

# Does Person-Job Fit among Nurses Really Matters? An Empirical Study: Effect of P-J Fit on Job Outcomes of Nurses of Pakistan with Agreeableness as a Moderator

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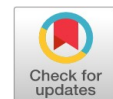
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**Abstract:** The purpose of this study is to find out that whether the jobs of nurses in Pakistan are fulfilling their necessary requirements or not. This issue is being analyzed by the relation of Person-Job (P-J) Fit with three different Job Behaviors and the whole relation is being tested under the moderation of Agreeableness, which is a personality trait of Big 5 Model. A survey method is deployed, questionnaires are used to obtain data. 120 Nurses were accessed from different hospitals of Islamabad/Rawalpindi. Data was analyzed through statistical tests and regression analysis. Findings of the study highlight that P-J fit is related positively to job satisfaction of nurses and negatively to their Turnover Intentions. Where no significant impact of agreeableness as a moderator is found for this study. The Sample size was too small (120 participants). This may restrict the generalizability of the studies. In Pakistani context, only a limited study has been conducted on nurses. Thus, this piece of research will play a significant role in enhancing and boosting the confidence of deprived nurses of Pakistan by identifying the causes of negative job outcomes and help in mitigating those triggers.

**Keywords:** Health care, Fit perceptions, Satisfaction, Stress, Turnover intentions, Agreeableness

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## INTRODUCTION

We assume nurses to be highly capable and caring as their core duty is to treat patients proficiently and professionally (Roseanne, Moody, & Pesut., 2006). However, due to workforce shortages and increased number of patients, excessive workloads, and insufficient compensation; the jobs of nurses have become tough and technical (Davidson, Folcarelli, Crawford, Duprat, & Clifford, 1997; Kim, 2020), also, there is no particular formal body to address their issues. These factors tend to decrease nurses fit with the job which in turn leads to increased turnover intentions, decreased job satisfaction, and increased job stress. As Pakistan is an under developed country and unlike other developed nations it lacks competent nurses. Nurses are given very little incentives and compensation for their good performance. Their needs are hardly highlighted, and therefore resulting in a discrepancy between their personality and their profession and a number of negative job outcomes and attitudes. So the chief focus of this study is on the Job-Fit of nurses in Pakistan. According to Edwards (1991), P-J Fit is considered as a match between the jobs needs and the persons characteristics or it can also be termed as fit between the requirements of the applicants and supplies of the job.

As far as previous studies are concerned, only few broad areas regarding nursing profession have been addressed. It includes Productivity (North & Hughes, 2012), Teamwork (Kalisch, Lee, & Rochman, 2010), Motivation (Vilma & Egle, 2007), Job Satisfaction (Lu, While, & Barriball, 2005), Person-Environment Fit (Takase, 2010), and Voluntary Turnover (Davidson et al., 1997). This study is beyond the scope of past studies because of two reasons, firstly, there is no past study found in a relationship of P-J Fit with Job Outcomes with a personality trait as a moderator. Secondly, all these studies have been conducted mainly upon the nurses of developed countries (USA, Singapore, Taiwan, and Korea).

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In Pakistani context, only a limited study has been conducted on nurses like Oppression and Violence of Nurses (M. B. Lee & Saeed, 2001), and Nurses Work Force Competence (Ariff et al., 2010), Faculty Practice of Nurses (Upvall et al., 2002).

This piece of research will play a significant role in enhancing and boosting the confidence of deprived nurses of Pakistan by identifying the causes of negative job outcomes and by paying attention to the factors like the match between job attributes and their values, provision of flexible working hours, appropriate wages, advancement opportunities, suitable training, and other intrinsic rewards like Motivation and Recognition.

The purpose of this study is to find out that whether the jobs of nurses in Pakistan are fulfilling their necessary requirements or not. This issue will be analyzed by the relation of P-J Fit with three different Job Behaviors and the whole relation will be moderated by Agreeableness, which is a personality trait of Big 5 Model.

