

Study of Relationship of Person Organization Fit, Burnout and Employee Job Performance among the Employees of Service Sector

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Abstract

The most important source of the organization's growth is the Human Resource Management. The best utilization of human resources and to assign the role in organization, it is necessary to bring into line those employees who possess more knowledge, skills and abilities. The main object of current study was to measure relationship between Person Organization Fit (POF), Burnout, (as a whole and three dimensions of burnout) and Employee Job Performance (EJP) among employees in services sector of Sindh, or how misfit can leads burnout which causes negative impact on performance of employees. Current study designates that there is relationship between person organization fit, burnout and employee job performance, the burnout and its three dimensions (Emotional Exhaustion, Cynicism and Reduced personal accomplishment). Person organization fit is an important antecedent to burnout and its three dimensions while the employee job performance as consequence to burnout and its three dimensions. There is strong positive relationship between person organization fit and employee job performance.

Keywords: *Person Organization Fit (POF), Burnout and Employee Job Performance (EJP).*

1. Introduction

Human Resource Management has played a major role in effectiveness of the organization by determining individuals' development, effective working conditions between the employee and organization, and organization and employee. It is an essential part of management is associated with human capital of an organization. Its main object is to evaluate the policies, procedures and applications, training and development programs relating to the effective involvement of human resources towards the recognition of organizational effectiveness. It is process of recruiting and selecting the employees in organization and also working on training, compensation and development of human resources.

It is generally accepted that humans are the most vital asset of an organization and are used as a strategic tool of fitness. So the effective use of staff and is necessary to allocate tasks that are best suited on their skills and abilities. The present research shall enlarge the existing literature by presenting, how the person organization fit is relating to the burnout and employee job performance.

Employee job performance is pivotal tool in defining the performance of organization. Prior studies have revealed that personnel who are mismatched have low performance in their job. The individuals with high person job fit examined positive work results, so for job performance, the person organization fit can be reasonable predictor (Edward, 1991). It is not a new concept in management's field and work of organizational behavior; traced back to 1950s (Muthusamy, 2009). After advancement in this field, the theoretical empirical attention received towards person organization fit the favorable working conditions to enhance performance of employees and have a control on the turnover (Chernyshenko, et al., 2009). The person organization fit is arrangements between the values of employees and values and culture of organization.

Earlier literature revealed that the most susceptible group to burnout are the employees, it leads the negative impact on performance of employees. The researcher's choice of this particular topic is the measure the results and causes or antecedents and the consequences of burnout among employees of service sector. The fundamental cause of work stress is the misfit between the values of employees and environment and culture of the organization, if it continued will inevitably lead to burnout; the burnout leads to negative effects on performance of employees and the quality of work will be in trouble. It will also leads to disturb organizational performance.

Moreover literature witnessed that the employees who are suffering from the burnout may the things go beyond their desires and they cannot perform their job properly; may decide to leave the organization,

if it happens in the organization; the organization may lose its success. The several studies have been conducted following one or two variables among the three constructs of this research work “POF, Burnout and EJP”. Earlier studies witnesses that few researcher had try to link the burnout and person organization fit, some of them linked employee job performance and burnout and others investigated the link between the POF and EJP. In addition to those mentioned variables in relevant studies contained other variables as well. The three study variables “POF, Burnout and EJP” have been taken together in this current study.

2. Problem Statement:

The research problem of present study is to observe relationship between the three study constructs (POF, Burnout and EJP) have been taken together in this particular work. The present study investigates the relationship of mentioned study variables among employees of public services sector.

Furthermore, thus severe need to study the relationship between POF, Burnout and EJP, particularly in context of public service sector of Sindh. Because there is no any particular relevant study has been conducted in this particular regions.

3. Study Objectives:

Current study focuses to investigate relationship of POF, Burnout and EJP. Present work comprised of following research objectives:

- To assess the relationship between the Person Organization Fit and Employee Job Performance.
- To assess relationship between Person Organization Fit and Burnout.
- To assess relationship of Person Organization Fit with each three burnout’s dimensions: emotional exhaustion, cynicism and reduced personal accomplishment.
- To assess relationship between burnout and employee job performance.
- To assess relationship between each three burnout’s dimensions: emotional exhaustion, cynicism and reduced personal accomplishment with employee job performance.

4. Significance of Study:

The current study is significant for a number of reasons: First, the present study allowed investigation of the relationship between the POF and some other constructs in the services sector

Second, this study has crucial significance as it fills the gap in available literature of management sciences by taking POF and EJP as study variables.

Third, decision makers and the managers may get more benefit and acquire knowledge of occupational psychology that how to deal the issues among employees of public service sector of Sindh related to POF, Burnout and EJP.

Fourth, current research work will enjoy significance status as policy makers can frame out the prolific plans founded on study results regarding the services sector of Sindh.

2. Literature Review:

2.1. Person Organization Fit (POF):

The employees generally prefer those entities, where their competency and skills are employed in best way and their individual appearance is consistent with organizational environment. (Mehdi Abrazil, et al., 2015). Previous work revealed that person organization fit is for competitive business environment, and is the necessary and important factor for ensuring the dedicated workforce (Kristof, 1996 and Bowen et al. 1991). Robbins & Judge, in 2009 discussed the organizations needs those employees who are eagerly gifted to perform variety the tasks and mingle with teams easily; to face the challenges in a dynamic and changing environment. To match the characteristics of any specific job. It is important that overall culture of organization fit the employee’s personalities. The

focus of the researchers increases on the various kinds of fit or congruence during the last 25 years, but they initially did not differentiate (Zimmerman, Johnson and Kristof_Brown, 2005).

