PSYCHOLOGICAL CONTRIBUTORS OF PERSON-WORK ENVIRONMENT FIT AND ITS IMPACT ON THE EFFECTIVENESS OF LAW ENFORCEMENT OFFICERS

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By

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DECLARATION

I, FIRDOUSIYA P.C., do hereby declare that this thesis, **PSYCHOLOGICAL CONTRIBUTORS OF PERSON-WORK ENVIRONMENT FIT AND ITS IMPACT ON THE EFFECTIVENESS OF LAW ENFORCEMENT OFFICERS** is a bonafide record of the research work done by me under the guidance of Dr. C. JAYAN, Professor and Head (Retd.), Department of Psychology, University of Calicut. I also declare that this thesis has not been submitted by me for any award of a degree, diploma, associateship, fellowship or other similar title of recognition.

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CERTIFICATE

This is to certify that this thesis entitled **PSYCHOLOGICAL CONTRIBUTORS OF PERSON-WORK ENVIRONMENT FIT AND ITS IMPACT ON THE EFFECTIVENESS OF LAW ENFORCEMENT OFFICERS**, is a bonafide record of research work carried out by **Mrs. FIRDOUSIYA P.C.,** under my supervision and guidance, and that no part of this has been presented before for the award of any degree, diploma, associateship or fellowship of other similar title or recognition.

The thesis is revised as per the modifications and recommendations reported by the adjudicators and resubmitted. Soft copy attached is the same as that of the resubmitted revised copy.

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Dedicated to

My Belowed Mom - Bichu

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INTRODUCTION

The prime objective of every State is to maintain law and order so that people can enjoy peace and security. Right to life and personal liberty is considered as precious right of every citizen guaranteed by the Indian constitution. Maintenance of rule of law, democracy and good governance are the product of efficient criminal justice system. To create deterrence of law in the minds of people, efficient policing, proper investigation and prosecution of crime is unavoidable.

More than two crore criminal cases are currently pending and awaiting trail; thousands of investigations are pending; and many more are not even recorded or filed. This is never a good sign when country is struggling to fight threats like terrorism, naxalism and trying to maintain law and order situation in control. Some areas of country have become fertile ground for continuing violence and organized crime targeting innocent people. Moreover, poor enforcement of laws discouraged the spirit of law and trust of the public in the criminal justice system. This situation again makes the job of police more difficult to maintain law and order situation.

Briefly, if police and criminal justice system is efficient and effective, the internal security can be managed effectively which ultimately leads to good governance but if police and system is weak and surrounded by various problems, then it can worsen the security of the state. To maintain the law and order situation in proper way, quality investigation and prompt response to the complaints are foundations of every criminal justice system. At present, all these duties in the country were performed by the police system. Therefore, an effective law enforcement system is said to be the symbol of good governance and administration of the state

as it preserves good order in the society, protects the life of the public, promotes public health and safety, and pop up societal values and morals along with the prevention, detection and punishment of criminal behaviors.

Even though the term 'police' connotes a system of administration or regulation, it is now generally used to indicate the organized body of civil officers in a place whose particular duties are the preservation of good order, the prevention and detection of crime and the enforcement of laws. According to Black's law dictionary, Police is "the function of that branch of the administrative machinery of government which is charged with the preservation of public order and tranquility, the promotion of the public health, safety, and morals; and the prevention, detection, and punishment of crimes".

Unfortunately, present police system is confronted with many serious issues and is not ready to cope with the emerging challenges. Police are not only challenged by the new paradigm, but also by their declining effectiveness as a central agent of criminal justice system. The laws based on which police try to complete the procedure are enacted more than 100 years back and that itself was a product of colonial India. Though a number of committees and commissions have been appointed since the enactment of the 1861 Police Act in order to make recommendations on various aspects of streamlining the effectiveness of police governance in the country, it is found that still the police is far from effectiveness, and well criticized by the public for being corrupt, oppressive and pimp to political leaders.

Not only the crime rate is increasing day by day in the society, but also the nature and severity of crime is becoming more and more complicated. Therefore to meet the current challenges, our law enforcement system should be reformed enormously. Police need to acquire knowledge and understanding about the nature, extent of severity and tactics of various threats they have to face. Efforts of the police should be directed to preserve and promote public safety by enforcing the laws with absolute impartiality. Apart the police have to constantly prioritize their tasks and choices based on their available resources to become more effective.

Hence, we need a professional police force enforcing the rule of law and protecting the life of people irrespective of religion, caste, creed, or political and social status. The police have to facilitate the smooth flow of society through their effective functioning. According to James Q Wilson (1968) a professional police department is one governed by values derived from general, impersonal rules which bind all members of the organization whose relevance is independent of circumstances of time, place or personality. Police professionalism is designed to encourage the development of competent officers who will apply the law according to impersonal standards (Chackerian, 1974). The professional officer is one who holds the knowledge, skill, and abilities to perform effectively as a police officer, and who does not allow his own personal needs or interests to affect his enforcement decisions.

Even though everybody criticizes our police for their ineffectiveness, nobody is much clear about what the police effectiveness actually means. Some argue that it is the number of arrests made by them, and others may suggest that the effective police represent those who are impartial and free from favoritism and political influence. There are not enough studies which explain the level of output achieved by police units, and also there is no commonality on the agreement upon what determines the police effectiveness and whether their effectiveness can be measured.

The police organization has multiple goal structure. So effectiveness in one area may mean ineffectiveness in another. The link between ends and means is correspondingly complex (Chatterton, 1987). Moreover, the public regard the police as an available resource to call upon in any crisis situation. This makes resource allocation and prioritization difficult. In dealing with police effectiveness, the effectiveness of police tactics and strategies in handling small-scale outbursts of public disorder is also important. The frequency and duration of such incidents may provide an indication of how much control the police have in an area.

Although the police is improving and seeking change, still the dissatisfaction with the police performance is widespread among the all segments of Indian society. Police are frequently characterized as ineffective and unfair, and their quality is

viewed as very pathetic. Even though a vast majority of Indian population may never have reason to interact with the police, and hardly any first-hand experience with the police, there is a widespread agreement upon the shortcomings of police officers. In the minds of the public, the police is readily associated with their inefficiency, rudeness, harassment, corruption, nepotism, and power drunk. Such perceptions can undermine the cooperation and coordination with communities that are essential to successful policing outcomes. When the public has confidence in a police department, it will results in good policing which help to gain public support, and in turn public support contributes to better policing outcomes.

From these, it is clear that police effectiveness is the result of many factors. It is not solely dependent on the number of arrests they made or the amount of control they have on the public. Rather, apart from the frequency and severity of crimes, it also incorporates officers' efficiency in solving various crimes; their ability in maintaining public order and safety; their proficiency in ensuring public trust, satisfaction, and cooperation; and so on. In other words, it is the degree of personal effectiveness of each and every individual officer in the department. That means police effectiveness constitutes officers' ability to focus on their personal as well as departmental objectives, their initiation in the growth and development of themselves and the community to which they extent their service, their talents in building good relationships both in and out of their organization, their morale and commitment in team works, and also their capacity to get easily adaptable with the changing nature and challenging demands of their job.

Effectiveness means getting positive results; doing things which are worthwhile (Angier, 2001). Personal effectiveness is a general sense of adequacy in a person. It is "one's ability to perform the job effectively and, at work place, it is dependent on the type and nature of the work" (Sutton & Ford, 1982). It emphasizes the task performance of specific employees or members of an organization (Jain, 2005). An employee's effectiveness is referred as the behavior evaluated in terms of its contribution to the goals of the organization (Churchill, Ford, Hartley & Walker, 1985). In the words of Pramila (2009) "personal effectiveness means making the

most of talents and resources in all of one's endeavors. At the organizational level, it manifests itself in the form of interpersonal effectiveness and group effectiveness. At the individual level, it promotes happiness and well-being. It is considered to be a combination of many factors that are attributed to personal qualities and external influencing factors that work together in harmony".

Employees are said to be effective when they are relaxed, using their skills and knowledge effectively and competently, contributing and feeling a sense of control, communicating effectively and assertively, using their time efficiently, and when they are appreciated and received positive feedback (Sathpathy & Sahoo, 2013). In short, personal effectiveness can be defined as the ability to make use of all the available resources (both personal & professional) at one's disposal (i.e., strengths, knowledge, talents, skills, energy & time) to enable the person to master his/her life and also to achieve both work and life goals. More specifically, it can be referred as an individual's disposition to focus on his/her personal growth and development by holding a proper sense of personal worth and self-confidence through continuous and sustained self-improvement. It also includes the individual's ability to handle ambiguous and uncertain situational demands in an adaptive manner and the competency in initiating, developing and maintaining effective relationships with a range of other people as well as the capacity to work as an integral part of a working team.

A sense of personal effectiveness enables the individual to make a positive and energetic impact on others by conveying ideas and information clearly and persuasively. It helps in planning and prioritizing available means by using interpersonal skills to build effective working relationships with others and reduce personal stress. People with high sense of personal effectiveness have clear action goals and are directed by these goals. They will look for opportunities for self-improvement, have better adaptability, maintain healthy relationships and also are effective team performers.

Effective performance generally produces a sense of emotional well-being. Personal effectiveness leads to success in one's career. A good professional at work

place normally becomes a successful person in all aspects of life. Personal effectiveness is one of the most comprehensive steps toward achieving success. It helps individuals and organizations to achieve their maximum potential. It leads to improvement of oneself in such a way that he/she is recognized to be a person of courage, high spirits and good determination and also as an excellent and balanced human being.

Personal effectiveness can't be forced on one another. Rather it will be brought about by the individuals who transform themselves to become the catalysts for individual and organizational change. Key to personal effectiveness is the prioritizing and scheduling of work so that not only are one's deadliness met but also time is saved to concentrate on those matters that are most important. One pre condition for personal effectiveness is better self-awareness. But only understanding one's self doesn't make a person effective. Instead he/she should be able to use that awareness for better living by placing oneself in a right fit milieu.

Personal effectiveness can be judged by looking into the self-esteem of a person (Sathpathy & Sahoo, 2013). People who have high level of self-esteem will be confident, defensive, active, and achievement oriented. They could not be easily devastated by criticism, defeated by setbacks and obstacles, and they are mostly happy for themselves as they are and able to accept and learn from their own mistakes. When people possess roles where they can display and enhance their competence and be successful, they will develop a good sense of self-esteem. Likewise, if they find themselves in roles where their competence is mismatched or when they feel they do not have the adequate skills they are not likely to encounter success experiences and will feel a sense of inadequacy. Their self-esteem would then decrease and their self-concept would be deteriorated. It is therefore necessary to enhance one's self-concept and the best way of doing this is to ensure a fit between their level of competencies and the job that they perform (Subramanian & Rao, 1997).

Singh (1997) in his guidelines for developing personal effectiveness explained certain predominant factors that motivate individuals to enhance their

personal effectiveness. These facilitating factors include having the ability to achieve the tasks, the opportunity to use these abilities, a positive attitude towards the job and the environment, and the extent to which the work environment provide challenge and fair treatment. That means the possession of a right fit job is the first and most important prerequisite of personal effectiveness.

Further, Singh (1997) also argued that the development of motivation among the employees is the responsibility of the superiors and when the supervisors fail to fulfill this responsibility and other needs of their subordinates, employees' personal effectiveness will be limited. He also pointed out that the lack of autonomy or close supervision and unfair treatment by the superiors also hinders one's personal effectiveness. These diminishing factors of personal effectiveness identified by Singh (1997) highlights the importance of fit or congruence with work environment especially with one's supervisor. It shows that having a fit perception with one's work environment (Person-environment fit) especially with his/her supervisor (person-supervisor fit) is an antecedent of personal effectiveness and the mismatch will deteriorate the personal effectiveness of employees. In short, better person-work environment fit is an essential precondition for the effectiveness of law enforcement officers.

