

Impact of Person-Organization Fit on Employee Creativity: A Research on 200 Employees Working in Private Banks in Sargodha Punjab, Pakistan

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Abstract

The present study focuses to its core purpose to investigate the relationship and effect of Person-Organization fit on employee creativity. The model which is being used model-I describe and hold two variables Person-Organization fit (P-O fit) as an independent variable and investigate its relationship with employee creativity and the upshot of P-O fit on employee creativity at working environment. This report clearly defined the P-O fit and employee creativity. After making analysis, this work is confirmed the positive relationship between P-O fit and employee creativity. Result shows the fact that this relationship is being significant. After investigating the fact whether the employee creativity is depend upon on P-O fit, this work confirmed that employee creativity is depend upon on P-O fit. The working places where high level of P-O fit is existed they have high ratio of employee creativity. Statistics shows that this is significant and employee creativity is highly depend upon on P-O fit. The scope of this paper is to investigate the relation and the consequences of P-O fit on employee creativity in local setting organizations of Pakistan. It is to be expected that this research work provide assistance to organizations for understanding of P-O fit, its significance and relative value for employee creativity.

Keywords: Person-organization fit; Co-relation; Regression; Employee creativity

Introduction

The present study investigated and explored a variety of factors which contributed for P-O fit in the organization and its relative importance for employee creativity. The key predictor of employee creativity is degree of fit between P-O as it exerts positive or negative impacts on employee creativity. Previous studies confirm the relationship and impacts of the P-O fit and the development of innovative behavior of employees [1]. P-O fit and its role for developing employee creativity and organizational capital [2], the creation of new ideas and implementation for designing competitive products for end customers, support and assistance to enhancement of knowledge and learning of both employees and organizations [3], and organizational knowledge. In the context of researching the P-O fit and its influence on employee creativity, different studies cited possibilities different analysis on the topic of P-O fit [4]. This is because the studies show that P-O fit is relatively important for employee creativity. Moreover, P-O fit itself has importance for the various factors related to individuals employee creativity, their way of doing work, employees respond on change, their resistance level for new organizational values [5], feeling of satisfaction in the work [6], commitment with existing organization and degree of leaving the job [7]. The study shows that there is difference between the demand and supply of labor demands and its affect the leverage of P-O fit. There is seen that misalignment of supply of employees and jobs demands by the organizations. P-O fit is achieved only by developing the congruence in the goals of individual employees and organizations. These goals are lead towards matching the needs of employee and organizations. Different studies indicates that when there is goal congruence than it is positively impacted the employee creativity [8]. Person-organization (P-O) fit is bridge between person and the organization, focusing that how many individuals and organizational goals are in the same direction [8]. Studies show the important positive affect of P-O fit on employee creativity [9]. While researching on the topic of person-organization (PO) fit, most of researches has been focusing the positive influences of P-O fit on employee creativity while some others describing the negatives impacts [10]. It is important that P-O fit and its role for employee creativity getting importance in across

the world [11]. Creativity is getting important value and major weapon for competition for the organizations in highly intense competition [12]. In a rapidly changing work environment, organizations are realizing that they need their employee's active involvement in the work [13]. In today where the level of completion is very high, for every organization creativity is become important [11].

Finally, P-O fit analysis may come from designing of jobs for individual employees or the competences required performing the job. It is may be the development of same goals of individuals and organizations. The activities which related to designing of jobs or development of goals are highly impacting the level of creativity of employees. If these activities are in one direction than enhances the P-O fit which leads towards employee creativity.

The focus of the study is to investigate the relationship between P-O fit and employee creativity. It also describe the value that how much employee creativity is depends upon on P-O fit. This model (Figure 1) help to explain the relationship and effects of P-O fit on creative activity in the workplace. In this model Person-Organization fit is taking as independent variable and research is being made its relationship with employee creativity. It was assumed that P-O fit has relationship with employee creativity and it influenced by P-O fit [14]. Thus, the links between P-O fit and employee creativity is existed and it has role for employee creativity at working conditions.