Kristof et al., in 2005 described that “it is compatibility between organization and employees, they share similar important characteristics, where at least one entity offers what other needs is said to be the person organization fit. The significant relationship between the person organization fit and organization is the key factor for increasing the performance of employees and reducing the turnover (Silversthorne, 2004).

It is found from previous literature since last two decades, that other sub dimension of person environment fit like: PJF, POF, PVF, and PGF, Kristof (1996) defined that person organization fit is match between person and environment. However other researchers observed that POF factor is becoming more vital (Behling, 1998, Montgomery, 1996, Kristof, 1996, Borman and Motiwildo, 1993). It is proposed the organization should employ those people who fit with culture and share ideas and values (Bowen, et al., 1991).

2.2. Burnout:

The term burnout can be traced back in 1970s (Maslach, Schaufel, Leiter, 2001). The concept of burnout to public awareness and professional brought by Fruedenberger in 1974. Usually it is considered as founding father of burnout syndrome (Buunk and (Schaufeli, 1996). The Leiter in 1991 described that the people who provides the services to other may experience by burnout, it is reaction to chronic stress. Studies are witnessed that increased in burnout is associated to fulfill necessary demands at higher levels and resources at lower level. Burnout defined as “psychological syndrome of cynicism, emotional exhaustion and reduced personal accomplishment, it may arise during the work in normally individuals (Maslach 1993). Following ate these dimensions of burnout discussed as:

2.2.1. Emotional Exhaustion:

Maslach, Schaufel, and Leiter (2001) discussed that the emotional exhaustion is considered the individual’s fundamental component of energy, the burnout syndrome. The emotional exhaustion is regarded as the emotional resources are used up by the lack of feelings and energy (Cordes and Dougherty 1993).

2.2.2. Cynicism:

Wright and Bonett (1997) stated that the cynicism is regarded as the negative perception of employee from receivers and is endeavor to handle emotional stress of one’s effort. The cynicism regarded as an effort to curtail emotional resources loss, which constantly needed to go out from intense situation in resolving the issues of customers. Maslach and Leiter in 2008, discussed that development of cynicism refers to the adverse, uncaring, or extremely disconnected response. Enlargement of cynicism embodies the interpersonal context of burnout’s dimension; it debates to adverse, uncaring, or extremely disengaged reaction in several facets of job; it is interpersonal context of dimension of burnout.

2.2.3 Reduced personal accomplishment:

The third dimension of burnout syndrome is reduced personal accomplishment, it represent tendency to assess oneself negatively, said Maslach et al. in 2009. Reduced personal accomplishment represents sense of ineffectiveness and the lack of achievement and performance at work, it is regarded as the self-measurement of burnout’s dimension (Maslach and Leiter, 2008).

Antecedents & consequences of burnout in empirical research of Leiter and Maslach (2000) originate that the situational reasons are more powerful predictive of burnout. The job demand and the lack of important resources are particularly the crucial antecedents to burnout. Various kinds of job departure (job dissatisfaction, poor performance, quit from the job) are most consistently seen the burnout’s consequences.