## LITERATURE REVIEW

### P-J fit

P-J Fit refers to the level of compatibility that an individual has with his/her job (Edwards, 1991; Huo, Shang, Min, Xiu, & Hung, 2019). Two types of fits have been determined; Demand-Abilities fit (D-A) and Supplies-Value fit (S-V) (Kristof, 1996). According to Hecht and Allen (2005), D-A refers to whether persons skill and abilities match to the job demands and S-V refers to the supplies of the jobs are necessary to accomplish persons desires, needs, and values. P-J fit has been derived from P-E fit; the other dimension is Person-organization (P-O) fit (Ehrhart, 2006). According to (Edwards, 1991), there are several domains of P-J fit like persons desires and abilities, job supplies and demands, and job outcomes (job satisfaction, low absenteeism, retention, organization commitment, low stress etc); all such domain are determined on the bases of I/O and OB psychology. I/O refers to industrial organizational model which states that external factors are more important in influencing human behaviors, while Organizational Behavior (OB) refers to distinct behaviors of individuals in a particular organization.

Sekiguchi and Huber (2011) have studied the relation of P-J fit and P-O fit in selection decisions. According to Rynes and Gerhart (1990), P-O fit is considered a distinguished feature while appointing the applicants. P-J and P-O fit analysis is done on subjective basis however, Kinicki, Lockwood, Hom, and Griffeth (1990) suggested that subjective analysis of P-J fit is far more better than the objective qualifications while hiring an individual. P-J fit can be measured either subjectively or objectively.

The concept of P-J fit is very much similar to Social Exchange Theory (Kristof, 1996). Social Exchange Theory explains constancy as a result of negotiated exchange between two parties. Same is the case with P-J fit, when an employee gets a job of his/her match; he/she gives good performance in its exchange.

### Job satisfaction

Job satisfaction is defined as a pleasurable or positive emotional state resulting from the appraisal of ones job or job expertise (Locke & Wallace, 1959). Job satisfaction is also related to individuals personality traits. The link of personality factors with job satisfaction have been studied for last 20 years (Staw & Cohen-Charash, 2005). Among these, the distinct traits are positive and negative affectivity, core-self evaluation and big five personality model (Albao, 2018; Heller, Judge, & Watson, 2002; T. S. Lee, 2017).

In Pakistan, Health Care Systems have gone through a number of changes like increase in the number of patients, focus on efficiency, and cost cutting; these changes resulted in a great deal of downsizing of nurses and the remaining nurses have to handle much tougher and tiring tasks without any sort of compensation. Hence, such activities simply lead to job dissatisfaction.

Lu et al. (2005), measured job satisfaction across different cultures. Job satisfaction of nurses of USA was at the peak (41%), Where as one third of the nurses in England and Scotland are about to leave their profession.

As mentioned earlier that subjective P-J fit is a better determinant of job match. Subjective fit is basically persons own perception of fit and hence become more important in determining a number of job

outcomes like job attraction and satisfaction (Ehrhart, 2006). As the difference between the capabilities and demands raises, the level of job satisfaction decreases or in other words we can say that job satisfaction is positively related to P-J fit. Iplik, Kilic, and Yalcin (2011), proposed that P-J fit can result in job satisfaction by going through a number of phases; these phases are provision of autonomy in decisions, increased job security, affiliation with colleagues, and liberal compensations. Bowen, Ledford Jr, and Nathan (1991) also proposed that to increase employees job satisfaction, commitment, and motivation, organizations should focus particularly on P-J Fit along with other types of fit like P-O and P-G fit.

Job Selection among Employees can also increase if P-J Fit Criterion is considered the most important one besides employees knowledge, skills, and abilities. The intensity of this phenomenon can be far higher among newly hired employees (Werbel & Gilliland, 1999).

**H1a:** P-J Fit increases Job Satisfaction

### **Job stress**

Job Stress can be viewed as dysfunctional for organization and other members; Job stress can be described by a number of expressions like conflict, role ambiguity, nervousness, aggravation, emotional fatigue etc (Xie & Johns, 1995).