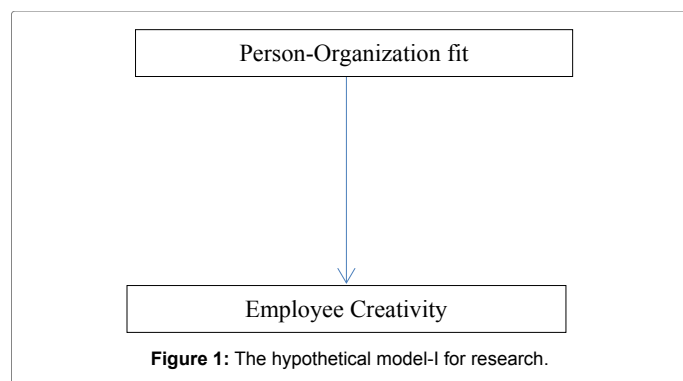
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Problem statement

There are levels within the environment that provide more specific conceptualizations of person-environment fit including person-organization, person-group, and person-job to name a few. P-O fit is channel between employee and the organization, which describing that how much organizations goals and individuals goals are related and needs are being satisfied [4]. PO fit as goal congruence between organization and employees at workplace [7] with opinion and findings of others that it is an alignment of two factors like individual requirements and organization characteristics.

The question is this how firms can invest for employee creativity is getting significant value in management research. Basket of conditions and factors are investigating including P-O fit and its vital role for employee creativity. This research work is probably focusing on seeking the relationship and influence of PO fit on employee creativity.

By this regard, the purpose of current research work is to investigating and filling the certain research gape by answering the following important questions. "In what way does P-O fit is related and affected the employee's creativity?

Research questions

RQ1: How P-O fit is related with the employee's creativity?

RQ2: How P-O fit is influenced the employee's creativity?

Objectives of study

This study is focusing to investigate that how much P-O fit is related and influenced the employee's creativity.

1. To investigate the relationship of P-O fit on employee's creativity.
2. To investigate the influence of P-O fit on employee's creativity.

Operational definitions

Person-organization fit: P-O fit said to be a bridge between employees and organization [4]. It is explain the individual abilities to perform the jobs and the related requirements of performing the jobs by organizations. P-O fit as a goal congruence between organization and employees at workplace [15] as Kristof et al. stated that the appropriate level at which to examine fit is determined by the a priori rationale for expecting fit to be relevant at that particular level. P-O fit is describing the overall requirements of job and the abilities, skills and knowledge of individuals' workers [4].

Gong et al. defines creativity is an art to find the core problem

and developing of different alternatives for solution [12]. Whereas, according to Rinne et al. [16] creativity is considers as an ability to think beyond the box and find out the opportunity from intense environment, so that these concepts refers creativity to think about a new thing in same settings, solve a problem with different suitable way, respond on opportunity to fill the gaps, employee said to be creative when they have a variety of options towards a single problem and when they respond to a new opportunity in an innovate way which cannot using by existing players in the market.

Literature Review

P-O fit purpose an affinity between the individual employees and the organization [4]. It is to be said a joint common relationship of workers and their firms. P-O fit clarify the degree of alignment of goal seething of organizations and the participation of employees. P-O fit can be further explains in way:

1. The degree of synchronization of values and need fulfilment of individual employees and organization.
2. The affinity of desired competences to perform the job and the related job environment provide by the organizations.

P-O fit express a respond of employee towards their jobs, if they have same thinking and their needs are filled by the organization than they have more creative actions towards their jobs. According to different studies creativity is leads towards creativity and job commitment [4]. Person-organization (PO) fit and its vital role for employee creativity has been addressing in different studies. High level of P-O fit has positive sequels on employee creativity [10]. According to the some researchers some employees are creative whether they have P-O or not [17]. They found in their researches that in some cases P-O is the cause of enhancing of creativity in the employees who are already creative. P-O fit said to be degree of alignment between the characteristics of employees and values of their organizations. If they are moving in same direction than organizations have high level of P-O fit which becomes cause of more employee creativity [4]. Organizations which have ability to ideally understand the both individual employee needs and organization requirements related to employee have better degree of employee creativity [18]. It is due to such organizations have more ability to address the employee's needs. That's way they're more creative employees. The major phenomena of P-O fit are to develop same values between employee and organizations. It is movement of developing a job environment which is related to the abilities of employees. Need fulfilment by organizations to their employees by developing same needs [18]. If the workers of organization observe and understand that they have same values and goals with organization than they have more sound perception towards the organization and their creativity will be improved for their work [19]. A numbers of previous studies confirm the relationship of P-O fit with employee creativity. These confirm the positive link of P-O fit with employee creativity. Studies finds the positive out-turns of P-O fit on the creative level of employees and employee creativity is highly depend upon on degree of P-O fit [20].

