC3	Job crafting enhances perceived control, self-image and congruence between employee's abilities and the work environment	1	2	3	4	5
	Clearly defining the needs of specific roles	SD	D	NS	A	SA
NSR1	The organization needs to understand the demands of the job and match them to the	1	2	3	4	5

	qualifications and personalities of the employee					
NSR2	The company needs to examine the employee's qualification and requirements needed for each job	1	2	3	4	5
NSR3	There is need for the organization to identify what qualities and behaviors will help someone thrive in the position	1	2	3	4	5
	Socialization	SD	D	NS	A	SA
SZ1	Socialization of new members emphasizes the fit between the new employee and the culture	1	2	3	4	5
SZ2	There is need for socialization attempts to make person-job fit more comfortable for the employee and the organization	1	2	3	4	5
SZ3	There is need to internalize the values, norms and way of operating in this organization so that it becomes part of your mental life.	1	2	3	4	5
	The role of the leader	SD	D	NS	A	SA
RL1	There is need for organizational leaders to not only manage employees' experiences but also their fit with the organization	1	2	3	4	5
RL2	There is need for leaders in this organization to influence others to voluntarily seek defined objectives (preferably with enthusiasm)	1	2	3	4	5
	Designing flexible rewards and benefits	SD	D	NS	A	SA
FRB1	There is need for congruence between employee's needs and the rewards the rewards they receive in turn of their service at the job	1	2	3	4	5
FRB2	There is need for the organization to do proper job evaluation to ensure that the job load matches the payment scale	1	2	3	4	5
FRB3	There is need for a clear reward and recognition policy in place	1	2	3	4	5
	Carrying out career planning	SD	D	NS	A	SA
CP1	There is need for plan to match individual and organizational career goals	1	2	3	4	5
CP2	There is a need to discover the goals for a person's career and undertaking manpower programs to support that career	1	2	3	4	5
CP3	There is need for periodic performance appraisals for employees and key performance indicators					
	Good working environment	SD	D	NS	A	SA
GWE1	There is a need for employee's knowledge skills and abilities to match the work environment demands	1	2	3	4	5
GWE2	There is need to ensure job satisfaction through fulfillment of expectations at work, efforts are acknowledged and acknowledged self-efficacy	1	2	3	4	5
	Personal career initiative	SD	D	NS	A	SA
PCI1	There is need for individuals to proactively develop and update their knowledge, skills, and abilities so as to seize opportunities and meet shifting demands	1	2	3	4	5
PC2	There is need for individuals to individuals to forge a better match between themselves and the work environment which should ultimately result in career success	1	2	3	4	5