As previously mentioned, that nursing profession is a challenging and quite stressing profession. There are number of reason which cause stress among nurses. McNeely (1995), highlighted top five causes of such strain. They are:

1. Excess work load and time constraints
2. Limited number of workforce
3. Diversified patient needs
4. Tough and difficult attitude of patients, and,
5. Insufficient support from top management

By diversified needs of patients, we mean that now patients require nurses to provide psychological care along with traditional physical care (McNeely, 1995). This holistic approach in nurses tasks has resulted in stress as they are unable to perform it.

Xie and Johns (1995) conducted study that how differences of job demand and abilities (Mismatch of job) affect the stress on job; they found that there were two main stressors; role ambiguity and conflict which create job stress as a results of job-demand misfit. When a person is unable to identify his role in the organization and start thinking that his work is of no use for the organization then he will ultimately force himself in a stressful situation. As far as conflict is concerned, it can arise for several reasons like unequal pay, lack of recognition, contradiction in the ways of thinking and doing things etc which can lead to job stress for the employee.

Another aspect of P-J fit is supply-value fit. Shaw and Gupta (2004) studied the relation of S-V fit with job stress. According to Edwards (1991), when an individual faces deficiency in supplies as compared to his values then this mismatch will result in job stress. Shaw and Gupta (2004) further argued that we should focus on S-V perspective of P-J fit rather than concentrating on D-A fit, because the theoretical relation of S-V is stronger, e.g., unless misfit between supplies and values is not there, the misfit of demand and abilities will not cause stress.

**H1b:** P-J Fit reduces Job Stress

### **Turnover intentions**

Before moving towards turnover intentions, the concept of turnover alone should be studied first. Turnover is one characteristic of the job that can lead to a number of penalties for the firms (Kaothan, 2018; Watrous, Huffman, & Pritchard, 2006). Turnover can be defined as The cessation of the membership in the organization by an individual... (Mobley, 1982). Turnover and turnover intentions are two different terms; turnover is the process of leaving the firm in actuality while turnover intentions represent the intent to depart from the organization (Fang, 2001). Turnover intentions can be taken as a proxy of actual turnover because there exists a parallel relation of turnover and turnover intentions in thirteen out of fourteen empirical studies (Bluedorn, 1982).

Turnover intentions were defined as a multi-stage process consisting of psychological, cognitive, and behavioral components (Takase, 2010). Takase (2010), argues that turnover intentions involve leaving decisions and then the actual abandonment from the existing job.

There are a number of factors which play a significant role in increasing nurses intentions to quit. They are workload, stress, and burnout (Hayes et al., 2012). (Takase, Nakayoshi, & Teraoka, 2012) determined that most of the nurses highlighted two major reasons which cause intentions to quit and they are excessive work load and problems in interpersonal relations with other staff. As previously mentioned staff support also plays an important part in this process. Duffield, Roche, O'Brien-Pallas, and Catling-Paull (2009) found that the delays in the given tasks and overtime which is imposed on nurses due to workload leads to high turnover intentions and the nurses who work with related and supportive staff are less likely to leave the firm.

One type job of misfit is Supplies-Needs misfit. It comes into play when nurses needs regarding their professional growth are not met due to the availability of limited number of opportunities (Takase et al., 2012). The nurses turnover intentions also start to increase when they do not receive necessary recognition and appraisal (Johnstone, Kanitsaki, & Currie, 2008) which is one of the primary requirements for employee retention.

We can also explain P-J fit in terms of availability of meaningful work for the employees (Scroggins, 2008). Shamir (1991) argues that there exists a weak fit of individuals with their jobs, if they do not practice significant work or if their desires regarding the provision of such work are not encouraged by the organization, in both situations, the ultimate result will be the increase in employees turnover intentions.