Creativity is not produce or manufacture by organizations. It cannot be achieved by making only goals and more flow of resources. In some contents, it is said to be the vision of organization to make its employees more competent and creative. Creativity is way of thinking of individuals about different subjects. It is basically the perception of worker towards the problem. It is sometime said to be doing work in different way. It is related to the minds of employees to perform the work alone or their participation in groups. Creativity

is the combination of employees education, past experience, job commitment with organization [20]. How to make employees creative, is not only depend upon on individual education, experience but also depend on the similarity of goals, fulfilment of employee's needs, providing a sound working environment, opportunity to take decisions regarding problems [21]. Today creativity is getting more importance because there is an intense competition in the world. There are many players in the markets providing same nature products and services. In these circumstances, the creative contributions of employees are more valuable and significant. Creative employees are weapon for organizations to compete across the globe. This is the major factor which provides opportunity to expand their business operations across the world. OE also comes from creative workforce. Cost leadership or differentiation way of doing business only possible with creative employees. Google have more P-O fit and they entertain high level of creativity from the employees [12]. Specifically, P-O fit has strong effects on employee creativity. If the employees have no participation in setting of goals, needs are not fulfilled by organizations, dissonance occur between the values of individuals and organization than the level of creativity is impacted in negative way [11]. To attain employee creativity, there is must fit between the person values and the values of organization. Employee's characteristics and job requirement are similar [20,22]. When there is lack of P-O fit, it leads to less employee creativity. The degree of misfit is due to three reasons:

1. Dissonance of values between individual employees and organization
2. Employees characteristics does not math with job requirements.
3. Goals are not coherent between employee and organization.

Studies confirm the fact that if organizations want more employee creativity than they have more P-O fit [23]. After reviving the literature, we can say that Person-Organization fit and creativity of employee is tied with one another. Therefore, the relationship and consequences of P-O fit, on employee creativity is investigated in this study.

Development of hypothesis

P-O Fit relationship with employee creativity: When we are talking about the P-O fit and its vital importance for employee creativity in the organizations, it is become necessary to investigate the relationship of P-O fit with employee creativity. Different studies purpose the linkages of P-O fit with employee creativity. These studies find the fact that when employees have ideal fit with organization it will affect the level of creativity of employees. By talking this fact insight, more P-O fit leads to more employee creativity [24]. Employees are creative when they have similar goals with organization [5]. Creativity is the doing of work with new productive way [1]. P-O fit is the combination of different elements and activities like organizational values, culture, goals and work environment. If these are aligned with individual's goals than it will cause of more creativity at working place [2]. Creativity is not only related with new products and services but also doing creative process and development of integrated system. These creative steps make the organizations more competitive in the market. Creativity is seeking a number of activities to perform in new [25]. P-O fit is important element for creativity at working place. It is also important to apply creative idea into bias of action [26]. P-O fit cannot be attained by perform routine process but it is needed a complete set of alignment of activities which highly aligned between the employee and organization. P-O Fit is highly related with employee creative behavior [27]. Creativity is achieved by developing same career