Person environment fit (PE fit) is the degree of compatibility or match between individuals and some aspect of their work environment (Muchinsky & Monahan, 1987; Kristof-Brown & Guay, 2011). It refers to the perceived compatibility between an individual and his/her environment (Kristof-Brown, Zimmerman & Johnson, 2005). In understanding PEF, it is important to define what is meant by the 'person' and the 'environment' (Yang, Levine, Smith, Ispas & Rossi, 2008). The person can be defined as one's individual knowledge, skills, abilities, interests, values and personality traits. The environment usually concerns those characteristics external to the individual such as job characteristics (eg., challenge and autonomy) and the organization (eg., values and culture).

There has been long debate about the relative importance of the person versus the situation in determining human behavior. One group of researchers have

argued that it is the situation which is primarily responsible for individual behaviors, while another group believe that the individual characteristics are primarily responsible for their behavior. The concept of PE fit is grounded in the interactionist perspective of behavior (Muchinsky & Monahan, 1987; Chatman, 1989). The perspective of interactionism asserts that neither personal characteristics nor the situation alone adequately explain the variance in behavioral and attitudinal variables. Instead they recognized that the interaction of personal and situational variables account for the greatest variance as the personality depends on the situation and that situations are in turn affected by the personalities of the people who are present.

The interactionist perspective has a fairly long tradition, beginning with Lewin's proposition that behavior is a function of the person and the environment. Kurt Lewin (1935, 1951) observed that the human behavior is not understood exclusively in terms of the environment or the individual. Rather it emerges from the interaction between both the individual and his/her environment. Holland's (1985) theory of job fit states that people are happier and more successful in their work environment when their personality matches the environmental attributes. For example, an investigative person would be most successful in investigative jobs. It implies that it is not just the person or the environment that determines success on the job – it is the match or fit between them. Funder (2006) also argues that in order to predict behavior one must study personality, situations and their interactions. To drive best out of human resource it is essential to give them the task that is best suited to their efforts or competence (Farooqui & Nagendra, 2014). All these indicate the relevance of the interaction and congruence between the person and his/her environment in dealing with employee effectiveness.

As PE fit refers to an individuals' congruence with their work environment, it occurs when there is a perceived congruence between the attributes of a person and the environment (Kristof, 1996; Cable & Edwards, 2004). A single-dimension of fit perception is defined as the compatibility between an individual and a specific aspect of the environment. But in reality, people do not interact with only one part of

their environment. Rather, they are simultaneously nested in multiple dimensions of the environment (Granovetter, 1985). Within the PE fit framework, researchers have found that an individual may achieve congruence with the work environment on one or more levels: the job, the organization, the work group, and the supervisor (Kristof-Brown, Jansen & Colbert, 2002). Scholars have categorized these levels as different dimensions of PE fit namely, person-job fit, person-organization fit, person-group fit and person-supervisor fit respectively (Kristof-Brown & Guay, 2011).

The relationship between a person's characteristics and those of the job or tasks that are performed at work is included in the domain of person-job fit (PJ fit) (eg., Edwards, 1991; Kristof, 1996). This concept involves matching employees' skills, knowledge, and abilities to perform specific job related tasks in the work environment (Edwards, 1994; Cable & DeRue, 2002). Perceived PJ fit refers to the subjective evaluations about the degree to which a person's needs, values, characteristics, and capabilities match those of the job (Kristof-Brown, Zimmerman, & Johnson, 2005).

Person-organization fit (PO fit) refers to the degree of compatibility between the characteristics of individuals (i.e., personality traits, skills, goals, interests, and values) and the characteristics of organizations (i.e., culture, climate, values, goals, and norms). It focuses on the fit of the person with the entire organization rather than a specific job, vocation, or group. The concept of PO fit involves matching employees' interests, values, and needs to the organization culture (Chatman, 1989). PO fit perceptions imply the judgments of the congruence between an employee and an organization's values and goals (Cable & DeRue, 2002). In the words of Kristof (1996) it is the compatibility between people and organizations that occur when at least one entity provides what the other needs, or they share similar fundamental characteristics, or both.

Person-group fit (PG fit) can be explained as the interpersonal compatibility between individuals and their proximal co-workers (Judge & Ferris, 1992; Kristof, 1996; Werbel & Gilliland, 1999). As it is the interpersonal comparability between

individuals and their peers or work teams, person group or person team fit focuses on the match or congruence between individuals and their co-workers in terms of their values, goals, personality, and so on. It refers to the judgments of interpersonal compatibility between an employee and his/her work group (Cable & DeRue, 2002).

A final form of PE fit exists in the dyadic relationship between an individual and their superiors in the organization. The extent to which an employee is congruent with his/her superiors portrays the concept of person-supervisor fit (PS fit). It refers to the fit between the characteristics of an individual and his/her direct supervisor (Vancouver & Schmitt, 1991; Krishnan, 2002).

PE fit can be used to guide the development of strategic human resource management and create consistent messages that are shared by all managers in the firm. Based on a strategic contingency perspective, selection of the appropriate fit is critical to support the firm strategy and ultimately achieve a competitive advantage. That means an organization which systematically establishes human resource practices to promote PE fit is likely to have a competitive advantage through its human resource management practices.

PE fit operates at both the organizational and individual levels of analysis. At the organizational level of analysis, HR practices that are linked to each of the types of fit provide the organizational attributes to support those different organizational competencies (Werbel & Gilliland, 1999). At the individual level of analysis, PE fit is concerned with identifying the individually appropriate attributes for a given work context (Kristof, 1996). PE fit on the individual level is associated with having different types of skills, knowledge, values and behavior. These HR assets are then associated with job proficiency. If employees throughout the organization are proficient in their work, then employee productivity will be high at the individual level of analysis and organizational profitability will be high at the organizational level of analysis. Thus it becomes important to strategically link the different types of PE fit to different types of organizational competencies that have value added performance dimensions.

Organizational researchers have long been concerned with the roles of PE fit to individual and organizational outcomes. PE fit is related to a number of positive outcomes for individuals at work including positive well-being, task performance, job satisfaction, and a feeling of meaningfulness. Workers with high degree of PE fit were shown to have higher levels commitment, perform better, and were more effective workers than others who did not report similar levels of congruence with the work environment. A poor fit can produce several kinds of strain or negative consequences for the individual and other social structures. The central hypothesis of PE fit theory is that a misfit between the person and environment leads to psychological, physiological and behavioral strains (Caplan, 1987). The better a person fits with his job, the less adjusting and performance problems occur (Roberts & Robins, 2004; Farooqui & Nagendra, 2014).

PE fit perceptions generally impact work-related outcomes through motivational mechanisms because PE fit perceptions enhance employees' willingness to invest effort in conducting work tasks and reinforce worker's values and desires (Edwards & Shipp, 2007). PE fit helps individuals incorporate work into their lives (Savickas, 2000) and interact with workplace outcomes and thus to maintain a work to family spillover. It enables the person to get out of role ambiguity and uncertainty (Hobfoll, 1989; & Frink, Hall, Perryman, Raft, Hochwarter, Ferris & Royle, 2008). In essence, individuals' attitudes and behaviors will be highly influenced by the degree of congruence or fit between individuals and their work environments and thus the effectiveness of an employee can be determined by the amount of fit perceptions with different levels of work environment.

Apart, the PE fit literature established a very strong link with various organizational and individual outcomes, researchers also found that various levels of PE fit namely PJ fit, PO fit, PG fit and PS fit differ significantly in their relationship with different outcomes. For example, PJ fit shows strong correlation with job satisfaction than other forms of fit, where as PO fit shows with organizational commitment than other fit dimensions (Kristof, 1996). Intent to hire is mostly

influenced by PJ fit, but organizational attraction is strongly influenced by PO fit (Bowen, Ledford & Nathan. 1991). Task performance is highly predicted by PJ fit, where as contextual performance is by PO fit and PG fit relative to other types of fit (Kristof, 1996). Though intention to quit is highly influenced by PS fit, when making a final decision on leaving the organization the most influential one is PO fit (Oh, Guay, Kim, Harold, Lee, Heo & Shin, 2014).

By matching the right person with the right organization, workers can achieve a better synergy and avoid pitfalls such as high turnover and low job satisfaction. Employees are more likely to stay committed to organizations if the fit is 'good'. In practice, Person-work environment fit would be used to gauge integration with organizational competencies. The Individual is assessed on these competencies, which reveals efficacy, motivation, influence, and co-worker respect. If the Individual displays a high Person-work environment fit, we can say that the Individual would most likely be able to adjust to the company environment and work culture, and would be able to perform at an optimum level.

As the relevance of better PE fit is very clear in the management literature, both the employee and the organization is equally responsible for finding out the right position for each and every individual at work. Systematic and active job search process helps the individual to find out the best fit job in a well suited organization. Job seekers pursue fit between their work orientation and the prospective employer's work environment (Heslin, 2005). The attraction-selection-attrition framework indicates that job seekers are more attracted to organizations whose values and needs match their own values and capabilities (Schneider, 1987). Self selection by the applicants itself in to a congruent job and/or organization is thus very important in the recruitment process of every organization. Here the organizations' role is to attract the best suited candidates through its various recruitment methods. By communicating the organizational and job characteristics that a targeted labour market segment is likely to find most attractive, the recruiting message is thought to be given the best chance of persuading the best fitting job seekers to apply. Similarly, recruiting messages can help to screen out those job

seekers who would not have been hired or would have been ineffective if hired by including any job and organizational characteristics that would make some job seekers understand they may be poor fits with the organization or position.

Moreover, organizations should also take some active steps to ensure the selection and placement of employees who are well compatible with the organizations' working environment and culture. The organizations must adopt the best recruitment policy to make sure that the only right fit personnel are selecting to the organization and all the undesired ones are screening out correctly at the beginning of the recruitment process itself. Then only the organization can have the ability to maintain the right employees and thereby to direct the effectiveness and performance of the employees for the accomplishment of organizational objectives at its minimum cost. If the screening in process of the organization is not limited to the right employees only, then all other efforts from the part of organization, like training and development of the employees, to ensure the effectiveness and productivity of the organization will become futile. The screening out procedures must try to eliminate those applicants who lack the basic ability or mental acuity to perform the job in a safe and responsible manner; and the screening in procedures, on the other hand, must intend to identify those attributes that distinguish one candidate from another as being potentially more effective.

For more than 90 years, job analysis has been the foundation for determining PJ fit in human resource management. Job analysis is then used to develop appropriate selection, orientation, development, feedback, and reward procedures to ensure that employees have the skills, knowledge, and abilities to perform clearly specified job duties. As such, job analysis influences all of the central HRM functions and consequently takes a reductionistic perspective to PE fit. This approach breaks work into domains, then tasks and sub-tasks. The more refined the job analysis, the easier it is to determine the human attributes that are needed to perform a job. Job analysis influences HRM practices and procedures to institutionalize the skills, knowledge and abilities needed to perform designated job responsibilities.

Selection process also plays a critical role in establishing any type of PE fit (Schneider, 1987). Selection is designed to hire people with desired skills and behaviors needed to match a work context. The selection process should entail an assessment of applicants on the most critical skills and behaviors necessary to match the central elements of the work context. These job requisites are determined by performing an environmental analysis such as job analysis, group analysis or organizational analysis.