2.3. Employee Job Performance:

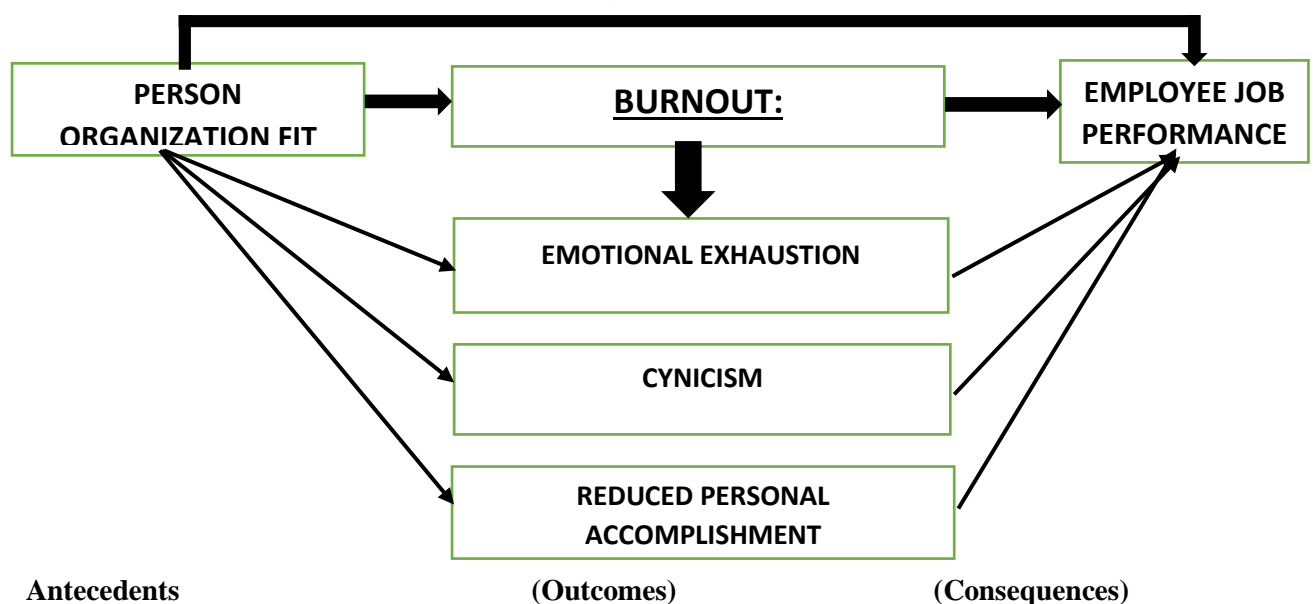
The overall performance of job holder affected by the complexity of job at different stages (Murohy, 1989; Ackerman, 1997), it may explained in various means the job performance is as object. In general the employees are realizing that their ability is associated with their work goals, attaining job targets that are set by their organizations (Bohlander, Snell and Sherman, 2001, Maathis and Jackson, 2000, Eysenck, 1998). The performance is described as the something that people actually perform and can be found, it is identical with behavior (Campbell, Oppler, McCloy and Sager, 1993, p. 40). The individual, one has to do and done well, for which people are hired by organization is said performance (Campbell, 1990). In field of psychology the job performance can be viewed as a construct from multidimensional perspective (Hough and Oswald, 2000, Viswesvaran and Ones, 2000, Campbell, 1999, Schmitt and Chan, 1998, Avery and Murphy, 1998, Borman, Hanson, and Hedge, 1997). To identify the different context of performance there are numerous efforts are witnessed, the meaning of performance has acceptable as a rudimentary definition by Campbell (Schmitt and Chan, 1998, Borman et al., 1997; Motowildo et al., 1997). Previous research work identified that employee job performance is influenced by stream of factors. For example, it has been found that job performance affected by employee commitment (Al Ahmadi, 2009, Jaramilloa, Mulki and Marshal, 2005). In addition the job satisfaction significantly related to employee job performance observed in relevant study (Gu & Chi, 2009).

The education is closely associated to the employee job performance, Al Ahmadi (2009), Sarmiento and Beale (2007) observed that education has negative relationship with job performance, such outcome contradicts with the results of Ng & Feldman (2009), they establish positive relation in between education and employee job performance. The employee self-efficacy found positively influenced on employee Job performance (Karatepea, Uludagb, Menevisc, Hadzimehmedagic Baddar, 2006. Knight, Kim and Crutsinger, 2007).

3. Conceptual Framework:

This current study shows the relationship among the POF, Burnout and EJP in following conceptual framework.

Figure: 3.1



3.1. Person Organization Fit and Employee Job Performance:

In relation to present study, research work concluded contradictory resulting to PO fit and EJP. “A happy worker is a good worker”, (<http://ezine.com/activites>) the status of this practical argument is that employees who more satisfied from their job; whose self-esteem is greater than those employees who have low self-esteem, and many studies are witnessed who examined the relationship amid PO fit and EJP.

Originally the basic assumption in literature of person organization fit that employees are more attracted towards the organization where they find more fit (Elfenbein and O’Reilly 2007, Schneider 1987). Earlier research work found that person organization fit, positively related to employee job performance (Cable and Judge, 1996). POF has significant and positive relationship to EJP (Verquer et al., 2003). Various studies of researchers argues that POF was correlated to the EJP and originate the organizational compatibility where individual beliefs, values and the personality closely match with the organizational environment (Saks, 2006, Society of HR Management, 2006, Pa’wan, Juhdi and Hansaram, 2013; Society of HR Management, 2006).

The term person organization fit is well known in organizational behavior; it is closely associated to the performance of employees. It has been found that POF is significantly related to employee job performance (Amran Awang et al., 2003) and theories of person organization fit illustrate that people theories show that people rise their performance if the characteristics are closely fit/match with organization.

The discussion from above literature, the current study debates POF may positively associated to EJP. Thus the proposed hypothesis is as follows:

H1: POF has significant and positive relationship with EJP.

3.2. Person Organization Fit and Burnout:

The burnout is long lasting distress for the working environment of the organization, it results frustrating and highly stressful work environment. It refers that the working conditions are key predictor to employee poor health impairment and or comfortable & relaxed (PV De Silva et al., 2009, Schaufeli, Leiter, and Maslach, 2009). The job characteristics, personal characteristics and organizational characteristics, these three categories are caused by the burnout. The studies witnessed that organizational characteristics has close impact on burnout as compared to job characteristics and personal characteristics. Term burnout developed by particular word the job-related peril. Consequently, it seems similar basic factors drive to burnout at present as earlier. Utmost the prominent disparity between values, resources and hassles at work (PV De Silva et al., 2009).

Earlier studies witnessed that the employees may find the ways in making the trade-off between work, the employees want to do and have to do, if the gap occurs in the values of individuals and organization, it has originate clash in the values related to three burnout’s dimensions (Leiter and Larvie, 19997), the burnout’ structural model; it proposes the values significantly play an important role to predict the burnout levels (Leiter and Malachi, 2008 & 2005). Consequently, it is predicted value incompatibility has inference to burnout’s dimensions. First, the consistent stress, bad working conditions or principal people within organization reduces liveliness of employees; the drain of conflict and uselessness of futile talent is exhausting. Second, the employee involvement in the work decrease due to value conflict. Employees pursuing what they truly value in the organization are discouraged from the experience of demotivating situation. Third, staff lose wisdom, efficiency and achievement as they dedicate time & skills for individual status. Leiter et al. (2008) the effect of value consistency originate a leading actions in the enlargement of burnout.