opportunities for employee and organization which effect on high creativity [27], designing of jobs and working conditions effect level of creativity of employee [1]. Different researchers have different point of views about P-O fit and its relationship with employee creativity. All of them are agree that there is relationship is being existing between P-O fit and employee creativity. Some of them are in the favor of positive relationship but some said that by increasing P-O fit employee creativity is affected in negative way. Both have arguments to supports their findings. By empowering employee, enhancing their participation in decision making, by developing common goals, by improving communication at working place most of them said these factors enhance the P-O fit and it will increase the degree of employee creativity [28]. Rest of other researchers said that in creative environment the P-O fit become modified. Creative work environment have high level of productivity. So P-O fit relationship with employee creativity is not important [29]. If firm is focusing the P-O fit than they develop their system of hiring, performance management system, increase the employee involvement in work so that they move towards attaining P-O fit and employee are satisfied from organization and they are more creative [30]. All studies made on the topic of P-O fit found the relationship with employee creativity but whether this relationship is existing positive or negative or this relation is significant or not have being on way. P-O fit is positive relations with the creativity of employees [31]. P-O fit increase the knowledge, experience and level of creative behavior [32], fair system of evaluation and career path enhance the creativity of workers [33], redesigning and providing training boost up the level of creativity [32].

To find the association of P-O fit with employee creativity and reviewing the above this research work is formulating the following in research hypothesis:

H1: There is relationship between person-organization fit and employee's creativity.

Impact of P-O fit on employee creativity: Moving this research work foreword, this work is going to investigate the sequels of P-O fit on employee creativity. Different studied was examining the positive or negative impacts of P-O fit on employee creativity. Employee creativity is depending upon on degree of P-O fit [34]. To understand the impacts of P-O fit on employee creativity, first realizing the relative importance of P-O fit which comes from matching the individuals abilities with job requirements. Task effectiveness comes from the knowledge and understanding of task significance. This is only possible by P-O fit because organizations are typically responsible to formulating the job description for employees. Organizations make hiring according to their requirements and developing of objectives and goals for their survival. If there is mismatch is being exist and the goals are inappropriate leads to lack of commitment of employees and the level of creativity is impacted. Different studies found the correspondence of P-O fit with employee creativity and purpose that good P-O fit is cause of better employee creativity at working place [4,13] giving importance to employee creativity and their creative behavior at working place [26]. P-O fit is the level of congruence between the individual abilities and firm requirements to doing the job well [20]. P-O fit is the less dissonance between the workers needs and estimation of needs by the organization [35]. P-O fit and employee creativity are mutually related and creative work of employees depends upon on P-O fit of organization. Hon and Chan [20] concept explain the importance of Person-Organization fit and denoted: Less degree of P-O fit goes to stress and lack of creative activities by the employees. Creative actions doing by employee is highly depends on the P-O fit [36]. Findings from

different reports confirm the dependency of employee creativity on P-O fit [37]. Similar values affect the degree of creativity of employees [20]. P-O fit is significantly important for creative bias of action from employees. Employees do the jobs well when they have clear understanding of goals of organization, when they become part of developing objectives for firm. They are also more creative when they find similarities between their goals and the goals of organization. Increase in the capacity P-O fit positively affects the degree of creative work of employees [38].

After undertaking and reviving the previous studies it is indicated that employee creativity is linked with P-O fit. As firms takes steps and increase the alignment between the needs of employees and organization, making goals which are also suited and fruitful for the workers, providing a healthy work environment, developing employees with new techniques by trainings, these factors makes more P-O fit and increase the employee creativity. To investigating the degree of impact of P-O fit on employee creativity this research work formulated the following research hypothesis:

H2: There is positive influence of P-O fit on employee creativity.

Methodology

Sampling

This research work holds 200 employees which are working at Sargodha in different private banks as a research sample. The majority of employees who participated and responded on the questionnaire are from the field of business administration academically. They have BBA/MBA (1.5, 3.5). The respondent employees are both male and female. Feedback is taken through close ended questionnaire. Random sampling technique is using for data collection (Appendix A).