Training and development is another important element which can strengthen the perception of PE fit. Job specific training programs provide skills, knowledge and abilities to perform designated tasks. Such efforts should be focused on maximizing an employee's job proficiency and there by becomes a facilitator of person job fit perceptions. Training and development should also focus on organizational values and objectives to create a sense of organizational identity, mission and purpose among all the members of the organization regardless of their position and status. So organizations must practice good socialization and training processes which are well planned to strengthen the perception of better PE fit among all the segments of its members.

Further, organizations should be aware about different mechanisms that stimulate fit in order to ensure the selection and maintenance of best suited employees. Even though a very little work has been done on the antecedents of fit (Kristof-Brown, Zimmerman, & Johnson, 2005; DeRue & Morgeson, 2007), some recent researches have noted different factors which may lead to the perception of a better fit at work place (Roberts & Robins, 2004; Edwards, Cable, Williamson, Lambert & Abbie, 2006; Kristof-Brown & Jansen, 2007; Yu, 2009). These antecedent factors all together can be categorized in to two broad levels as individual and organizational level antecedents. Organizational level factors may include their recruitment methods and messages, customized job information, employer attractiveness, organizational change and organizational constraints. Individual level factors may include the gender, academic ability, experience, past promotions, job characteristic beliefs, socialization experiences, the degree of intrinsic motivation to

serve the public, and other dispositional characteristics like self-efficacy, self-esteem, proactivity, adaptability, agreeableness, conscientiousness, extraversion, and openness to experience.

The scarcity of strong empirical evidences for these antecedent factors compared to fit outcome literature directed the present study to find out various psychological contributors of PE fit before examining the potential role of fit on the effectiveness of law enforcement officers. The detailed analyses of PE fit theory enabled the investigator to identify certain psychological variables as antecedents of PE fit and encouraged to empirically examine the predictive role of these variables on different levels of PE fit. These factors are institutional socialization experience of the employee, the Big five personality factors, proactive personality, self-esteem, self-efficacy beliefs, and public service motivation.

Institutional Socialization Experience

Institutional socialization is the process by which an individual acquires the social knowledge and skills necessary to assume an organizational role (VanMannen & Schein, 1979). Through this process the newcomers become the full members of organizations or groups. It involves not only learning and adopting new behaviors, skills, and abilities pertaining to the role, but also adjusting to the group's norms and values which are absorbed in the process of socialization (Christie, Petrie & Timmins, 1996). Effective socialization of new entrants help to protect and maximize the return on investment made in the recruitment and training of new employees and also to pop up the potential competitive advantage of human capital. Ineffective socialization is a primary cause of premature voluntary and involuntary employee turnover (Fisher, 1986). Effective socialization of newcomers may ensure the availability of well trained, more skilled and very loyal source of employees in the workplace.

Different organizations may employ various socialization tactics that are the ways in which the experiences of individuals in transition from one role to another are structured for them by others in the organization (Van Maanen & Schein, 1979). Generally, six proposed tactics were exists on a bipolar continuum with considerable

range between the two poles. They include collective v/s individual, formal v/s informal, sequential v/s random, fixed v/s variable, serial v/s disjunctive, and investiture v/s diverstiture socialization. (for further details see Van Maanen & Schein, 1979). Following Van Maanen and Schein, Jones (1986) argued that these socialization tactics shared a common dimension on a continuum from institutionalized to individualized tactics. Institutionalized tactics includes collective, formal, sequential, fixed, serial, and investiture where as the opposite end of individualized tactics comprises individual, informal, random, variable, disjunctive, and disventiture socialization tactics. Jones (1986) also suggested that the six existing bipolar tactics of socialization can be grouped into three broad factors: social, content and context. The social factor consists of serial and investiture tactics provide the social cues and facilitation necessary during learning processes. The content factor, comprising of sequential and fixed tactics, focuses on the content of the information given to newcomers. The factor context, formed by collective and formal tactics, emphasizes the way in which organizations provide information to newcomers.

Organizational socialization is an important issue for every kind of organizations as it helps in ensuring the development of desired attitudes and behaviors among the newcomers (Bauer, Bodner, Erdogan, Truxillo & Tucker, 2007). It also facilitates the transmission of organization's culture and bestows newcomers with the essential clues to make better understanding of their new work environment (Bauer, Morrison & Callister, 1998). Employees' socialization experience in the organization has been linked to several outcomes including perceived job and organizational fit (Saks & Ashforth, 1997b; Kim, Cable & Kim, 2005). Further, Cable and Parsons (2001) suggested that sequential tactics of socialization help newcomers to shift their values toward those of organization and such tactics positively influence PO fit. In similar way, investiture tactics of socialization signal the value and importance of newcomers to the organization and thus strengthening commitment which in turn provides greater PO fit (Copper-Thomas, Van Vianen & Anderson, 2004).

All these suggest that designing socialization tactics for different groups of newcomers should be based not only on the organizational need, but also on the expectations of newcomers regarding their organizations (Wanous, Poland, Premack & Davis, 1992; Ashford & Nurmohamed, 2012; Batistic, 2018). The success of each tactics lies on the appropriateness of its usage to make a more positive socialization experience on newcomers. Newcomers' positive socialization experience may encourage the perception of better fit with their work environment. Proper socialization tactics provide newcomers with greater on-the-job embeddedness and increased organizational and community fit (Allen, 2006). To enhance the likely success of individualized experiences, organizations may focus strongly on the recruitment and selection process to maximize value alignment (Brymer, molloy & Gillbert, 2014). Value alignment provides newcomers with specific clues to the kind of behaviors expected and rewarded in the organization, which ensures a less rigid and formal socialization experience.

Proactive personality trait

Newcomers might need to act proactively in order to reduce uncertainty because organizations can't possibly provide all the information and activities necessary to get fully socialized in to their new work environments. And this may provide newcomers with opportunities to start interacting and building relationships with others in the organization and thus to experience a feeling of compatibility with their co-workers and organization as well. Proactive means creating or controlling a situation by causing something to happen rather than responding to it after it has happened. Proactive personality is a relatively stable tendency to effect environmental change (Bateman & Crant, 1993). It reflects a relatively stable dispositional tendency for individuals to control situational forces and actively incite change in their environments (Bateman & Crant, 1993). Conversely, at the opposite end of the continuum, a proactive personality measure may reveal a passive individual's tendency to be reactively shaped by environments. Proactivity at work is generally characterized by initiative, such as performing a task without being asked to do so; assertiveness, which can be described as solving a potential problem

by taking charge such as reporting problematic events; and as taking charge in general (Morrison & Phelps, 1999; Crant, 2000).Taking initiative in improving current circumstances or creating new ones, it involves challenging the status quo rather than passively adapting to existing conditions. Proactive people select and create situations that enhance the likelihood of high levels of performance (Seibert, Crant & Kraimer, 1999).

Proactive employees who succeed within their dynamic environments do so by proactively creating circumstances that facilitate personal and organizational success as they strive to reach their goals (Ashford & Black, 1996; Chan & Schmitt, 2000). People rating low in proactivity fail to identify the opportunities to change things (Bateman & Crant, 1993). Erdogan and Bauer (2005) found that proactive individuals will be more satisfied with their jobs because they will remove the obstacles that preventing satisfaction. Proactive involvement may also provide employees with a sense of autonomy and task significance, which may in turn facilitate higher levels of job satisfaction (Hackman & Oldham, 1975). Proactive employees' recognition of their own influential tendencies at work may affect the extent to which they identify with and feel involved in their organizational surroundings. Hence, employee proactivity may facilitate affective organizational commitment (Thomas, Whitman, & Viswesvaran, 2010).

From a person-environment perspective, Crant (2000) argued that proactivity help employees to actively customize their environments in a way that accentuates individual strengths and optimizes performance. Work adjustment theory suggested that proactive tendencies may facilitate PE fit during organizational entry (Thomas, Whitman & Viswesvaran, 2000). Kristof-Brown, Johnson and Zimmerman (2005) also indicated that individuals' ability to proactively customize one's work environment may induce a sense of PJ fit. Thus proactive personality trait can be considered as an important predictor of one's person environment fit perception of an individual.

Big five personality factors

Personality is the stability in a person's behavior over time and across situations (consistency) and the behavioral differences among people reacting to the same situation (distinctiveness). A personality trait is a durable disposition to behave in a particular way in a variety of situations. Robert McCrae and Paul Costa (1987, 1997, 1999) argued that the vast majority of personality traits derive from just five higher order traits that have come to be known as the 'Big five': extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience. Their bold claim has been supported in many studies by other researchers, and five factor model has become the dominant conception of personality structure in contemporary psychology (Wiggins & Trapnell, 1997; John & Srivastava, 1999).

Among the five factor model, the domain of extraversion reflects the characteristics of sociability, gregariousness, assertiveness, warmth, activity, talkativeness, excitement seeking, and positive emotions. Agreeableness represents the quality of one's interpersonal orientation and the traits associated with this factor include trust, flexibility, modesty, straightforwardness, altruism, compliance, and tender mindedness. Conscientious people tend to be deliberate, disciplined, well-organized, punctual, achievement striving, and dependable. Neuroticism refers to the emotional instability and represents the facets like anxiety, anger, embarrassment, hostility, impulsiveness, and vulnerability. Openness is associated with curiosity, fantasy, imaginativeness, artistic sensitivity, creativity, broadness, and unconventionality

Even though proactive personality shows a significant positive relationship with conscientiousness, emotional stability, extraversion, and openness to experience, the comparative researches suggest that the Big five personality traits are distinct from emergent proactive constructs as proactive personality can serve as a distinct and valid predictor of performance beyond the big five traits (Bateman & Crant, 1993; Crant, 1995; Thomas, Whitman, & Viswesvaran, 2010).

Psychologists agree on the importance of choosing an occupation which is compatible with one's personality (Lowman, 1991). There are a lot of theories that

emphasized the role of personality congruence in individual performance and effectiveness. For example, John Holland's (1985, 1996) hexagonal model point out that career choice is related to an individual's personality characteristics, which are assumed to be relatively stable over time. According to Holland, people can be classified in to one of six personality types, called personality orientations and similarly occupations can be classified into six ideal work environments. People flourish when their personality type matches with a work environment that is congruent with their abilities, interests, and self-beliefs. A good match typically results in career satisfaction, achievement, and stability.

With regard to personnel selection, Emotional Stability and Conscientiousness have been shown to correlate with work motivation across various job categories, whereas Extraversion, Agreeableness, and Openness to Experience are better predictors of performance for specific job types and behaviors (Judge & Ilies, 2002; Mount, Barrick, Scullen & Rounds, 2005). It supports the argument of Hogan and Ones (1997) that conscientiousness is associated with higher productivity in a variety of occupational areas. In a meta-analytic study of five-factor personality domains and job performance, Barrick and Mount (1991) observed that Conscientiousness demonstrated the strongest estimated correlation with measures of job performance across occupational groups, including law enforcement along with the finding of modest associations between Extraversion, Emotional Stability, and Agreeableness and police officer performance. In a study of police recruits in New Zealand, Black (2000) found Conscientiousness to be most strongly associated with performance on practical and academic tests taken by police recruits during basic training.

The effective selection and training of police officers is crucial to law enforcement agencies (Hibler & Kurke, 1995). Psychologists, in particular, play a key role in the screening and selection of police officer candidates (Inwald, 1987). Hogan (1971) found that police supervisors described their best officers as being functionally intelligent, sociable, and self-assured. A general lack of neurotic tendencies (e.g., toward depression, anxiety, stress) have also been shown to predict

fewer serious job problems among police officers (Hiatt & Hargrave, 1988) and a certain level of guardedness and circumspection appears to be a desirable personality characteristic for effective policing (Neal, 1986; Bartol, 1991; Detrick & Chibnall, 2002).