From above discussions, the current research work suggest that PO fit negatively correlated to burnout. Hence proposed hypotheses are as follows:

H2: POF has significant and Negative relationship with Burnout.

H2 (a): POF has significant and Negative relationship with Employee Exhaustion.

H2 (b): POF has significant and Negative relationship with cynicism.

H2(c): POF has significant and Negative relationship with reduced personal accomplishment.

3.3. Burnout and Employee Job Performance:

Although several studies have observed the teacher attrition, few researchers have found that there is more need on the complete analysis of burnout, its impact on the employee performance (McCoy, 2003). The burnout's consequences for the employees are possibly too serious, in which they interact the staff, clients and the larger institution, the early studies on this syndrome advises, the employees providing the services in which burnout leads the worsen the quality of service and care, such factors appear in the absenteeism, low morale and job performance (Malachi et al., 2001).

Globally researchers found in relevant studies to curb the burnout's level to lessen the adverse consequences in the organization. Malik (2010) in the growth of any organization, the burnout and the performance are crucial, the low performance of employees is the major reason of burnout. For the organizational issues, the burnout's consequences are so crucial. The researches found in the relevant research work that organizational performance closely associated with the job burnout, the burnout affect the work related issues such as absenteeism, poor performance and high turnover. (Ismail, 2015, Ali et al., 2012, West man et al., 2001, Leiter & Malachi, 2000, Floe et al., 2013, Malachi et al., 2001, Dougherty 1993).

Even though the findings of existing empirical research screening job burnout is related to the job performance and organizational results, the logic behind these results that the stress in job decreases performance and increases job dissatisfaction. The logic behind such outcomes that the job stress increases job dissatisfaction, thus to give up the motivational decisions (Pascal Paella, 2011) or to quit from job (Firth, Mellor & Moore, 2004, de Croon, et al., 2004). Many researchers have examined relationship between burnout and employee job performance, Gupta & Beehr (1979) were the first among other researchers witnessed that the job stress increases the intention to withdraw from the job. Their findings are witnessed that the employee experiences more stress in work may his intention increases to quit the job. Lazaro et al., (1984) observed significant and negative relationship among burnout and EJP.

The burnout lead to decrease in the performance of the employees Shiroma, A. (2005). According to the Spider and Zimmerman (2010) that burnout's facets are related to burnout, though researchers observed the cynicism was utmost significant antecedent of poor performance, while emotional exhaustion was crucial proximal antecedent of absenteeism, research endeavors claim a very low performance reveals the higher level of cynicism, because of the distance themselves from the work. In contrast, higher level of emotional exhaustion in employees can temporary put away form the work in such a way that gradually their emotional resources can be recover rather than captivating severe poor performance. Overall most of the researchers observed that the employees who perceive more stress in their jobs resulting in increasing the poor performance and intention to leave organizations (Maslach and Leiter, 2000 & Firth et al. 2004).

From the above discussions, the present work suggests that burnout may correlates negatively with employee job performance. So the following hypotheses are proposed:

H3: Burnout has significant and negative relationship with Employee Job Performance.

H3 (a): Employee Exhaustion has significant and negative relationship with Employee Job Performance.

H3 (b): Cynicism has significant and negative relationship with Employee Job Performance.

H3(c): Reduced Personal Accomplishment has significant and negative relationship with Employee Job Performance.

3.4. Person Organization Fit, Burnout, and Employee Job Performance:

Present research has carried out globally on job performance of employees; to reduce burnout syndrome towards the organizational performance (Malik, 2010). The burnout is harmful for the performance of the employees; it creates gap between the employees and organizational values (Weiberg, 1994). According to Shiroma, A. in 2005, the higher level of burnout causes reduction in the performance of employees and can disturb the organizational working environment. Burnout is negatively associated with person organization fit, it affects performance and may lead to leave organization (Chatman, 1991, Verquel et al. 2003 and O' Reilly 2007).

Above studies suggest that burnout is negatively related to POF and EJP, it proposes the following hypotheses:

H4: Burnout fully mediates relationship between Person Organization Fit and Employee Job Performance.

H4 (a): Employee Exhaustion mediates relationship between Person Organization Fit and Employee Job Performance.

H4 (b): Cynicism fully mediates relationship between Person Organization Fit and Employee Job Performance.

H4 (c): Reduced Personal Accomplishment fully mediates the relationship between Person Organization Fit and Employee Job Performance.

4. Research Methodology

4.1. Data Collection:

Present work comprised of three main variable, which were PO fit, Burnout, and EJP. To measure these constructs the standard questions are used which are adopted from the earlier work endeavor. The data is gathered from the personnel in service sector of Sindh which are general public sector universities, public sector hospitals and public sector banks in Sindh. The questionnaires were distributed to get the response in total 400, out of that 382 returned, it denotes the 95.50% response from the respondents.