Measuring of P-O fit and employee creativity

This research work is consisted two variables. P-O fit is talking as an

independent variable while employee creativity is dependent. A four-statement questionnaire was used to measure P-O fit which describe the affinity between the employee and the organization. Questionnaire is completed by the respondents using 5-item Likert scale, where 1 was "I completely disagree" and 5 were "I completely agree" by Kristof's conceptualization: The value of reliability for the variable P-O fit is $\alpha=0.89$. Perceived degree of creativity in the organization was measured by using four questions talking from KEYS instrument [39]. The value of coefficient of reliability α calculated 0.84. The factor of confirmatory ($\chi^2=1.191$, $df=2$; $p=0.549$; $RMSEA=0.001$; $CFI=0.999$; $GFI=0.995$; $NFI=0.990$; $TLI=0.999$). The study examined the control variables of: education, sex, and age. SPSS is used for analysis.

Results

In this research sample size is 200 employees who are working at Sargodha in different private banks.

Gender and department

Respond is taken by questionnaire and 71.5% males are responded and rest of females. With respect to specialization 21.5% respond came from HR, 55% from marketing and 23.5% from finance. The results of Tables 1 and 2 are represented in the form of Figure 2 describing respondent ratio which includes both the genders: male and female. Table 3 and Figure 3 described the percentage of respondents having area of specialization in human resources (HR), marketing and finance.

Descriptive statistics

The value of mean for gender is 1.28 and for Department are 2.02 (Tables 4 and 5).

Reliability statistics of variable P-O fit

The value of reliability α for the variable P-O fit is 0.80 (Table 6).

		Male and female both are respondents	Respondents have three area of specialization HR, marketing and finance
N	Valid	200	200
	Missing	0	0

Table 1: Statistics.

	Frequency	Percent	Valid percent	Cumulative percent
Male	143	71.5	71.5	71.5
Valid female	57	28.5	28.5	100.0
Total	200	100.0	100.0	

Table 2: Respondents ratio.

	Frequency	Percent	Valid percent	Cumulative percent
HR	43	21.5	21.5	21.5
Marketing valid	110	55.0	55.0	76.5
Finance	47	23.5	23.5	100.0
Total	200	100.0	100.0	

Table 3: Respondents have area of specialization in HR, marketing and finance.

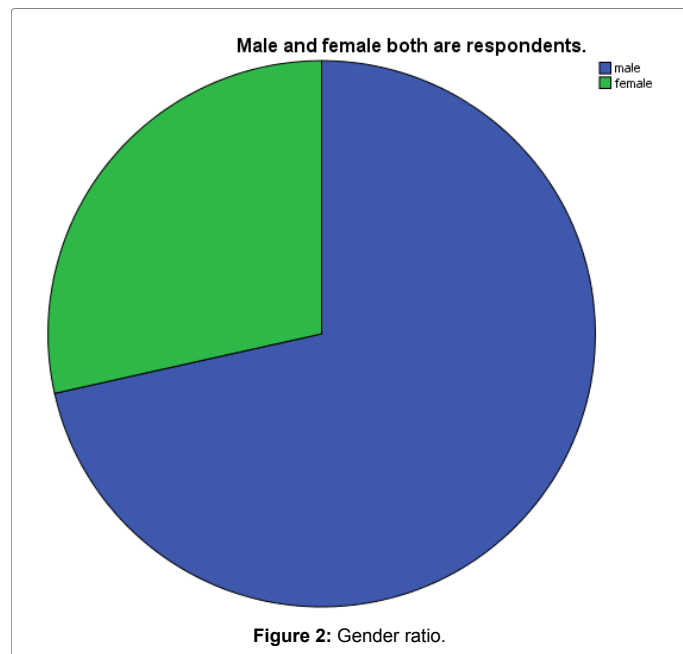
	N	Minimum	Maximum	Mean	Std. deviation
Male and female both are respondents	200	1.00	2.00	1.2850	0.45255
Respondents have three area of specialization HR, marketing and finance	200	1.00	3.00	2.0200	.67220
Valid N (list wise)	200				

Table 4: Descriptive statistics.

	Mean	Minimum	Maximum	Range	Maximum/minimum	Variance	N of items
Item means	1.652	1.285	2.020	0.735	1.572	0.270	2

Table 5: Summary item statistics.

Tables 7-9 represented the item statistics, inter-item correlation matrix and item-total statistics of P-O fit respectively.