Although a substantial knowledge base exists regarding the pre-employment psychological evaluations of police officers, this knowledge primarily reflects the model of screening out for psychopathology, a process that is perhaps more suitable to traditional, reactive policing than modern, proactive policing roles. Without ignoring the priority of rejecting unsuitable applicants, Metchik (1999) and Scrivner (1995) emphasized the identification of psychological and personality characteristics in police officer candidates that complement a modern approach to law enforcement, an approach that values sound discretionary judgment and proactive, community-oriented problem solving in the field.

Chibnall and Detrick (2003) found a combination of scores from personality inventories including the Inwald Personality Inventory, the Minnesota Multiphasic Personality Inventory-2, and the NEO Personality Inventory-Revised (NEO PI-R; Costa & McRae, 1992) to be predictive of the majority of variance in police academy performance. Detrick and Chibnall (2006) found that the best entry-level police officers were emotionally controlled, slow to anger, and steady under stress; socially assertive with high need for stimulation; guarded regarding others' motives and strategic in social exchange; and highly conscientious, goal-oriented, and disciplined. They also found that the highest performers were significantly lower on Neuroticism and significantly higher on Conscientiousness than the lowest academy performers.

Parker, Mohr and Wilson (2004) examined the relationship between selected personality, attitudinal and demographic variables and the tendency of police to behave in a diversionary manner with young and adult offenders and their findings indicated that some identifiable differences between officers were likely to be indicative of the manner in which they will use their discretionary power with the offenders, officers' empathy for youth and an authoritarian approach to the legal

system. Roberts and Robins (2004) identified agreeableness and low neuroticism as antecedents of PE fit and Ehrhart (2006) explained the role of extraversion, agreeableness and openness to experience in the prediction of subjective experience of PJ fit. All these shed light to the decision of considering big five personality factors as important predictors of person environment fit perception of the law enforcing officers in the present study.

Self-esteem

Self-esteem refers to a person's appraisal of his/her value. It is 'the basic appraisal one makes of oneself, as it concerns the overall value that one places on oneself as a person (Rosenberg, 1965). It reflects the way in which individuals evaluate their self-worth (Leeson, Ciarrochi & Heaven, 2008). Individuals with high self-esteem are presumed to be more psychologically healthy (Taylor & Brown, 1988) and those with low self-esteem are believed to be distressed (Tennen & Affleck, 1993). Self-esteem influences both current and future affect and behavior (Harter, 1999). A person with high self-esteem will view a challenging job as a deserved opportunity which he/she can master and benefit from; where as a person with low self-esteem is more likely to view it as an undeserved opportunity or a chance to fail (Locke, McClear, & Knight, 1996).

Korman (1970) argued that individual's with high self-esteem choose occupations consistent with their interests and which in turn would lead to greater levels of job satisfaction. Harrison (1978) recognized the goal attainment necessary to preserve or enhance one's self-concept as an important motivational force behind the perception a good PE fit. Saks and Ashforth (1997a) also explained that self-esteem was positively related to the perceptions of PJ fit. Thus self-esteem is considered as one of the most important contributor of perceived person environment fit in the present investigation.

Self-efficacy

Self-efficacy beliefs are judgments about how effectively a person believes he/she can act in order to meet a goal or to cope effectively with challenging situations (Bandura, 1997). It concerns with judgments of personal capabilities. It represents an individual's belief or confidence about his/her abilities to mobilize motivation, cognitive resources, and courses of action needed to meet given situational demands (Wood & Bandura, 1989). Bandura (1997) argued that unless people believe they can attain their goal through their actions, they are unlikely to persevere when confronted by difficulties. Self-efficacy has a relatively well established body of research showing its positive impact on work related performance (eg., Betz & Hackett, 1986; Bandura, 1989; Stajkovic & Luthans, 1998). Moreover, Gist and Mitchell (1992) demonstrated the importance of self-efficacy for improving performance in the organizations, and Lee and Ashforth (1990) asserted self-efficacy beliefs as a predictor of burnout.

As being an important predictor of many work related outcomes and as if it reflects one's belief on his/her competencies, it can be assumed that self-efficacy might have an influential role in predicting the perception of congruence at workplace. According to Bandura (1977) self-efficacy refers to the conviction of an individual that he/she can successfully execute a given behavior required to produce certain outcomes and his/her expectancies in the capability to mobilize the resources needed to meet situational demands. From this definition itself we can hypothesize certain link between self-efficacy beliefs and person environment fit. For example, the demand abilities fit refers to the individual's perception of a congruence or match between his/her knowledge, skills and abilities (KSAs) with the environmental demands. So when a person has the capacity to mobilize one's resources (KSAs) to meet the environmental demands, that itself may lead to increased person environment fit perceptions. Some recent researches also shed supporting lights on this assumption. For example, Peng and Mao (2005) observed a positive link between self-efficacy beliefs and PJ fit, and Wang, Zhan, Mccune, and

Truxillo, (2011) suggested that employees' job related self-efficacy has a crucial role in the improvement of their PE fit perceptions.

Public service motivation

Public service motivation (PSM) is thought of as 'an individual's orientation to delivering services to people with a purpose to do good for others and society' (Perry & Hondgehem, 2008). It has been characterized in many different ways, such as a service ethic, calling, and/or altruistic intentions that motivate individuals to serve the public. PSM is 'a concept, an attitude, a sense of duty – yes even a sense of public morality' (Staats, 1988). It focuses on the intrinsic motives and actions that are intended to do good for others and shape the well-being of society and it indicates the willingness of individuals to engage in sacrificial behaviors for the good of others without reciprocal benefits for themselves.

The term 'public service motivation' was first used in 1982 as a way to express the specific motivation associated with public service (Rainy, 1982). Perry and Wise (1990) offered the first conceptual definition and identified a typology of motives associated with public service which include rational, norm-based, and affective motives. Rational motives are grounded in enlightened self-interest because the individual believes that his/her personal interests coincide with those of the larger community and such motives can lead individuals to participate in the policy making processes, and show commitment to public policies or programs. Norm-based motives represent the dedication to a cause and desire to serve the public interest. These motives may include patriotism, duty and loyalty to the government. Affective motives are grounded in human emotion and are characterized by a strong desire and willingness to help others.

Perry (1996) developed a measurement scale which empirically reduced this typology of motives into four dimensions: attraction to policy making, commitment to the public interest and civic duty, compassion, and self-sacrifice. Attraction to policy making is a public service motive based on the desire to satisfy personal needs while serving the public interest. Commitment to public interest and civic duty is based on one's intense desire to fulfill a societal obligation or standard.

Compassion reflects the love and concern for others and a strong desire to protect others. Self-sacrifice dimension represents the willingness to substitute service to others for tangible personal rewards (Perry, 1996).

Bright's (2007) proposition that even though PSM has no direct significant influence on the job performance, it meaningfully contributes to the compatibility between individuals and organizations proved a positive and significant relationship between PSM and PO fit. Moreover, many past researchers tried to establish a link between PSM and fit variables (eg., Pandey, Wright & Moynihan, 2008; Wright & Pandey, 2008; Kim, 2012). Perry and Vandenabeele (2008) proposed that public service motivation relates to many dependents in terms of how person sees the organization and its mission as fitting his/her public service motivation values or the lacks there of. All these indicate to the notion that public service motivation contributes to many positive work related outcomes including one's perception of person environment fit.

Need and significance of the study

As the field of Psychology and law are concerned with and focus on understanding and evaluating human behavior, various branches of psychology including social psychology, organizational/industrial psychology and forensic psychology, provides different sets of knowledge, theories and principles for the police to understand the various aspects of human behavior and plays an influential role in preparing the police force to meet the day to day challenges in crime control. In the words of Hollin (1989) "if psychology is about understanding human behavior, and if police work involves the interaction with people, then, it is not surprising to suggest that the former might have an influence on the later". Psychology can increase the efficiency and effectiveness of various police tasks in upholding the law and serving the community (Chui, 1998).

With their expertise, psychologists can help police in many ways ranging from knowledge base to the direct service. It involves recruitment, selection, training, placement, socialization, offender profiling, interrogations, eyewitness testimony, stress management, fitness for duty evaluation and so on. Further, they

can enable the police to develop strong links with people to get sufficient public support as it is a potential component of professional efficiency of police officers. The police should win the public confidence in order to enhance their willingness to co-operate with the police in sharing available information regarding the crimes as the vast majority of law violations are occurs outside the awareness of the police and must be reported to them by somebody else so that they can act on it. Good policing and its results help to gain public support and public support in turn contributes to better policing outcomes. Police require public support and cooperation; and this support and co-operation are derived from the perceived legitimacy of the police; and perceived legitimacy stems in part from the actions of police (Tyler, 2004).

As personality results in predictable patterns of behavior, the concept of personality has some significance for organizations. Every organization has its own cultures and accepted patterns of behavior. So the differences in personality indicate that some people are likely to fit in to a culture better than others. In addition, jobs differ in terms of the personal characteristics they require and so an individual's personal attributes could have an impact on his/her suitability for certain jobs. So awareness about what the job actually requires will help to select the most suitable persons for a better result. Moreover, having a better understanding on what contributes to improved perception of fit may enable the human resource practitioners to adopt rich recruitment, selection, training and evaluation methods in order to keep best fit employees at all levels.

The present study, being a psychological research, is presumed to be very helpful in establishing a strong theoretical and empirical support for the assistance of psychologists to the field of law enforcement. Because it is mainly dealing with the effectiveness of police officers and the role of officers' fit perception in the determination of their effectiveness. More over this investigation also try to pick out the psychological contributors of their fit perceptions and thus paves way for various psychological services to the police department. For example, the findings of this research may help to redefine the existing methods and policies of police department

in different areas like its recruitment, selection, training and development, socialization procedures and tactics, performance appraisal and evaluations, etc.,

To conclude, effectiveness means task performance in the desired way. Effective organizations are those which meet challenges put to them, satisfy demands for service, or solve problems and effective persons convert a large portion of their task related inputs into desired outcomes. As effective organizations convert inputs into output with less organizational effort, our law enforcement department's effectiveness is very critical. Not only our government takes a number of strategies to reform our police department but also invest a lot to make them effective in terms of recruitment, training and staffing. Even then, they can't build up a group of effective law enforcers as the police are the most criticized governmental agency for their ineffectiveness. Therefore, enhancing personal effectiveness of each and every police officer to manage challenging and adverse situations in the law enforcement department becomes extremely important and highly relevant. This indicates that smart and scientific methods should be employed to reform our police in order to enable them to meet the day to day challenges.

Such reforms should start from the process of recruitment itself as it will help to save the unnecessary costs related with training the unfit officers in to the profession and also the costs related with their salary, housing and other allowances as all these starts during the period of training itself. And such scientific modifications in recruitment itself may also enable the department to restructure the training programs, and also to avoid many job related issues like counterproductive behaviors at work, turn over intentions and burnout. So the most important and the very initial thing in the enhancement of law enforcement effectiveness is the recruitment and selection of best suitable candidates in the force.

Statement of the problem

Thus, it is clear that there is no public service which requires better human resources than police work. So the researcher as a psychologist with specialized knowledge in organizational behavior attempted to investigate the underlying concept of person-work environment fit and its role in determining the effectiveness

of Kerala police. Hence, the present study is aimed at exploring the ways to improve the effectiveness of law enforcement officers, and thus entitled as **"PSYCHOLOGICAL CONTRIBUTORS OF PERSON-WORK ENVIRONMENT FIT AND ITS IMPACT ON THE EFFECTIVENESS OF LAW ENFORCEMENT OFFICERS".**

Definitions of the Key Terms

▸ **Person-work environment fit:** refers to individuals' congruence with their work environment. And this match or compatibility can be explained in terms of perceived similarity of their values, personality, culture, and goals with the values, culture, image and objectives of the organization; the extent to which the present job or organization can meet the needs of employees; the extent to which employee can meet the demands of organization or work; and/or the extent to which how well both the employee and the organization complements each other.