4.2. Measurement Scale:

In order to attain the purpose of this study, quantitative research has used. The survey has been conducted to collect data from respondents through questionnaire. Person organization fit was measured 3-item scale used by Chatman, 1989 & Lauver & Kristof_Brown 2001, three item assessment tool developed by the authors to determine the employees' perception about the PO fit, it need supplies and demands abilities fit. Questions included in scale like: "My personal values matched with organizational culture and values". Each statement comprised of five point Likert scale in which respondents were requested to give their response.

The Maslach Burnout Inventory for general survey, 1996 (MBI-GS) comprises of 16-items instrument was used to measure the burnout. To measure each burnout's dimension: emotional exhaustion, cynicism and reduced personal accomplishment, instrument comprised of 3-subscale. The 5-point Likert scale ranging from "1- strongly disagree to 5- strongly agree" used to get response.

Employee job performance was examined by 17-item scale formed by DeRue and Morgeson (2007). To get the opinion from the respondents, the likert 5-point scale used.

5. Results:

Table 5-1

Reliability statistics

Variables	Nature of Variable	Cronbach's Alpha	No. of items
Person Organization Fit	IV	.73	4

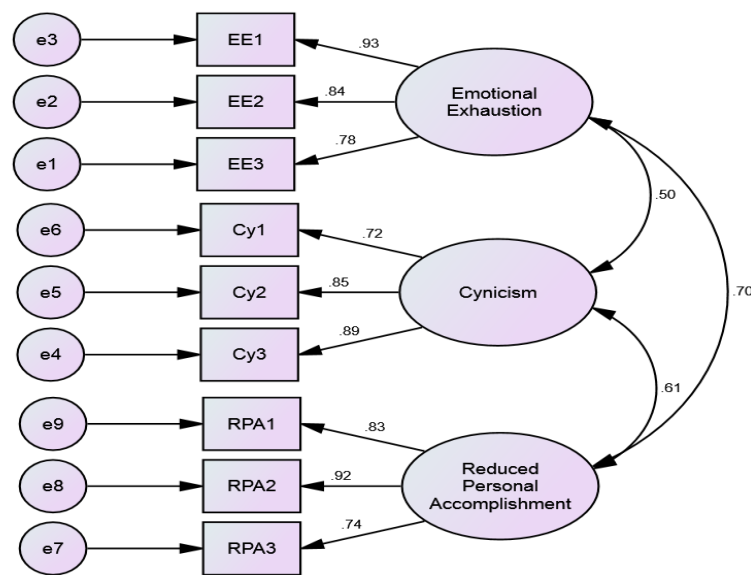
Burnout	Employee Exhaustion	MV	.78	3
	Cynicism		.76	3
	Reduced Personal Accomplishment		.75	3
Employee Job Performance		DV	.77	10

Nunnally, 1975

The table shows the reliability score, according to the Cronbach's Alpha the reliability of each variable should be .70 or more than .70. The POF is .73, the three burnout's dimension: (emotional exhaustion = .78, Cynicism = .76 and Reduced personal accomplishment = .75) and the EJP is .77. Hence the data is reliable for the study.

Confirmatory Factor Analysis (CFA) for Burnout

Figure 5-1



The above model represents the factor loadings of burnout's each dimension, the each factor loadings show the goodness of fit of the study items. Moreover, correlation between employee exhaustion, cynicism and reduced personal accomplishment confirms that these constructs associated with burnout. Furthermore, convergent and discriminant validities are established under the rule of Fornell & Larcker, (1981)

Convergent Validity

Table 5-2

Convergent Validity	Emotional Exhaustion	Cynicism	Reduced Personal Accomplishment
If AVE score >.50	.732	.683	.691
If CR >.70	.891	.865	.869
	Established	Established	Established

Fornell & Larcker, (1981)

The convergent validity shows that the covariance among the dimensions, it represents that if AVE score is greater than .50 and Composite reliability is greater than .70, then it is valid for the study.

Thus the table shows that value of entire dimension is greater than the cut-off criteria of AVE and CR. Hence, the convergent validity is established for all constructs.

Discriminant Validity

Table 5-3

Dimensions	Factor Correlation	Correlation Squared	AVE ₁	AVE ₂	Discriminant Validity
CY<-->EE	.50	.25	.68	.73	Established
CY<-->RPA	.61	.37	.68	.69	Established
EE<-->RPA	.70	.49	.73	.69	Established
Model Fit Indices					
CMIN/DF=2.38, GFI=0.96, AGFI=0.94, RFI=0.91, TLI=0.94, CFI=0.95, RMSEA=0.03					

Voorhees et al. 2015, Hair, Black, Babin Anderson and Tatham 2006

The above table shows covariance among the dimensions of burnout (emotional exhaustion, cynicism and reduced personal accomplishment). In discriminant validity the AVE among the dimensions should be greater than squared correlation. Hence it is proved from the above table it is extracted that AVE score of each dimensions is greater than the r^2 . Furthermore, the above table shows the model fit indices, the value of indices like GFI, RFI, TLI etc., should be greater than $<.9$, and CMIN/DF should be less than <3 and RMSEA must be significant. Thus all the indices shows the goodness of fit of the model.