Mismatch among nurses job can be a significant source of turnover, when nurses become unable to meet the ever increasing demands (Patients diverse needs and increased job specialization). This type of mismatch among nurses jobs can be referred as D-A misfit (Wang, Zhan, McCune, & Truxillo, 2011). Under such circumstances, nurses may feel that they lack the required abilities (Takase et al., 2012), furthermore they may start to think that their preparation was insufficient. As a result, they put themselves under stress which will ultimately result in termination of their jobs (Okumura, 2005).

**H1c:** P-J Fit tend to reduce employees Turnover Intentions

### Agreeableness

Agreeableness is one of the dimensions of Big Five Personality Traits. Big Five traits are used to portray five broad personality attributes of humans. Five Factor Model (FFM) is the theory which relies on Big Five Personality Traits. Besides Agreeableness, the remaining four dimensions of Big Five Personality Model are:

1. Neuroticism: The propensity to face nervousness, strain, resentment, and dejection.
2. Extroversion: The propensity to be optimistic, confident, vigorous, communal, loquacious, and pleasant.
3. Openness to Experience: The propensity to be inquiring, creative, perceptive, supple, and unique.
4. Conscientiousness: The ability to be structured, competent, consistent, moderate, and balanced.

Agreeableness refers to the tendency to be merciful, kind, bighearted, reliable, compassionate, unselfish, and honest (McCrae & Costa Jr, 1991).

Agreeableness can also be referred as the involvement of pleasurable and gratifying relations with others (Organ & Lingl, 1995). The presence of Agreeableness trait can certainly strengthen the relation of P-J fit and job satisfaction due to its collectivistic approach (Taras, Kirkman, & Steel, 2010). Individuals having high collectivism show high keenness for others, avoid clashes, argument, and are more cooperative and helpful (Taras et al., 2010), this feature allows them to fulfill the commands quite easily at work or away from formal work settings (Templer, 2012), which is one of the aspect of P-J Fit. In organizations where collectivism is considered valuable, the accomplishment of customs, maintenance of synchronization, and fulfilling of duties are rewarded (Markus & Kitayama, 1991), so this aspect certainly results in high job satisfaction (Templer, 2012).

There is no direct link of agreeableness with job stress but we can make few indirect relations to analyze this concept. One of the traits of agreeableness is cooperativeness (Goldberg, 1990). Roccas,

Sagiv, Schwartz, and Knafo (2002) found that agreeable people try to maintain their tradition and conformity with other members. They do so because of the inspiration to take care of others or may be due to the drive to fulfill the commands of a particular group to avoid any sort of conflicts in the relationships (Templer, 2012). As they do not face any sort of conflicting situations, they are more likely to remain calm and free of stress. On the other hand, it is quite possible that people who show disagreeable behavior, would face punishments like exclusion from receiving resources and compensations, too much workload on a single individual etc (Gelfand, Nishii, & Raver, 2006), and the person may start to feel that he is a left out one. Hence, this phenomenon can become a significant source of high stress at work.

It is mostly understood that individuals high in agreeableness are less likely to depart from the firm because of their adaptableness and harmony, and they also have the ability to quickly comprehend the negative facets of the workplace surroundings (Zimmerman, 2008). They tend to make positive relations with people in the organization. As a result sentimental forces become dominant due to these relations (Maertz Jr & Griffeth, 2004), which increases the desire of individuals to stay longer at their jobs (Meyer & Allen, 1991). So we can infer that the presence of agreeableness allows the increase in adaptability of job and decrease in turnover intentions.

As mentioned above that people who are high in agreeableness trait tend to show tolerant, trusting, and compliant attitude at their jobs. As a result of this tolerable attitude they can ignore negative factors of their jobs which eventually results in high P-J fit, high job satisfaction, low job stress, and low turnover intentions. So in other words, if an agreeable person is administered in a relationship of P-J fit with Job Satisfaction, Job Stress, and Turnover Intentions, the relationship will be stronger with Job Satisfaction and weaker with Job Stress and Turnover Intentions due to the agreeable characteristics of that person.