Cronbach's alpha	Cronbach's alpha based on standardized items	N of items
0.808	0.808	4

Table 6: Reliability statistics of P-O fit.

Reliability statistics of variable employee creativity

The value of reliability α for the variable Employee creativity is 0.81 (Table 10).

Tables 11-13 represented the item statistics, inter-item correlation matrix and item-total statistics of employee creativity respectively.

Regression analysis of P-O fit and employee creativity

The value of mean for variable P-O fit is 3.31 and Standard deviation σ is 0.98 (Tables 14 and 15). Value of mean for variable Employee creativity is 3.24 and standard deviation is 0.95 (Table 16). The p value is 0.000945 that is less than α 0.01 (p value $< \alpha$) so we can purpose a perfect significant relation between P-O fit and employee creativity (Tables 17 and 18). The value of R is 0.094 and adjusted R is 0.88 and t value is 2.9. The value of beta is β 0.94 that mean Employee creativity is highly depend upon on P-O fit (Table 19). This research is purposing that employee creativity is highly affected by P-O fit and their relation is significant. Regression analysis and coefficient of variation of P-O fit and employee Creativity were measured (Tables 20 and 21)

Discussion of the Results

This research is doing to investigate the relationship and effects of P-O fit on employee Creativity. Results confirm the fact that P-O fit has perfect and significant relationship with employee creativity. Furthermore, employee creativity is depends upon on P-O fit. Increase in the degree of P-O fit has effect more employee creativity at working place. Same fact is cited by the research one by Karwowski [27], who describe that P-O fit has strong impacts on employee creativity at working place. From the other side of picture, P-O fit is stated as mediator to develop relations at working place. As exercising an independent variable, it has strong relationship with employee creativity. Change in P-O of fit cause of increasing or decreasing the degree of employee creativity. The organizations where employees have more understanding of their jobs, their needs are fulfilled by organizations; such organizations have more employee creativity [40]. So, we can say that our result is not surprising and other researches confirm the inter-relation and effects of P-O fit on employee creativity. Employee creativity is decreasing in the organizations where lack of P-O of fit is existed [39]. This paper is proposing significant perfect link between PO fit and employee creativity. Our research findings are similar with the findings draw in the fields of social psychology and organizational behaviors. Research on the topic of P-O fit and its impacts on employee creativity were confirmed in previous studies in organizational behaviors. These studies confirm the fact of positive link of P-O fit with employee creativity. The organizations where tasks have clear understanding and employees characteristics are matching with task requirements than the task performance is increased [30]. By undertaking these facts in sight, it is easy to say that P-O fit has strong influences on employee creativity as showed in the research findings of Choi and Price [26], which focused P-O fit and employee creativity as their research topic and said that P-O fit has sound agreement with employee creativity. By increasing the P-O fit, employees have better task understanding and their actions were more creative. The

	Mean	Std. deviation	N
My organization shares visions and goals clearly with all employees?	3.2200	1.14374	200
Organizational objectives and goal are congruence with employee's objectives and goals?	3.2750	1.16022	200
My organization's management doesn't have unrealistically high expectations towards its employees?	3.3000	1.19883	200
I have the tools and resources to do my job well?	3.3950	1.12486	200

Table 7: Item Statistics mean and standard deviation of P-O.

	My organization shares visions and goals clearly with all employees?	Organizational objectives and goal are congruence with employee's objectives and goals?	My organization's management doesn't have unrealistically high expectations towards its employees?	I have the tools and resources to do my job well?
My organization shares visions and goals clearly with all employees?	1.000	0.560	0.435	0.284
Organizational objectives and goal are congruence with employee's objectives and goals?	0.560	1.000	0.591	0.586
My organization's management doesn't have unrealistically high expectations towards its employees?	0.435	0.591	1.000	0.616
I have the tools and resources to do my job well?	0.284	0.586	0.616	1.000

Table 8: Inter-item co-relation of P-O fit variable.