Model-1

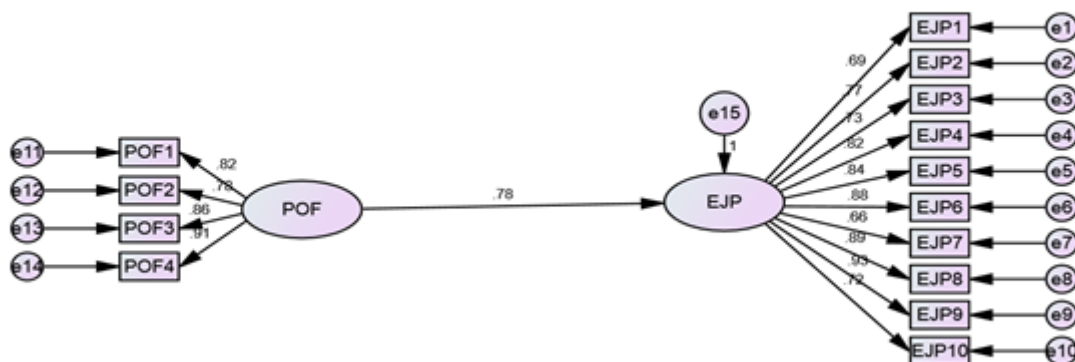


Figure 5-2

The above model denotes the direct relationship between the POF and EJP. The POF has strong positive relationship with EJP. The loadings of each statement is fit with the study variables.

Standardized Regression Weights

Table 5-4

Variable	Estimate	P-value
EJP <--- POF	.78	0.000
Model Fit Indices		

CMIN/DF=1.38, GFI=0.91, AGFI=0.89, RFI=0.94, TLI=0.91, CFI=0.95, RMSEA=0.04

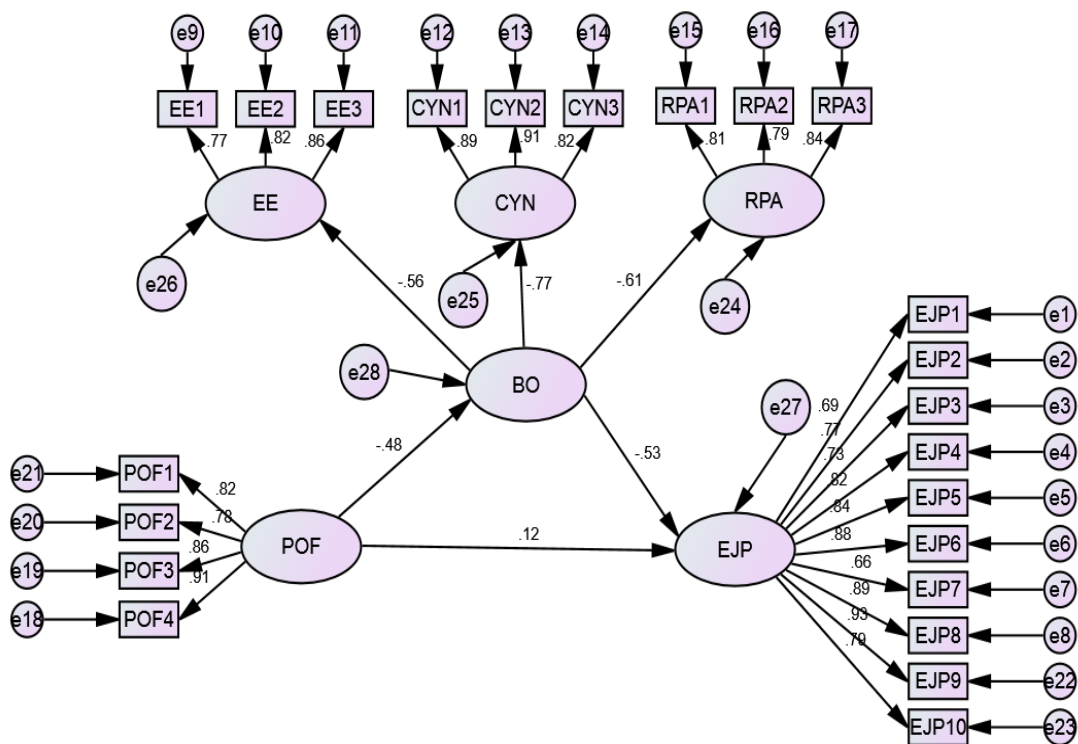
Hair, Black, Babin Anderson & Tatham 2006

The results denote in the above table that POF is associated 78% with EJP, it shows significant and positive relationship with POF and EJP and all the indices are model fitness are proved. Hence the following hypothesis is proved and accepted.

H1: POF has significant and positive relationship with EJP. (Juhdi, Pa'wan and Hansara, 2013, Saks, 2006).

Structural Model-2

Figure 5-3



In the second model, the indirect relationship has been measured to identify the mediating effect of burnout in between POF and EJP. Burnout has negative impact on both POF and EJP variables, good factor loadings are observed.

Standardized Regression Weights

Table 5-5

Variables	Estimates	P-value
EE<---BO	-.56	0.000
CYN<---BO	-.77	0.000
RPA<---BO	-.61	0.000
BO<--POF	-.48	0.000
EJP<---BO	-.53	0.000

EJP<---POF	.12	0.43
Model Fit Indices		
CMIN/DF=2.13, GFI=0.93, AGFI=0.92, RFI=0.96, TLI=0.94, CFI=0.91, RMSEA=0.02		

Hair, Black, Babin Anderson and Tathan 2006

It is clear from the results that burnout has significant and negative relationship with POF and EJP. Furthermore burnout mediates negative relationship POF and EJP and the indices proved the goodness of model fit. Therefore the following hypotheses are proved and accepted:

H2: POF has significant and Negative relationship with Burnout.