**H1d:** The presence of Agreeableness strengthens the relationship between P-J Fit and Job Satisfaction.

**H1e:** The relationship between P-J Fit and Job Stress is weakened by Agreeableness.

**H1f:** The relationship between P-J Fit and Turnover Intentions is weakened in the presence of Agreeableness.

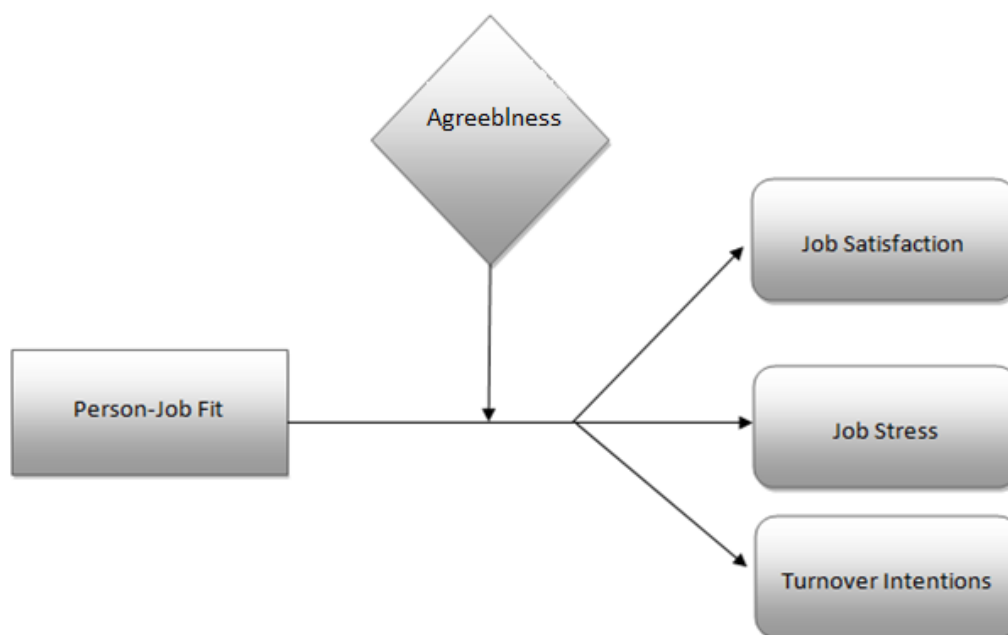


Figure 1. Conceptual framework

## METHODOLOGY

### Research design

The causal study was conducted to check the impact of P-J fit on employee's job satisfaction, job stress, and turnover intentions, and each of the relation was further moderated by agreeableness

personality trait. While conducting the study, none of the aspect of the environment was controlled, in other words the research was conducted in field settings. As the artificial environment was not created, therefore, the researcher interface was also minimal. In addition to this, unit of analysis was nurses of different hospitals and the time horizon was cross-sectional as the collection of data took place at a single time only.

### **Questionnaire**

The questionnaire used in the study was adapted from the questionnaire from earlier studies which studied the effect of P-J fit, job satisfaction, job stress, turnover intentions, and agreeableness. Consistency of this adapted questionnaire was properly tested by researchers. All scales showed high reliabilities i.e., Cronbach alpha  $> 0.7$ .

### **Population**

The population for survey consists of nurses of public and private hospitals of Pakistan. Initially 250 survey forms were distributed and authors were able to retrieve back 120 complete responses. Hence, further analysis was performed on these 120 responses.

### **Procedure**

Data was collected through personally administered questionnaires.

### **Statistical methods**

Collection of data is followed by the analysis of data in SPSS software. Correlation and Regression Analysis were also performed to analyze the data and infer results. Correlation analysis provided information regarding presence of association among the study variables whereas regression analysis informed the change which occurred in dependent variable due to the independent, moderator and mediator.

### **Measures**

*P-J fit*: Respondents' congruence between the individuals' abilities and their job demands was assessed using six items scale by Cable and Judge (1996). 5 point Likert scale (1 = "Strongly Disagree", 5 = "Strongly Agree") was used. Cronbach alpha is 0.878.