	Scale mean if item deleted	Scale variance if item deleted	Corrected item-total correlation	Squared multiple correlation	Cronbach's alpha if item deleted
My organization shares visions and goals clearly with all employees?	9.9700	8.884	0.500	0.345	0.816
Organizational objectives and goal are congruence with employee's objectives and goals?	9.9150	7.596	0.729	0.538	0.708
My organization's management doesn't have unrealistically high expectations towards its employees?	9.8900	7.666	0.678	0.482	0.733
I have the tools and resources to do my job well?	9.7950	8.415	.601	0.467	0.771

Table 9: Item-total statistics of P-O fit.

Cronbach's alpha	Cronbach's alpha based on standardized items	N of items
0.818	0.817	4

Table 10: Reliability statistics of employee creativity.

	Mean	Std. deviation	N
My organization encourages proactive behavior and new ideas?	3.2150	1.18142	200
My organization management gets me to look at problems at work from many different angles?	3.1550	1.19083	200
My organization implements techniques for increasing employee's creativity?	3.2550	1.14741	200
My organization provides all the necessary resources to its employees for creative idea implementation?	3.2400	1.13969	200

Table 11: Item statistics mean and standard deviation of employee creativity.

	My organization encourages proactive behavior and new ideas?	My organization management gets me to look at problems at work from many different angles?	My organization implements techniques for increasing employee's creativity?	My organization provides all the necessary resources to its employees for creative idea implementation?
My organization encourages proactive behavior and new ideas?	1.000	.587	.623	.585
My organization management gets me to look at problems at work from many different angles?	.587	1.000	.589	.454
My organization implements techniques for increasing employee's creativity?	.623	.589	1.000	.326
My organization provides all the necessary resources to its employees for creative idea implementation?	.585	.454	.326	1.000

Table 12: Inter-item correlation matrix of employee creativity.

	Scale mean if item deleted	Scale variance if item deleted	Corrected item-total correlation	Squared multiple correlation	Cronbach's alpha if item deleted
My organization encourages proactive behavior and new ideas?	9.6500	7.726	.748	.571	.717
My organization management gets me to look at problems at work from many different angles?	9.7100	8.127	.662	.450	.760
My organization implements techniques for increasing employee's creativity?	9.6100	8.571	.618	.473	.780
My organization provides all the necessary resources to its employees for creative idea implementation?	9.6250	9.080	.533	.371	.818

Table 13: Item-total statistics of employee creativity.

firms where goals are matched than the willingness of doing the work of employees is increased and the level of creativity is increased [41]. Similar with above studies, similarity in goals and values enhanced the level of creativity of employees [8]. P-O fit enable the employees to understand their jobs better, provide same values at working conditions, employees are feelings that their needs are accurately addressed by the organization, than the level of doing creative work is increased [42].

	Mean	Std. deviation	N
P-O fit	3.3138	.98704	200
Average EC	3.2438	.95253	200

Table 14: Descriptive statistics.

		P-O fit	Average EC
P-O fit	Pearson Correlation	1	.942**
	Sig. (2-tailed)		.000
	N	200	200
Average EC	Pearson Correlation	.942**	1
	Sig. (2-tailed)	.000	
	N	200	200

**Correlation is significant at the 0.01 level (2-tailed).

Table 15: Correlations between P-O Fit and employee creativity.

	Mean	Std. deviation	N
P-O fit	3.2438	.95253	200
Average EC	3.3138	.98704	200

Table 16: Descriptive statistics.

		Average EC	P-O fit
Pearson Correlation	Average EC	1.000	.942
	P-O fit	.942	1.000
Sig. (1-tailed)	Average EC	.	.000
	P-O fit	.000	
N	Average EC	200	200
	P-O fit	200	200

Table 17: Correlations between P-O Fit and employee creativity.

Mode 1	Variables entered	Variables Removed	Method
1	P-O fit ^b		Enter

^aDependent variable: Average EC; ^bAll requested variables entered.

Table 18: Variables entered/removed^a.

Model	R	R square	Adjusted R square	Std. error of the estimate
1	.942 ^a	.888	.888	.31927

^aPredictors: (Constant), P-O fit.

Table 19: Model summary.