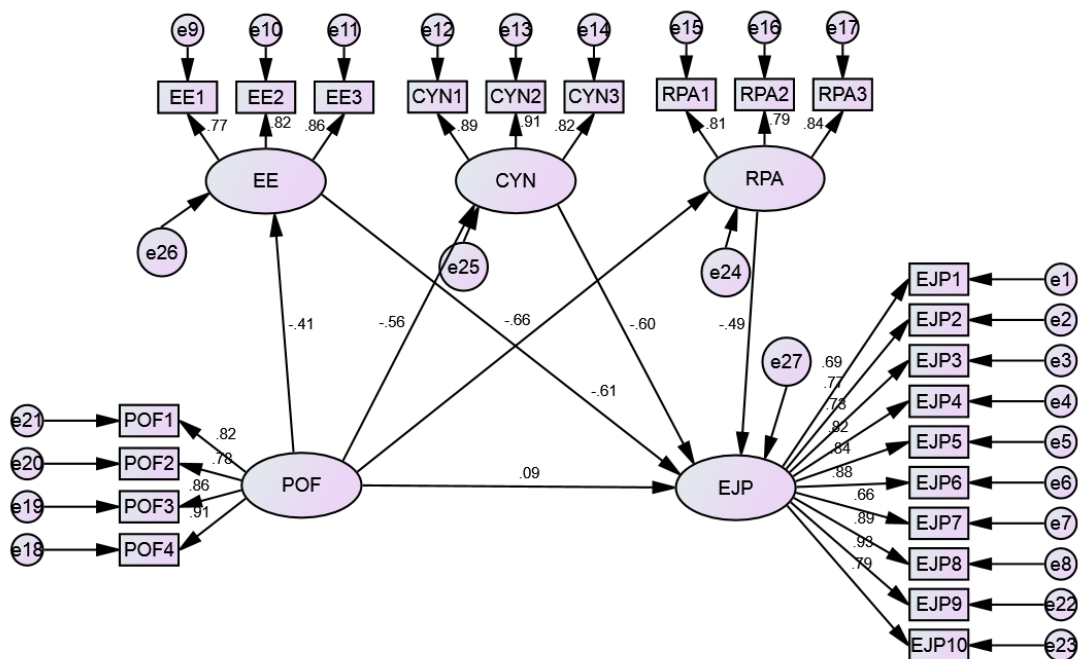
H3: Burnout has significant and negative relationship with EJP.

H4: Burnout fully mediates the relationship between POF and EJP.

(PV De Silva et al. 2009, Schaufeli, Leiter & Maslach, 2009, Nabil El-Sakka, 2016)

Model-2

Figure 5-4



The above model shows the indirect relationship of burnout’s three dimensions with the POF and EJP. All dimensions are strongly and negatively related with the POF and EJP. The loadings of each statement are also fit with constructs.

Standardized Regression Weights

Table 5-6

Variables	Estimates	P-value
EE<---POF	-.41	0.000
CYN<---POF	-.56	0.000

RPA<---POF	-.66	0.000
EJP<--EE	-.61	0.000
EJP<---CYN	-.60	0.000
EJP<---RPA	-.49	0.000
EJP<---POF	0.09	0.51
Model Fit Indices		
CMIN/DF=1.33, GFI=0.89, AGFI=0.88, RFI=0.92, TLI=0.91, CFI=0.97, RMSEA=0.04		

Hair, Black, Babin Anderson & Tatham 2006

The above results show the significant and negative relationship of employee exhaustion, cynicism and reduced personal accomplishment with POF and EJP. The emotional exhaustion, cynicism and reduced personal accomplishment mediates relationship between POF and EJP. The factor loadings and fit indices shows good model fitness. Hence the following hypotheses are proved and accepted:

H2 (a): Person Organization Fit has significant and Negative relationship with Employee Exhaustion.

H2 (b): Person Organization Fit has significant and Negative relationship with cynicism.

H2(c): Person Organization Fit has significant and Negative relationship with reduced personal accomplishment.

H3(a): Employee Exhaustion has significant and negative relationship with Employee Job Performance.

H3(b): Cynicism has significant and negative relationship with Employee Job Performance.

H3(c): Reduced Personal Accomplishment has significant and negative relationship with Employee Job Performance.

H4(a): Employee Exhaustion fully mediates the relationship between Person Organization Fit and Employee Job Performance.

H4(b): Cynicism fully mediates the relationship between Person Organization Fit and Employee Job Performance.

H4(c): Reduced Personal Accomplishment fully mediates the relationship between POF and EJP

(Larvi 1997, PV De Silva et al., 2009, Hansaram, 2013; Saks, 2006, Schaufeli, Leiter, and Maslach, 2009, Nabil El-Sakka, 2016).

6. Discussion and Conclusion:

The employee are the most important asset for any services sector. The organizations continuously identifying the factors causing the low performance of their employees. The present research work assessed relationship of PO fit on burnout, the relationship of PO fit on employee job performance, and the relationship of burnout on the employee job performance amid staff in services sector Sindh.