*Job satisfaction*: A five items scale by Tsui and Schriesheim (1980) was used to assess person's contentment with the job. 5 point Likert scale (1 = "Strongly Disagree", 5 = "Strongly Agree") was used. Cronbach alpha is 0.77.

*Job Stress*: A 13-item scale was adopted to find out the individual's degree of stress at work. The scale was created by Parker and DeCotiis (1983). 5 point Likert scale (1 = "Strongly Disagree", 5 = "Strongly Agree") was used. Cronbach alpha is 0.70.

*Turnover intentions*: Respondents' intentions of turnover as a result of mismatch with their jobs were reviewed with 3- items scale. 5 point Likert scale (1 = "Strongly Disagree", 5 = "Strongly Agree") was used. Cronbach alpha is 0.87.

*Agreeableness*: Respondents' ability to be generous, warm, honest and trustworthy was analyzed by 4-items scale (adapted and shortened version) created by (McCrae & Costa, 2003). 5 point Likert scale (1 = "Strongly Disagree", 5 = "Strongly Agree") was used. Cronbach alpha is 0.85.

### **Control variables**

None of the demographic variables was found significant with job satisfaction, job stress, and turnover intentions.

## RESULTS

Table 1: Descriptive statistics and correlation among variables

	Mean	SD	1	2	3	4	5
1. PJ	3.2472	0.93659	(0.878)				
2. JSa	3.0833	0.84916	0.754**	(0.775)			
3. JS	3.2942	0.54371	0.010	0.104	(0.708)		
4. TI	2.5528	1.0501	-0.351**	-0.0388**	0.121	(0.879)	
5. Ag	3.3042	0.94612	0.537**	0.360**	-0.143	-0.262**	(0.851)

Note:  $N=120$ , \*\*  $p < 0.01$ , Reliabilities are in parenthesis. PJ = Person Job Fit,

JSa= Job Satisfaction, JS = Job Stress, TI = Turnover Intentions, Ag = Agreeableness.

Table 1 shows the mean, standard deviation and results. Values of standard deviation reflects that the variable of Job Stress ( $SD = 0.54371$ ) is less deviated from its mean values as compare to P-J fit ( $SD = 0.93659$ ), job satisfaction ( $SD = 0.84916$ ), turnover intentions ( $SD = 1.0501$ ), and agreeableness ( $SD = 0.94612$ ).

In addition job satisfaction ( $r = 0.754$ ,  $p = 0.01$ ), agreeableness ( $r = 0.537$ ,  $p = 0.01$ ) showed positive association and turnover intentions ( $r = -0.351$ ,  $p = 0.001$ ) showed negative association with P-J fit. For all study variables except job stress, hypotheses are in expected direction.

Table 2: Regression analysis on job satisfaction and P-J fit

	Job Satisfaction		
	Beta	$R^2$	$\Delta$ in $R^2$
Step 1:			
PJ	0.754	0.569	0.569***

Note:  $N=120$ , \*\*\* $p < 0.001$ , \*\*  $p < 0.01$ , \*  $p < 0.05$

Table 2 shows the overall fitness of model and explains the variation in Job Satisfaction (DV) caused by the predictor PJ fit. The goodness of fit for proposed model is 56.9% ( $R^2 = 0.569$ ). Beta is showing the rate of change caused by the predictor in dependent variable. P-J fit produces 75.4% in job satisfaction.

Table 3: Regression analysis on job stress and P-J fit

	Job Stress		
	Beta	$R^2$	$\Delta$ in $R^2$
Step 1:			
PJ	0.010	0.000	0.000

Note:  $N=120$ , \*\*\* $p < 0.001$ , \*\*  $p < 0.01$ , \*  $p < 0.05$

Table 3 shows the variation in job stress caused by PJ fit. According to the above figures, Job Stress (JS) is related insignificantly with P-J fit. P-J fit is creating only 1% variation in job stress.