▸ **Psychological contributors:** contributors are the factors which can predict a criterion variable. Here, by psychological contributors researcher meant certain antecedent factors within the individual that can contribute to the phenomenon person-work environment fit. In the present study, these psychological contributors of fit include institutional socialization experience, proactive personality, Big five personality factors, public service motivation, self-efficacy and self-esteem

▸ **Institutional socialization experience:** refers to the experience of socialization process by which an individual comes to appreciate the values, abilities, expected behaviors, and social knowledge essential for assuming an institutional role and for participating as an organizational member.

▸ **Proactive personality trait:** the likelihood of taking personal initiative in one's environment in order to effect meaningful change. Proactive people identify opportunities and act on them until they bring about desired outcomes.

▶ **Personality:** a person's unique and consistent pattern of thinking, feeling and acting. It is a set of psychological traits and mechanisms within the individual that are organized and relatively enduring and that influence one's interactions with, and adaptation to the intra-psychic, physical and social environments. The vast majority of personality traits derive from just five higher order traits that have come to be known as the 'Big five': extraversion, neuroticism, openness to experience, agreeableness, and conscientiousness (McCrae & Costa, 1987, 1997, 1999).

▶ **Public service motivation (PSM):** an individual's orientation or predisposition to deliver services to people with a purpose to do good for others and society

▶ **Self-efficacy:** individual's belief in his/her ability to successfully perform specific tasks and behaviors. Individuals with high self-efficacy beliefs are more likely to organize and execute courses of action required to attain desired outcomes.

▶ **Self-esteem:** A person's appraisal of his/her own value. It is the feelings and evaluations on one's own personal worth (Rosenberg, 1965)

▶ **Impact:** A marked effect or influence on someone or something. Here, this term denotes the effect or influence of person-environment fit and its contributors on the effectiveness of law enforcement officers

▶ **Law enforcement officers:** are public servants who are primarily responsible for the enforcement of laws by preventing crimes and promoting peace and public safety. In the present study, this term is used to denote the police officers of various ranks ranging from civil police officers to Superintendent of police (SP) under the government of Kerala.

▶ **Personal effectiveness:** the ability to make use of all the available resources (both personal & professional) at one's disposal (i.e., strengths, knowledge, talents, skills, energy & time) to enable the person to master his/her life and also to achieve both work and life goals. In this research the term personal

effectiveness incorporates the perceived efficiency of officers' in solving various crimes, their ability in maintaining public order and safety, proficiency in ensuring public trust and cooperation, ability to focus and integrate both personal and departmental objectives, continuous and sustained efforts for the development of themselves and community to which they extent their service, talents in building good relationships both in and out of their service, morale and commitment towards team works, and also the capacity to get easily adaptable with the changing nature and challenging demands of their job.

Organization of the Report

This research report has been organized by dividing the entire thesis report into five major chapters as follows,

Chapter 1 Introduction: this chapter provides a clear description on the research problem, its relevance, scope and significance along with the definitions of key terms.

Chapter 2 Review of Literature: this chapter contains a brief review of literature relating to the main variables under consideration along with the objectives and hypothesis of the present study.

Chapter 3 Methods: this chapter explains the entire design of this research including the research philosophy, strategy, sampling, data collection tools and procedures, and techniques of analyses.

Chapter 4 Results and Discussion: this chapter includes the results of various analyses conducted in each phase of the study with respect to research objectives and formulated hypotheses.

Chapter 5 Summary and Conclusions: this chapter gives a summarized overview of the entire research work including major findings, implications, limitations and some important suggestions for future research.

REVIEW OF LITERATURE

Literature review is an analysis of relevant documents (both published and unpublished) that helps to set the context for and define research topic. The review is always oriented towards narrowing the field to provide a specific research problem by excluding those parts of literature that are not relevant and also justifies the investigator's decision to rely up on one approach rather than the other. Thus reviewing helps the researcher to pick up the exact research problem that can be addressed with the available resources in a due course of time. Reviewing also saves time and energy as it enables the researcher to avoid unnecessary duplications. Thus an investigation, to be fruitful, should be related to what has been carried out by previous researchers.

This chapter involves a brief report on the literature related with the main concepts and variables under the present investigation. For effective understanding of the problem under study, the available reviews were categorized in to the following heads;

1. The construct of person environment (PE) fit: conceptualization, nature and measurement

2. Theoretical models related to PE fit construct

3. PE fit across cultures

4. Antecedents of PE fit (Contributors of fit)

5. Outcomes of PE fit (fit & effectiveness)

6. Other factors related with effectiveness

1.   **The construct of person environment fit: conceptualization, nature and measurement**

The match between attributes of the person and attributes of the environment reflects the concept of person-environment (PE) fit (Pervin, 1968; Caplan, 1987; Holland, 1997; Walsh, Craik, & Price, 2000). Muchinsky and Monahan (1987) described PE fit as the degree of congruence or match between personal and situational variables in producing selected outcomes. They had proposed two types of person environment congruence: supplementary and complementary. They explained supplementary congruence as the match between an individual and a group of people who comprise an environment such as fraternal organization. They suggested that variables such as individual satisfaction, performance and tenure were used as indices of fit and supplementary congruence as the rationale behind vocational counselling decisions. They proposed complementary congruence as the match between an individual's talents and the corresponding needs of the environment, where the strengths of the individual complement the needs of the environment. They also suggested the success of complementary congruence is judged by organizational level variables, and is the rationale behind personal selection decisions.

Sekiguchi's (2004) meta-analysis had summarized PE fit as a complex and multidimensional concept with many conceptualizations: supplementary v/s complementary, need-supplies v/s demand-abilities; perceived versus actual fit. Supplementary fit occurs when a person supplements, embellishes, or possesses characteristics which are similar to other individuals in an environment; and complementary fit occurs when a person's characteristics make whole the environment or add to it what is missing. Needs-supplies fit is achieved when the environment supplies financial, physical, and psychological resources as well as task-related, interpersonal, and growth opportunities that are demanded by individuals; whereas demand-abilities fit is achieved when the individual's contribution meets environmental demands. Perceived or subjective fit is conceptualized as the judgment that a person fits well in the environment; while

actual or objective fit is the comparison between separately rated individual and environmental characteristics. He also discussed the relative importance of person-job and person-organization fit in employee selection with reference to the prescriptive and descriptive approach on fit in the selection process and emphasized the need for studying other types of fit such as person-group fit.

Kristof-Brown, Zimmerman and Johnson (2005) defined the concept of PE fit as "the compatibility between an individual and work environment that occurs when their characteristics are well matched". To them a complementary fit can occur when a person's skills are met by environmental needs (DA fit) or when individual needs are met by environment (need supplies fit); and a supplementary fir occurs when the person and the environment are similar. They also differentiated between four critical dimensions of PE fit namely, PJ fit, PO fit, PG fit and PS fit (and they also support the notion that important differences exist with respect to conceptualization, measurement, and analytical approaches of PE fit) In terms of measurement they classified fit in to three: perceived, subjective and objective fit.

Ostroff, Shin, and Kinicki (2005) argued that the traditional perspective on fit has focused on person–environment (P-E) fit such that P is some aspect of the individual (such as an individual's personal values) and E is defined as some characteristic of the work environment (such as organizational values or organizational culture). This basic categorization has been further refined to include person–job (P-J) fit (i.e., the compatibility between individuals' skills and abilities and the requirements and demands of the job), person–group (P-G) fit (i.e., the compatibility between characteristics of individuals and those of their workgroup), and person–organization (P-O) fit (i.e., the compatibility between characteristics of the individual such as personality, values, goals, and those of the organization such as culture, values, goals, norms). A second category of fit is termed perception-perception fit or perceptual fit. Perceptual fit reflects the idea that more positive outcomes occur when an individual's perceptions of the work environment are similar to the perceptions of others.

Wheeler, Buckley, Halbesleben, Brouer and Ferris (2005) proposed an integrative theory of multidimensional fit which that can explain the process of fit through either supplementary or complementary perspective, and identified five sub-dimensions of fit: person organization fit, person-vocation fit, person-job fit, person-preferences for culture fit, and person-team fit. Person - preferences for culture fit as a new dimension indicates the match between characteristics of people (ie., co-workers, subordinates, supervisors) and it measures the shared personality of the organization. They fused person team fit to refer PG fit and defined as the match between individuals and their work team.

Vigoda and Cohen (2003) conceptualized the concept of fit in four different ways: a) fit in knowledge, skills and abilities; b) fit in needs and in the reinforcement system and structure; c) fit in values; and d) fit in individual personality and perceived organizational image. Harrison (2007) described fit as "a state of compatibility of joint values of one or more attribute, a, b, c, …, j of a focal entity (P), and a commensurate set of attribute values, a, b, c, …, j of the entity's environment (E), expressed as $[(P_a, P_b, P_c, …, P_j) \cap (E_a, E_b, E_c, …, E_j)]$". Edwards (2008) defined PE fit as the "congruence, match, or similarity between the person and environment".

PE fit is defined as the degree of compatibility between a person and various aspects of the environment, which incorporates both subjective and objective experience within multiple levels of the environment (eg., individuals, jobs, groups, organizations), and a wide array of dimensions upon which comparisons are made (eg., values, personality, needs, abilities, or vocational goals).

PJ fit is the oldest and most widely discussed form of PEF in the literature. The relationship between a person's characteristics and those of the job or tasks that are performed at work is included in the domain of person– job (PJ) fit (Kristof, 1996). The concept of PJ fit involves matching employees' skills, knowledge, and abilities to perform specific job related tasks in the work environment (Edwards, 1994). Edwards (1991) defined person-job fit (PJ fit) as the match between the abilities of a person and the demands of a job or the desires of a person and the

attributes of a job. This definition incorporated both the demand abilities and need supplies perspective of person job fit. Cable and DeRue (2002) also opined that PJ fit perceptions can be decomposed into two types of fit perceptions: perceived need-supplies fit (NS fit) and demand-abilities fit (DA fit). Perceived NS fit occurs when employees' needs, desires or preferences are perceived to be met by the jobs that they perform. According to Edwards and Rothbard (1999), NS fit also called supplies–values (S-V) fit is the extent to which the rewards and supplies provided by the environment match the needs and preferences of the person (values). Supplies include both extrinsic rewards (e.g., pay), as well as intrinsic rewards (e.g., praise). The second form is demand–ability (DA) fit. DA fit is the extent to which the demands and requirements of the environment match the skills and abilities of the person (Edwards & Harrison, 1993). Demands can be quantitative or qualitative requirements (Edwards & Rothbard, 1999). Abilities encompass energy level, skills, time, flexibility, and any resource needed by the individual to meet the demands (Edwards, 1996). Perceived DA fit occurs when employees' knowledge, skills and abilities are perceived to be commensurate with what the job requires. Demands-abilities fit deals with whether the person has the abilities which fit demands of the work role. Greguras and Diefendroff (2009) explained that different types of fit satisfy different needs, which in turn leads to various attitudinal and behavioral outcomes like commitment and performance.