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	160.372	1	160.372	1573.351	.000 ^b
	Residual	20.182	198	.102		
	Total	180.555	199			

^aDependent variable: Average EC; ^bPredictors: (Constant), P-O fit.

Table 20: Regression analysis: ANOVA^a.

Model		Un standardized coefficients		Standardized coefficients	T	Sig.	95.0% confidence interval for B	
		B	Std. error	Beta			Lower bound	Upper bound
1	(Constant)	.230	.079		2.900	.004	.074	.386
	P-O fit	.910	.023	.942	39.665	.000	.864	.955

^aDependent variable: Average EC.

Table 21: Coefficient of variation: Coefficients^a.

After making research on the topic of P-O fit and its impacts on employee creativity, I would like to say that P-O is strongly tied with employee creativity. By focusing on the P-O fit, organizations are able to attain the employee creativity at working place. P-O fit is absolutely important for employee creativity. Employees are more creative when the goals are similar, needs are address by organization, so that they feel easy and employees stress level decreased. Because the creativity comes from minds, when the employees are feelings easy and satisfied with organization than the level of creativity is enhanced. P-O fit have positive links with the employee creativity [20]. Increased in P-O fit will decrease the level of resistance of employees towards change so that employees' acceptance level for new ideas increased [4,43]. These facts and findings confirm the positive links of P-O fit with employee creativity and dependence of employee creativity on P-O fit.

Conclusion

This study, using a combination of P-O fit and employee creativity as the theoretical lens, and examined the relation and impact of former on latter. By using Kristof's conceptualization model with four-statement questionnaire the P-O fit is measured. The degree of creativity in the organizations is measured by four questions taken from keys instrument. The results suggest that there is significant positive link existing between P-O fit and employee creativity. Furthermore, the analysis shows that high level of P-O fit is cause of high employee creativity in working place. In case of Misfit, the level of employee creativity is affected in negative way. It is hoped that this study add value in existing knowledge and provide assistance to scholars for future research on the issues associated to the P-O fit and employee creativity.

Limitations and Future Research Directions

This paper is sharing new knowledge and contributing on the topic of P-O fit and its association with the creativity of workers. Different researchers and studies suggested their feedback on this topic. From some ancient studies theorized that the working places where P-O fit is high, employees of such organizations are less creative. According to those P-O fit is a barrier for the creativity of employees. But modern and latest researches have different opinion about this topic. They are in the favor of P-O fit and find it as an important element for the creativity of workers. They shared the argument that if the workers have same goals with their firm, needs are coherent, and there is no occurrence of dissonance in values so that employees have the feelings of satisfaction and their stress level will minimized. Because the creativity is directly associated with the minds of employee so that they think broadly and the creativity in the organization increased. Some old researchers found that P-O fit has no vital importance for the organizations which are using old practices and techniques. They further found that such working conditions need to replace with new techniques and process so P-O fit is not important in those scenarios. On the other hand, many of other modern researches confirming the positive link of P-O fit with creativity of the workforce. Organizations are facing intense competition by servicing in a global village. P-O fit is significantly important to achieve strategic fit and sustainability in

the market. So these organizations are making the changes on daily basis so that a perfect fit is needed between the workers abilities and job requirements. Change in the level of P-O fit directly linked with the employees' creativity. The sample which is talking for analysis is not so large so that confidence on results is an issue. Techniques of data collection and way of examination is also including into the limitations of this work. Cultural and demographics limitations are also talking in sight for citing this work at broad level. A study reference from current setting necessarily required to validate the conclusion before citing at broad level. In this work only P-O fit is addressing for employee creativity, there are many others variables which effect the creativity of employees are not addressed so this is also a limitation of this work, significance inter-relation and dependency of employee creativity on P-O fit is founded. The researches will make on the topic of P-O fit and its association with the creativity of employees also have burden to address the other factors which impacted the creativity level of employees. Perfect linkages between P-O fit with workers creativity founded in analysis. Finally, large number of studies including this work confirmed the positive inter-relations between P-O fit and employees' creativity and dependency of creativity of employees on Person-Organization fit is recommended.

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