Table 4: Regression analysis on turnover intentions and P-J fit

	Turnover Intentions		
	Beta	$R^2$	$\Delta$ in $R^2$
Step 1:			
PJ	-0.351	0.123	0.123***

Note:  $N=120$ , \*\*\* $p < 0.001$ , \*\*  $p < 0.01$ , \*  $p < 0.05$

Table 4 shows the significant relation of P-J fit with turnover intentions. P-J fit is found to be creating 35.1% variation in the DV (turnover Intentions).

Table 5: Multiple regression results

Job Satisfaction			
	Beta	$R^2$	$\Delta$ in $R^2$
Step 1:			
PJ	0.788		
Ag	-0.063	0.571	0.571
Step 2:			
PJ-Ag	0.008	0.571	0.000

Note:  $N=120$ , \*\*\* $p < 0.001$ , \*\*  $p < 0.01$ , \*  $p < 0.05$ , PJ = Person Job Fit, JSa = Job Satisfaction, JS = Job Stress, TI = Turnover Intentions, Ag = Agreeableness.

In Table 5, the possible moderating effect of Agreeableness personality trait on the relationship among P-J fit and Job Satisfaction (JSa) was assessed. The relationship demonstrates insignificant moderation. The relationship between PJ and JSa shows no moderation by Ag, furthermore, the change in  $R^2$  as a result of moderation has not been observed.

In Table 6, the moderating effect of agreeableness between PJ and JS is also insignificant. There is no moderation observed. In addition to this;  $R^2$  shows only 3.1% fitness of the model, which is quite low.

Table 6: Multiple regression results

Job Stress			
	Beta	$R^2$	$\Delta$ in $R^2$
Step 1:			
PJ	0.121		
Ag	-0.208	0.031	0.031
Step 2:			
PJ-Ag	0.208	0.032	0.001

Note:  $N=120$ , \*\*\* $p < 0.001$ , \*\*  $p < 0.01$ , \*  $p < 0.05$ , PJ = Person Job Fit, JSa = Job Satisfaction, JS = Job Stress, TI = Turnover Intentions, Ag = Agreeableness.

Table 7: Multiple regression results

Turnover Intentions			
	Beta	$R^2$	$\Delta$ in $R^2$
Step 1:			
PJ	-0.296		
Ag	-0.103	0.131	0.131
Step 2:			
PJ-Ag	0.101	0.131	0.000

Note:  $N=120$ , \*\*\* $p < 0.001$ , \*\*  $p < 0.01$ , \*  $p < 0.05$ , PJ = Person Job Fit, JSa = Job Satisfaction, JS = Job Stress, TI = Turnover Intentions, Ag = Agreeableness.

Table 7 shows no different results from the previous two tables. The relation of PJ and TI is not found to be moderated by agreeableness. The fitness of the model is 13.1% ( $R^2 = 13.1\%$ ).

## DISCUSSION

Since Pakistan is a developing country, it lacks qualified nurses in comparison to other developed countries. Nurses receive too little benefits and rewards for their outstanding results. Their needs are scarcely highlighted, resulting in a disparity between their personalities and their career, as well as a multitude of unfavourable work outcomes and attitudes. The purpose of this study was to find out the effect of P-J fit over nurses' job satisfaction, job stress, and turnover intentions by keeping agreeableness as a moderator. The results confirmed the previous researches and showed positive and negative association



of P-J Fit with job satisfaction and turnover intentions respectively. As far as job stress is concerned, it was not found to be correlated with P-J fit in the findings. The reason behind it will be discussed a bit later.