Broadly, person organization fit can be defined as the compatibility between individuals and organizations. Various researchers tried to define PO fit differentially. For example, Some research has followed Tom's (1971) operationalization of PO fit as personality–climate congruence (e.g., Ryan & Schmitt, 1996; Christiansen, Villanova, & Mikulay, 1997); however, Chatman's (1989) seminal theory of PO fit focused on values and defined PO fit as the degree of value congruence between employees and the value systems of their organizations. O'Reilly, Chatman and Caldwell (1991) referred PO fit as person-culture fit. Kristof (1996) presented a comprehensive definition and conceptual model of person-organization fit that incorporates supplementary as well as complementary perspectives on fit by explaining PO fit as the compatibility between

a person and the organization that emphasize the extent to which a person and the organization share similar characteristics and/or meet each other's needs. To increase the precision of the construct's definition, it is also distinguished from other forms of environmental compatibility, such as person-group and person-vocation fit. Once defined, commensurate measurement as it relates to supplementary and complementary fit was discussed and recommendations were offered regarding the necessity of its use. A distinction is made between the direct measurement of perceived fit and the indirect measurement of actual person-organization fit, using both cross- and individual-level techniques. She also tried to define PO fit on the basis of need-supplies fit and demand-abilities fit perspective. From the needs-supplies perspective, PO fit occurs when an organization satisfies an individual's needs, desires, or preferences; and from demand abilities perspective PO fit occurs when an individual has the abilities required to meet various organizational demands placed on him.

Vancouver and Schmitt (1991) and Witt and Nye (1992) operationalized PO fit as the congruence between personal goals and organizational objectives; whereas, Cable and DeRue (2002) referred PO fit perceptions to judgments of the congruence between an employee and an organization's values and goals. Decooman, DeGieter, Pepermans, Hermans, Bois, Caers and Jegers (2009) conceptualized PO fit as the perceived compatibility between employees' work values and the organization's values.

The current trends in the international business have been giving rise to increased cultural interactions, reflected in the rapid global movements. In this dramatically changing environment, all companies are seeking the most effective way for integrating workforce into the organizational structure and for achieving the stated objectives and further expansion. Therefore "matching the right people with the right organization" is the prerequisite for satisfactory performance of recruitment process. This is particularly true when taking the subtle nuances of culture into account. Cultures across the world have a significant effect on perceiving various elements that occur in working life. The match between this culturally developed

individual value orientation and the nature of corporate culture is referred to as person-organization fit (Makraiova, Pokorna & Woolliscroft, 2014).

PG fit refers to the interpersonal compatibility between employees and their work groups (Werbel & Gilliland, 1999). Ferris, Youngblood and Yates (1985) defined PG fit as 'the congruency between employee personality characteristics and an average profile of successful job incumbents within that occupation'. PG fit focuses on the skill and interpersonal compatibility between individuals and their work groups (Judge & Ferris, 1992; Kristof, 1996). In the words of Cable and DeRue (2002) PG fit perceptions refer to judgments of the interpersonal compatibility between an employee and his/her work group. Only a handful of published studies had examined the PG fit on characteristics such as goals (Witt, 1998; Kristof-Brown & Stevens, 2001) or values (Good & Nelson, 1971; Becker, 1992; Adkins, Ravlin, & Meglino, 1996). However, there are several studies that examined PG fit on personality traits (Slocombe & Bluedorn, 1999; Barsade, Ward, Turner, & Sonnenfeld, 2000; Strauss, Barrick, & Connerley, 2001; Hobman, Bordia, & Gallois, 2003; Kristof-Brown, Barrick, & Stevens, 2005;).

PG fit identifies both supplementary and complementary aspects of fit necessary for successfully working with co-workers in a work group or a team (Werbel & Gilliland, 1999). Supplementary fit involves employees sharing similar attributes among their group members, where as complementary fit is concerned with providing the skills and abilities that are not widely shared by other group members (Muchinsky & Monahan, 1987). In other words, while supplementary fit infers conformity among group members, complementary fit infers that every group member has unique contributions that create synergy and effective group performance. Thus, the concept of PG fit focuses on having a composite set of skills and behaviors that support both the group task dimension (skill diversity) and the group maintenance dimension (value similarity) within any given work team.

This type of fit is designed to assure that individual employees will make value-added contributions to the work teams they join which promotes complementary fit. It is also designed to assure that group members will have

compatible work values to facilitate effective team interactions which promote supplementary fit. Thus, PG fit allows teams to achieve necessary levels of complementary and supplementary requirements and provide the innovation based organizational competencies for sustained competitive advantage (Katzenbach & Smith, 1994).

PS fit refers to the fit between an employee and his/her direct supervisor characteristics (Kristof-brown, Zimmerman & Johnson, 2005).

PE fit can be understood as the match between people's own values and those of the work environment (Kristof-Brown, Zimmerman, & Johnson, 2005). Values represent conscious desires of individuals and include the preferences, interests, motives, and goals, and they are seen as relatively enduring and fundamental to self-identity (Chatman, 1991). People seek organizations that fit their values and they feel attached and intend to stay in their job or organization to the extent that their values match those of the organization (Cable & Judge, 1996; Cable & DeRue, 2002).

Schneider, Goldstein, and Smith (1995) argued that supplementary fit is based "upon an implicit estimate of the congruence of an individual's own personal characteristics and the attributes of potential work organizations" (p. 749), and they suggested that supplementary fit leads to homogeneous organizations where employees relatively possess the same personal characteristics.

Kristof-Brown and Billsberry (2013) viewed perceived fit as the real fit and argued that we should focus exclusively on fit as a psychological construct in people's heads in a similar manner to the way we think about job satisfaction, stress, or motivation. Ehrhart (2006) focused on the subjective perceptions of fit based on the premise that individuals' own evaluations of fit are a more proximal predictor of pre-hire or post-hire outcomes than objective fit.

Ahmed (2010) proposed that future PE fit studies should use objective (as opposed to subjective) measures of the environment, such as the group size, in order to avoid numerous methodological problems. He highlighted that the measures of

the person and the environment both came from the same source, ie., the respondent, and are not independent of one another. Durr II and Tracey (2009) used a non commensurate assessment of PE fit by using separate indicators for person and the environment. They used interest, self-efficacy and parental support as person aspects and major and occupational choice as indicators of the environment. Meyer, Hecht, Gill and Toplonytsky (2010) operationalized PO fit as the congruence between perceived and preferred organizational culture. They measured perceptions and preferences with regard to four components of organizational culture (human relations, open systems, internal process, and rational goal) derived from the competing values model of Quinn (1988) and used polynomial regression and response surface analyses to calculate fit index.

Chuang, Shen and Judge (2016) had developed a theory driven and systematically validated multidimensional instrument for measuring perceived person environment fit, consisting of four measures: the person job fit scale, the person organization fit scale, person group fit scale, and person supervisor fit scale. Their PJ fit involves both demand abilities and need-supplies dimensions of fit and PO fit incorporates values and goals. To them PG fit comprised values, goals, and member attributes and PS fit consists of values, personality, work style, and leadership style.

In summary, the fit literature indicates that there are several conceptualizations (i.e., supplementary and complementary fit; value congruence; goal congruence; demand abilities fit; need supplies fit; etc.,) and types of fit (e.g., PJ fit, PO fit, PG fit, & PS fit) that differentially relate to employee attitudes and behaviors.

2.   Theoretical models related to person environment (PE) fit construct

The theoretical reviews not only include the theories on fit construct but also incorporate all the relevant theoretical models which help the investigator to have a better understanding of the phenomenon of fit in the work place. So a thorough reading on this section enables the reader to have a clear idea on the construct of PE fit.

Social cognitive theory (SCT, Bandura, 1986) explains behavior in organizations in terms of the reciprocal causation among the person (unique personal characteristics such as ability), the environment (consequences from the organizational environment such as pay), and the behavior itself (previous successful or unsuccessful performances). SCT posits that humans have an extraordinary symbolizing capacity which allows them to adapt successfully to their respective environments.

Maslow's Need hierarchy theory (1943) explains the sequential nature of human needs from basic physiological needs to the higher order actualization needs. Having a job will definitely ensure the satisfaction of basic needs for food and shelter. The need for safety is maintained in the common preference for a job with tenure and protection, the desire for savings, etc..,. Belongingness needs can be maintained through the relationships with fellow employees and the satisfaction of esteem needs also can be achieved through the maintenance of a well suitable occupation. Further, one can attain a feeling of accomplishment and thereby a sense of actualization through the establishments in one's career if it is the most congruent one with his/her personal attributes. Salancik and Pfeffer (1977) summarized that needs are universal, stable dimensions of people. Motivation is presumed to be the result of correspondence between a person's needs and the realities in the environment, namely, characteristics of one's job. To the extent the correspondence is high, people become satisfied and more motivated to perform their jobs because characteristics of their jobs are compatible with their needs. People take actions on the job to satisfy their needs.

Kelman's (1958) **theory of internalization** proposed that a person's attitude related behavior can either be compliant and short lived or can be enduringly influenced by others if the person identifies with the others or the behavior is compatible with the person's values.

Murray's (1938) **need-press theory** claimed that individual's needs could be fulfilled or hindered by the surrounding environment. That means the congruence between an individual's needs and the equivalent characteristics of the environment

(press) can produce either need satisfaction or need frustration. Further, need satisfaction in the organizational context is positively related to positive job outcomes and need frustration may leads to counterproductive behaviors at work.

The theory of work adjustment (TWA; Dawis & Lofquist, 1984) is a process theory outside of the fit domain, but clearly related to fit as it considers the process of mutual adjustment between an individual and their work environment. TWA proposed that employees and work environments have a reciprocal relationship that jointly affects the length of employment. Occupations require employees to have certain abilities, and employees expect occupations to supply reinforcers that meet certain needs. Correspondence between a job and a job holder is high when an employee meets or exceeds the abilities demanded by a job or a job meets or exceeds the needs of an employee. In TWA, correspondence is considered as a dynamic process where, poor performance can be decreased through adjustment, which involves changing to meet expectations or reducing expectations to meet reality. Individuals through different adjustment styles (flexibility, activeness, reactiveness, and perseverance) along with corresponding environmental styles moderate the effect of satisfaction. This theory can inform the process by which an individual's fit changes from pre-entry, through socialization, and into long-term tenure. Many recent approaches in the fit domain have been based upon this process theory. For example, Ostroff, Shin, and Feinberg (2002) make use of this theory to examine how early career individuals achieve career success through repeated efforts to assess and modify PJ and PO fit. Kammeyer-Mueller (2007) explored how newcomers and environments mutually adjust over time based on organizational tactics, individual dispositions, and social interactions; and observed that perceived fit between the dispositions of the newcomer and the situation will lead to increases in both behavioral and psychological commitment over time, whereas misfit leads to a progression of withdrawal.

As a motivation theory, the basic tenet of **conservation of resource theory** (COR; Hobfoll, 1988; 1989) is that humans are motivated to protect their current resources and acquire new resources. Here, the resources are loosely defined as

objects, states, conditions, and other things that people value such as rewards, job security, autonomy, opportunities for professional development, self-esteem, etc., and the value of resources varies among individuals and is tied to their personal experiences and situations. The COR perspective is useful for understanding the importance of PE fit in individuals' work outcomes because many of the resources in COR theory directly map on to different operationalizations of PE fit. For example, people's thrive for job security point to the need-supplies fit whereas 'ability to communicate well' link to the demand abilities fit dimension of PJ fit. Further, Hochwarter, Witt, Treadway and Ferris (2006) proposed that the individuals will not utilize their resources unless the situation demands it. So only the best fit environment demands the employees' skills, knowledge, and abilities as such and thus paves the way for utilizing resources rather than suppressing it. Moreover, resources hold value to the extent that they increase fit between a person and his/her environment. Importance would be greater for those resources that are consistent with the personal values of the individual (Morelli & Chunningham, 2012).