First, on the basis of analysis the current study confirmed association between PO fit and burnout and its dimensions, the significantly negative relationship found among these two study variables. There is strong negative relationship of person organization fit with burnout's three dimensions: "Emotional exhaustion, Cynicism and Reduced personal accomplishment", such findings supported earlier studies (PV De Silvia et al. 2009, Leiter and Harvie, 1997, Leiter et al. 2008, Leiter, Schaufeli & Maslach 2009, Leiter & Maslach, 2005, 2008), such findings suggest that employees who have less burnout's symptoms and suffering less from the emotional exhaustion, cynicism and reduced personal accomplishment are better fit with the organization, while employees in services sector of Sindh who strongly suffer from the burnout and its dimensions: "emotional exhaustion, cynicism and reduced personal accomplishment" are misfit employees of organization

Second, the empirically examined relationship between employee job performance and burnout and its three dimensions in present work; the outcomes of present work claimed that these study constructs are important and negatively correlated with each other. It shows the strong negative relationship of burnout and its dimension: “emotional exhaustion, cynicism and reduced personal accomplishment” with employee job performance. Previous studies are also supporting the findings of this study (Faloye et al. 2013, Pascal Paille 2011, Malik 2010, Swider and Zimmermann 2010, Shirom A. 2005, De Croon et al. 2004, Maslach et al. 2001, Leiter, Firth et al. 2004, Westman et al. 2001, M. P. and Maslach, C. 2000, Weisberg 1994, Dougherty 1993, Lazaro et al. 1984, Gupta & Beehr 1979). The present study indicates the negative impact on the employee job performance of services sector in Sindh who are suffered from the burnout and its three dimension like emotional exhaustion, cynicism and reduced personal accomplishment. Contrary, the employees suffering less from the burnout and its three dimensions, they shall be more stable, more satisfied and positive impact on performance of the workers of services sector in Sindh.

Thirdly, present work tested the connection between the POF and EJP. The present work claims the significant and positive relationship observed among these two construct, the results of this research reveals the previous research endeavor (Juhdi, Pa’wan, and Hansaram 2013, Amran Elfenbein and O’Reilly , Awang et al., 2007, Hoffman and Woehr, 2006, Saks 2006, Verquer et al. 2003, Vandenberghe’s study 1999, Schneider 1987, Cable and Judge, 1996), which means that employees of services sector of Sindh, who are feeling misfit, will have more impact on their negative performance in comparing with others, on the other hand the employees of services sector of Sindh who are fit with the organization will have a more performance in their organization.

7. Theoretical Implications:

Person organization fit to employee job performance, or burnout to employee job performance, sometimes these studies comprised of other constructs. Thus it may contained other constructs in addition to these constructs, or moderation and mediational relationship in between the dependent and independent variables, it best suited to knowledge of researcher. From the available literature, the link of these study variables together, thus no any particular study is conducted in context of Sindh and in Pakistan region also. The person organization fit is taken as burnout’s antecedent, while the consequence of burnout is employee job performance. The poor employee performance causes due to burnout and it leads employee misfit in organization, and the burnout’s three dimension are taking into consideration while linking it to employee job performance and the person organization fit.

8. Managerial Implications:

Practically, this particular research work will contribute in the management affairs of the organization, it helps decision makers in the selections of employees at services sector of Sind as well as in Pakistan. It is needed to comprehend the association of PO fit and burnout and its impact and the person organization misfit on the employee job performance, while taking into the consideration of employees’ performance. The decision makers must pay a close attention towards the employee perception for their organization. In relation to this, person organization fit is playing an important role in process of recruitment, selection of employees and is also a vital tool for managing and training them in the services sector. It can be considered an important tool for the competitive advantage for the organization,

The management in the services sector has to:

- Try to more focus on the selection process, select those employee whose values shall match with organization’s value & culture. It could be possible to achieve person organization fit, when the personality tests and other test shall be included in the recruitment and selection processes but unfortunately such tests are not existing at the public services sector of Sindh.
- Try to arrange the orientation and training programs for employees to educate them about the organizational values and culture, it will increase compatibility between organization and the employees, as to achieve the purpose of person organization fit.

- Periodically consider level of burnout amid staff and keep measuring the person organization misfit and its impact on the employee job performance.
- Focus on each three dimension of burnout with person organization misfit, relating to job performance found in one or more of these three symptoms. It results in reduction the job performance, causes one more of dimensions of burnout: “emotional exhaustion, cynicism and reduced personal accomplishment”.
- Try to put away burnout from the employees as possible, if they drops into the burnout or its any symptom, the person organization fit is checked as an antecedent to burnout, try to manage it properly, if not the poor performance of the employees may expected in organization as a consequence to burnout. So be ready in advance for the reaction.

9. The Limitations and Recommendations:

There are some limitations should be noted while generalizing these results. The study work was restricted to person organization fit and its antecedents and consequences on the employees of public sector of service sector of Sindh.

In future it may observed:

- The relationship among these three study variables outside the Sindh region.
- The relationship among other kinds of fit like: PJF, PGF, PPF, PEF.
- The relationship between these three constructs at private services sector.
- To compare the relationship between these mentioned variable in private and public sector.
- The moderation and mediational effect of one or more construct in relation with independent and dependent construct.

Above these considerations would be the fertile for the future endeavors accordingly.

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