The causal effect of P-J fit over job satisfaction and turnover intentions was also found highly significant which shows agreement with the earlier researches. As the individual's abilities match with the job, his P-J Fit increases as a result of which job satisfaction increases and opposite happens in the case of turnover intentions i.e., the mismatch of person with his job will result in discontentment and high intentions to quit. Job stress on the other hand was not found to be affected by P-J fit. According to the current piece of study, nurses who possess high P-J fit will show high job satisfaction and low turnover intentions but at the same time high job stress as well, which contradicts greatly with the theory. How can stress be higher in the presence of high job satisfaction? The answer lies in the interpretation of the job stress. Job stress can be productive as well as unproductive. The stress which allows a person to perform his task with more care and concentration is a productive stress. Of course, we cannot ignore the fact that nurses responded that their jobs are full of workloads and stress and at the same time they are also satisfied with their jobs, so we can refer this job stress as a productive stress. As described earlier, productive stress is a type of stress which helps a person in getting things done; furthermore, it helps a person to complete tasks at the time of emergency. So, it can be concluded that the stress faced by nurses at work is not a distress rather it is a productive stress which helps them to react immediately to alarming tasks at work. Because of this reason, the association between P-J fit and job stress was also found insignificant and they did not move in the expected direction.

It was assumed that agreeableness personality trait will strengthen the relation of P-J fit and job satisfaction and in the same way it was further hypothesized that agreeableness will strengthen the negative association of P-J fit with job stress and turnover intentions. The results of the study showed no moderation at all with any of the dependent variable which contradict greatly with the past literature. It was postulated in the literature that agreeable people will amplify the above mentioned relation due to their harmony building and conflict avoidance attitude but in reality this may not be the case. This harmony can result in frustration of employees as well because agreeable people will find it tough to refuse an assignment given to them for which they do not want to accomplish; hence, it can result in social conflicts, low job satisfaction, high stress, and high turnover intentions. According to [Judge, Higgins, Thoresen, and Barrick \(1999\)](#), people who are high in agreeableness will tend to compromise their own ease and contentment for the sake of others which can result in serious problems for themselves in the form of low job satisfaction, high job strain and intentions to quit. Furthermore, situational factors also play a key role e.g., empowerment, a person possesses agreeableness traits but he may not be empowered by his supervisor to display those traits in the organization.

## **LIMITATIONS**

The study was conducted under a number of limitations. Firstly, the sample size was too small ( $N = 120$ ). Small sample size can pose problems in claiming generalizability of the study, a sample size greater than 500 is considered acceptable for implication purposes. Secondly, only Likert scale was used to measure responses of respondents, this could be the cause of single method bias in validity. Thirdly, the casual attitude of respondents in filling the questionnaires also played a significant role in the reduction of sample size. Lastly, lack of knowledge about English language resulted in language barrier which ultimately resulted in creating variations in the results.

## **DIRECTIONS FOR FUTURE**

The current findings of research pose some practical implications for the hospitals of Pakistan. The relation of job fit of nurses with their job stress is found to be insignificant. We justified our results by referring it as productive stress but there may be some other variables as well which are creating this unconformity. Therefore, an in depth research is required to study this phenomenon which can help in identifying critical factors responsible for increased nurses performance. The personality trait also did not show significant moderation relationship so the researchers should study personality traits of nurses

of Pakistan as well in order to find out which trait plays the most significant role in strengthening the impact of job outcomes. Furthermore, the employers can also provide training to nurses to develop the necessary attitudes and traits which are required for nursing profession.

## CONCLUSION

This study provides some foundations to investigate P-J Fit on Nurses Job Satisfaction, Job Stress, and Turnover Intentions along with agreeableness personality trait as a moderator. In Pakistan, Health Care Systems have gone through a number of changes like increase in the number of patients, focus on efficiency, and cost cutting; these changes resulted in a great deal of downsizing of nurses and the remaining nurses have to handle much tougher and tiring tasks without any sort of compensation. Hence, such activities simply lead to job dissatisfaction. Current finding supports previous literature in terms of relation of P-J Fit with Job Satisfaction and Turnover Intentions. If nurses expectations about their jobs (Like pay and availability of meaningful work) turn into reality then they will tend to show high Job Satisfaction and low Turnover Intentions. P-J Fit is found to be insignificantly related to Job Stress and this job stress is referred as productive stress in this research paper. Agreeableness also did not moderate any of the relation of P-J Fit with DVs due to the reason of creation of social conflicts as a result of harmony building attitude of agreeable people.

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