Wheeler, Halbesleben and Shanine (2013) tried to explore PE fit construct through a COR perspective by arguing that employees feel good about their abilities to meet the demands of their lives to the extent that they can find personal or environmental resources to meet those demands. To them, employees' preferences for certain fit resources are based on which resources are threatened. For example, if value-based resources are at risk due to an organizational policy, PO fit becomes the most important dimension of fit and lacking value based resources could trigger employees into investing resources to gain more skills, which can be leveraged into getting a new job or transferring into a part of the organization where better value fit might occur. Thus, they made an attempt to define PE fit in terms of COR through the argument that PE fit reflects the presence of personal resources that an individual needs to meet the demands of his/her work environment. Individuals can possess these resources or can find resources in the environment, and the employees' belief that resource needs are met (whether from personal resources, environmental resources, or a combination of the two) is what they called as fit.

"PE fit can be seen in terms of matching the environment (supplementary) or adding something new to the individual or environment (complementary) because the key is whether or not individuals have sufficient resources to meet the demands of the environment and vice versa" (Wheeler, Halbesleben & Shanine, 2013). These resources can be found in the person, in the environment, or a combination of both. When individuals do not have sufficient resources or feel that their resources are threatened, they will assess whether or not they have resources available, which might be found in the person or environment, to meet this resource threat. If individuals do not possess the resources to meet the resource loss, they will report lower levels of PE fit where as if individuals experience resource threat and perceive adequate levels of resources, they are likely to experience PE fit. Future resource demands are then assessed in the context of having surplus resources, so individuals with PE fit resources are more resilient to resource loss. Further, Halbesleben, Neveu, Paustian-Underdahl and Westman (2014) redefined the resources in COR as anything perceived by the individual to help attain his/her goals and argued that these resources can help individual to satisfy their needs. Resources are finite and individuals are forced to allocate available resources as a loss of resource or a poor allocation decision implies a lost opportunity. Thus, in an organization, the most important one is not the person with more resources but the one who is best able to allocate those resources to maximize his/her fit with one's environment. And if resources are able to met employees' needs, definitely they try to preserve those resources at any cost. In addition, the socialization process and training within organizations continues the signaling of various resources between individuals and organizations and thereby providing new employees with some of the resources like specific knowledge of the job to complete tasks. All these imply that COR perspective is very useful in understanding the underlying phenomenon behind the various conceptualization of PE fit.

Social identity theory (Tajfel & Turner, 1986) proposed that people feel included within their social environment if they match the attributes of prototypical members. This theory asserts that individuals define their identities in terms of their surrounding environment and the similarity between themselves and others. People

acquire self-respect and self-approval by undergoing a process of categorization, identification and comparison (Herriot, 2004). So, job seekers perceive credibility and value in well established organizations (Breaugh & Strake, 2000), because they hope to align their status with the high rating firms and thereby raise their own image (Chatman, 1991). Hence, good corporate image influences job seekers to align their values with those of the organization, and individuals want to become employees when they feel that their values and those of the organization are compatible. Social identity theory posits that a strongly positive social evaluation of the organization's corporate image can cause job applicants to identify with the organization's values and morals and may increase their perception of fit with that organization. For example, Wei, Chang, Lin, and Liang (2016) argued that recruitment messages are an important contextual factor that may change the influence of corporate image on person organization fit. Comprehensive work information helps job seekers to make rational assessments and engage in self selection, which may reduce the ability of a highly rated corporate image to influence job seeker's perceived person environment fit.

Self-Determination theory (SDT; Deci & Ryan, 1985) proposed that there is a continuum of motivation from amotivation to intrinsic motivation with various sources of extrinsic motivation in between in accordance with the degree of self-determination. The basic assumption in SDT is that human organism is evolved to be inherently active, intrinsically motivated, and oriented toward developing naturally through integrative processes. Even though, these qualities are inherent in nature, they develop over time and are affected by social environments. SDT distinguished three fundamental human needs: autonomy, competence, and relatedness as universal psychological needs and postulated that the satisfactions of these needs are very essential for optimal development and functioning. In words of Gagne and Deci (2005), central to SDT is the distinction between autonomous motivation and controlled motivation. SDT argued that autonomous and controlled motivations differ not only in terms of their underlying regulatory processes but also on their accompanying experiences. SDT anticipated that under optimal conditions people can anytime fully integrate a new regulation, or can integrate an existing

regulation that had been only partially internalized. Advocators of SDT claimed that when people experience satisfaction of the needs for relatedness and competence with respect to their behavior, they will tend to internalize its value and regulation, but the satisfaction of the need for autonomy is what which distinguishes whether identification or integration will occur rather than introjected regulations. Thus SDT can be used to explain the underlying phenomenon of people's different fit motives as they may be originated from these human needs of relatedness, autonomy and competence.

Trait and Factor theory is based on the notion that individuals are different, and this difference can be measured and related to occupations. According to this theory choosing an occupation involved trying to match an individual to job so that their needs will be met and their job performance will be satisfactory (Brown, 1990). Traits are stable individual characteristics which can be measured through testing, and factors are characteristics required for successful job performance. The term "trait and factor" implies a matching between individuals and jobs, and career selection occurs according to this knowledge about self and occupations. This theory stressed out the influences of the environment on individuals and in turn their influence on the environment as they attempt to satisfy their needs (Patton & McMahon, 2006). The advocates of this theory supported when the profit of a person is matched with the profile of an occupation, the degree of fit between the person and the occupation can be seen, and thus paved the way for the evolution of person-environment fit model.

Holland's (1985) **model of vocational personality types** centers on the tendency of individuals to seek and create work environments which allow them to manifest their work personalities. Holland identified six distinct work personality types by describing the RIASEC model (realistic, investigative, artistic, social, enterprising, and conventional) on a hexagonal or circular model to visually reflect the degree of similarity between them. As an extension, Holland (1997) categorized work environments into the six RIASEC types and proposed that individual with similar personalities tend to congregate in the same group of careers. Holland

hypothesized that the degree of similarity (congruence) between a person's personality and his/her work environment affects that person's work attitudes and behaviors. Holland suggested that 'persons develop preferences for certain activities as a result of their interaction with cultural and personal forces including their biological heredity, peers, parents, culture, and physical environments'. His theory illustrated that people find environments as reinforcing and satisfying when the environmental patterns resemble their personality and they try to resolve incongruence with their environment by changing personal behavior and perceptions or by seeking a new and congruent environment.

According to Patton and McMahon (2006) Holland's typological theory illustrated a person environment fit perspective and can be summed up that people search for environments that will let them exercise their skills and abilities, express their attitudes and values, and take on agreeable problems and roles; and their behavior is determined by an interaction between their personality and environment.

Schneider's (1987) **attraction-selection-attrition** (ASA) framework speculated that employees and employers within organizations are differentially attracted to each other based on the congruence, and when mutual attraction exists they will select each other. Further, when either the individual or organization becomes unattractive to the other, that relationship will voluntarily or involuntarily end up with turnover or termination. Schneider argued that people are attracted to careers as a function of their own interests and personality, and people tend to search environments that fit their own personality. Further, during the process of selection organizations select people who share many common personal attributes. Attrition is the opposite end of attraction where people tend to leave the organization when they perceive a misfit with the organization. When such people leave the environment a more homogeneous group stays than those were initially attracted to the organization. The central proposition of the ASA model - "the people make the place" – implies that the homogeneity of people within an organization defines the structure, process, and culture of that organization.

Thus, as one of the most acclaimed PE fit theories in organizational behavior, ASA detailed the process by which people are attracted to, selected by, and either leave or remain in certain organizations. It operationalized PE fit as the degree of similarity between individuals and their work environment and argued that people are attracted to organizations that can help them in pursuit of their goals. Therefore similar people will be attracted to similar organizations, and among them, organizations select those people who have the potential to help organizations to achieve their goals. And after entering into an organization, individuals may reevaluate their congruence, and those who perceive a lack in it may leave and others will remain.

DeCooman, DeGieter, Pepermans, Hermans, Bois, Caers and Jegers (2009) investigated the relation between employees' work values and their organization's values (PO fit) and strongly supported the presence of all the three steps in the ASA cycle – attraction, selection, and attrition processes, as the first two steps helping in the screen out people who did not had a good fit, possibly due to effective self-selection and organizational selection. And they confirmed the attrition effect through the finding that individuals who felt they did not fit left the organization – making PO fit a good predictor of turnover.

As an extension of Schnieder's ASA framework, Roberts (2006) presented **ASTMA** (attraction, selection, transformation, manipulation, and attrition) model in order to explain the processes and changes in fit perception throughout one's career. Here, the transformation implies the fact that work experiences may leads to a lot of changes in people over time and manipulation refers to the fact that people are not always passive in facing various organizational demands and may serve as active agents to change the organization or shape their own work experiences to maximize fit in due course. This model paved the way for fit enhancement over time through different tactics of socialization like new comer orientation, training, and mentoring programs (Saks, Uggerslev & Fassina, 2007); and job crafting strategies like changing the tasks people may do, or organizing their work differently in order to shape different aspects of work environment (Wrzesniewski & Dutton, 2001).

PE fit theory also shares its basic tenets with **evolutionary theory** as the central premise of natural selection is that individuals in a population who's anatomical, physiological and behavioral characteristics best fit the environment will have the greatest chances of surviving and reproducing. Evolutionary theories argue that environments select organisms with individual characteristics that fit, and hence, organisms that fit a particular environment will share many of their basic features. Evolutionary psychologists typically examine why humans behave as they do and what the ultimate function (outcomes) of their behavior is. For example, from an evolutionary perspective Tooby and Cosmides (1989) argued that people's need to assess their similarity (fit) may stem from a past adaptation to assess genetic relatedness. In cases of non-genetic relationships people have a need to fit others in order to guarantee a balance in resources. Thus, evolutionary approaches to PE fit described people's behaviors as being automatic and often unconscious, and as being driven by the principles of kin selection and reciprocity.

Two theories in the realm of evolutionary psychology seem particularly relevant for explaining mechanisms of fit and the development and change of organizational culture. The first one, **Gene-culture co-evolution theory** emphasizes that humans behave in an adaptive manner in all kinds of environments to the extent that: "past history of selection will have favored the ability to adopt the particular strategy that maximizes the difference between the benefits and costs in that particular environment" (Laland & Brown, 2002). So people will stay in the organization as long as the benefits of staying outweigh the costs of adaptation to the organizational culture. If individuals fit their environment and conformation is relatively easy, then costs will be low. This theory stressed the role of socially transmitted cultural information and the interactions between genetic dispositions and cultural phenomena that affect human behavior. It holds that human predispositions shape cultural processes, which in turn modify selection pressures on human genes (Richerson & Boyd, 2005).

The second evolutionary theory, **niche- construction theory**, rejects the view that organisms are merely passive victims of selection pressures from the

environment and put forth an argument that organisms are able to construct their own niche through modifying important components of their real environment (Laland, Odling-Smee & Feldman, 2001). Niche-construction refers to the activities, choices, and metabolic processes of organisms through which they define, choose, modify, and partly create their own niches and thus niche-construction theory claimed that organisms are able to modify important components of their selective environments (Laland, Odling-Smee & Feldman, 2000). Individuals who initially do not fit may first try to create a more fitting niche in order to reduce conformation pressure from the organizational environment, and only if restricted in doing so, leave the organization. Past researches also shown that autonomy and high decision latitude in jobs are positively related to job satisfaction (eg., Roberts & Foti, 1998; Edwards & Rothbard, 1999). These findings are consistent with the notion of niche construction because it is these types of jobs that allow people to create their own niche.

Humans, among other species, are especially good at surviving in a broad range of settings because of their capability to construct environments that fit their needs. From niche construction theory it could be argued that modern organizations are shaped by humans to suit their evolved psychological mechanisms. This would mean that if individuals perceive a misfit, they would try to modify their environment rather than leave the organization. Niche construction theory, with its emphasis on the human capacity to modify environments, leaves open the possibility that people will leave environments they are not able to change when they experience misfit. This suggests that homogeneity of personalities is more likely to develop in organizations that allow little room for niche construction.

Even though, people assess their fit with the organization mainly through their fit with prestigious others; they balance between benefits and costs, and whether individuals will stay in the organization, will also depend on other factors than individuals' perceived fit with prestigious models. Note that prestigious persons are not necessarily individuals' supervisor. People may take their perceptions of similarity with successful others as a cue for their person- organization fit.

Interestingly, this corroborates studies that showed that people tend to organize their organizational experiences in human terms and attribute personality traits to organizations. The two basic human mechanisms that came forward from evolutionary theories, people's fit need and their plasticity, seem to compete with each other when making decisions in daily life. People's fit need might take the lead in that it directs decision to leave or stay most obviously in situations where they experience high pressure to conform. Strong cultures do not allow individuals to reconcile their work environments with their idiosyncratic needs and values (i.e. allow individual niche construction). These cultures, as opposed to weak cultures, endorse homogeneity in behaviors and, therefore homogeneity in personalities.

3.   Person environment fit and culture

PE fit essentially comprised of an evaluative process in which persons assess the degree of congruence, compatibility, and match between the P and E components; and such evaluations like all other social information processes are constrained by culture in some way or other (Miller, 1984). Some of the PE fit studies were looked into the variations of PE fit phenomenon across different cultures. For example, in a cross cultural meta-analysis, Oh, Guay, Kim, Harold, Lee, Heo and Shin (2013) analyzed the absolute and relative importance of each dimension in the prediction of work outcomes across cultures and also they tested the incremental validity of person group and person supervisor fit (relational fit) over person job and person organization fit (rational fit) across cultures. Their findings suggested that the effects of rational fit are relatively stronger in individualistic, independent culture than in collectivistic, interdependent culture. They also highlighted that in collectivistic and high power distance (v/s. individualistic and low power distance) cultures, relational (v/s. rational) fit is more salient in influencing employees' perceptions about their work environments. Another cross cultural study by Ramaswami and Dreher (2010) found that different types of mentor-protégé fit relate differently to various mentoring outcomes in accordance with the level of gender egalitarianism, collectivism, and individualism of each culture.

Lee and Ramaswami (2013) hypothesized that people in individualistic culture may focus more on PJ fit where as those in collectivistic culture may tend to place more weight on PO fit, PG fit, and PS fit (ie., value congruence and individual or group attraction). Because the former will feel attracted to a job or an organization where the job content, design, and compensation are in line with their needs in contrast, the later gave more emphasize to personal relationships and obligations. Selection practices which value individual rights, interests, and job compatibility as the prime criteria of selection would result in hiring on the basis of PJ fit rather than other types of fit (Ramamoorthy & Carroll, 1998). Hiring on the basis of PO, PG, and PS fit may be more important in high collectivistic cultures as they cheer up higher employee compatibility and lower employee turnover and attrition (Gomez-Mejia & Welbourne, 1991). Recently Aycan (2005) suggested that recruitment and selection in cultures high on performance orientation or universalism are based on hard criteria such as job related knowledge and technical skills (PJ fit), where as in cultures low on performance orientation or particularism, soft criteria like relational skills or social class affiliation (PG and PS fit) are preferred.

The majority of person-environment (P-E) fit studies have been conducted in the Western context and little is known about the process through which organizations promote P-E fit in Eastern countries. But, Sekiguchi (2006) illustrated how Japanese organizations promote multiple types of P-E fit through their human resource practices. He also developed conceptual models in which highlighted that promotion of P-E fit in Japanese firms is contrasted with that of U.S. firms. The case and models also suggested that institutional and cultural contexts affect the way organizations promote P-E fit and observed that individuals in Japan tend to move around within organizations to establish better fit, while Americans tend to move across organizations.

Using 300 employee samples from US and Japan separately, Astakhova (2016) examined the interdependence between perceived PS fit and PO fit and their associations with affective organizational commitment. They explained that

perceived PS fit and affective organizational commitment are found related both directly and indirectly (through perceived PO fit) in Japan but only indirectly in the US. They also found that in both countries, perceived PO fit positively translated in to affective organizational commitment through collectivistic values and the association between perceived PS fit and affective organizational commitment was stronger in Japan than in the US. Whereas the strength of the link between perceived PO fit and affective organizational commitment did not differ across two countries. All these studies shed light on the importance of cultural values in understanding fit dynamics which might have profound implications in the attraction, selection and retention of talented employees in the organization.

4.   **Antecedents of fit/ contributors of fit**

In a longitudinal field study Saks and Ashforth (1997a) examined the relationship between job information sources, self-esteem, and perceptions of person job and person organization fit, as well as the relationship between perceptions of fit and work outcomes (job satisfaction, organizational commitment, organizational identification, intention to quit, stress symptoms and turnover). They explained that the number of formal job information sources and self esteem were positively related to perceptions of person job fit, and formal job information sources were positively related to perceptions of person organization fit. They also found that perceptions of PJ fit were positively related to job satisfaction, organizational commitment, organizational identification, and negatively related to stress symptoms and intentions to quit. Perceptions of PO fit were negatively related to intentions to quit and turnover. In addition, perceptions of fit mediated the relationships between job information sources and self-esteem with job satisfaction, intentions to quit and turnover.

In a 4 year longitudinal study, Roberts and Robins (2004) investigated the continuity and change in PE fit and its relation to personality development among 305 college students. They found that PE fit shows modest levels of consistency and little mean-level change over time. They explained gender (being male), high academic ability, low agreeableness, and low neuroticism as the antecedents of PE

fit. Subsequently, they suggested higher levels of personality consistency, higher self-esteem, and lower agreeableness and low neuroticism as the outcomes of PE fit.

Singh and Greenhaus (2004) examined the associations between rational, intuitive, and dependent career decision-making strategies, and person job fit among 361 professional who had changed their jobs within a two-year period of time. They recognized that the use of rational career strategy was associated with the selection of a job that represented a high level of PJ fit and their mediator analyses revealed that employees' self-awareness and the awareness of the environment mediated the relations between career decision making strategies and PJ fit. They also found that the relation between each decision-making strategy and fit was contingent upon the concurrent application of other two strategies. Their findings demonstrated that intuitive decision making by itself was not effective, rather, it needs to be accompanied by rational decision making to promote awareness and fit, and a rational strategy related more strongly to fit when employees also engaged in extensive intuitive decision making than when they engaged in limited intuitive decision making. In addition, they explained that a dependent strategy related negatively to fit only in the absence of extensive rational or intuitive strategies.

Two antecedents of individual's subjective PJ fit, namely, personality and job characteristic beliefs were studied by Ehrhart (2006) with respect to service jobs that differ in mode of customer contact (ie., face to-face, telephone, e-mail). To him individuals take into account their own characteristics as well as an evaluation of job's characteristics when developing perceptions of fit with the job. He found that extraversion significantly interacted with complexity beliefs to predict subjective PJ fit and individuals high on extraversion showed a positive relationship between complexity beliefs and PJ fit. For individuals low on extraversion this relationship was weaker, but still positive. Agreeableness significantly interacted with complexity beliefs to predict subjective PJ fit. Openness to experience interacted with customer interaction beliefs in the prediction of subjective PJ fit. Job characteristics beliefs significantly predicted PJ fit.

In a longitudinal study conducted among 671 Chinese newcomers, Wang, Zhan, Mccune and Truxillo (2011) tested the predictive effects of newcomers' adaptability on their improvement in PE fit perceptions during the work role transition process and 4 perceived P-E fit variables (ie., PO fit, needs-supplies fit, demand-abilities fit, and PG fit) as mediators between adaptability variables and newcomers' work-related outcomes. Their findings showed that newcomers' institutional socialization experience, role clarity, and job-related self-efficacy were crucial factors in the improvement of their PE fit perceptions. And also their results indicated that proactive personality, openness to experience, and newcomers' adaptability dimensions (ie., cultural adaptability, work stress adaptability, interpersonal adaptability, and learning adaptability) were differentially associated with improvement in newcomers' PE fit perceptions over a 3 month time period, and in turn, the perceived PE fit variables were related to the newcomers' work-related outcomes (ie., job performance, job satisfaction, and turnover intentions). They also confirmed the mediating roles of perceived PE fit variables on the relationship between adaptability variables and work related outcomes.

Based on the fundamental motivations framework and empirical findings on cross-cultural differences, Astakhova, Doty and Hiang (2014) explored the antecedents of perceived rational fit and empirically tested the antecedent-fit relationships in multiple cultures. They identified past promotion as an antecedent of demand-abilities fit perceptions and organizational-constraints as an antecedent of need-supplies fit perceptions universally. The association between salary and need-supplies fit perceptions were recognized as culture-specific as this relationship was stronger in Russia and China than in the US, and the relationship between collectivistic values and PO fit perceptions were supported for US and Russian employees, but not for Chinese employees. (check whether this study should include here or under the head pe fit and culture or both)

In a two-wave longitudinal study conducted among 246 Chinese employees of a high technology company, Lu, Wang, Lu, Du and Bakker (2014) investigated the underlying process of the relationship between work engagement and changes in

person job fit with a focus on the mediating role of job crafting and the moderating role of job insecurity. Their results showed that work engagement is positively related to changes in demand-abilities fit through changes in physical job crafting and positively related to changes in need-supplies fit through changes in relational job crafting. They also explained that engaged employees craft their work in physical and relational ways, which creates a better person job fit.

Tims, Derks and Bakker (2015) conducted a three-wave week book study to gain more knowledge about the influence of job crafting on person job fit and meaningfulness. They collected data from a heterogeneous group of employees (N=114) during three consecutive weeks (N=430 occassions). Their results indicated that individuals who crafted their job by increasing their job resources and challenging job demands and by decreasing their hindering job demands reported higher levels of person job fit the next week. Their findings suggested that by crafting job demands and job resources, individuals can proactively optimize their person job fit and as a consequence experience their work as meaningful.

Based on career construction theory and PE fit theory, Jiang (2016) examined the mediating effects of PJ fit and PO fit on the relationship between career adaptability and the job content plateau. Results from 270 fulltime workers showed that employees with higher levels of career adaptability were less likely to experience job content plateaus. Partial mediating effects were found for both PJ fit and PO fit. Specifically, career adaptability firstly led to increased PJ fit and PO fit, which in turn resulted in decreased job content plateaus. Additional analyses showed that the mediating effect of PJ fit was stronger for female than for male employees. Career adaptability involves self-regulatory capacities in career development. The findings of his study demonstrated that highly adaptable employees are more likely to perceive fit between themselves and their jobs and organizations, which in turn leads them to experience lower levels of job content plateau.

Individuals seek a balance between the demands of their institutions and the dimensions that make up their personalities and determine their needs. Indeed, the fit (or lack of it) between the work environment and the unique characteristics of

individuals asked to function within a given setting helps determine whether they experience levels of stress that move them forward in their work or suffer debilitating stress that leads to excessive physical and mental strain. Wolverton, Gmelch and Wolverton (2000) examined the fit between academic deans and their work environments in the U.S. and Australia as it relates to multiple role stress factors affecting deans and then examined the relationship of dean stress and specific personal, institutional, and work-related variables in determining person-environment fit. Many personal, institutional, and work defining variables affect stress levels. They identified personal, institutional, and work-defining variables that either increase or decrease dean stress and, thereby, contribute to or detract from P-E fit.

In an empirical study conducted among Malaysian employees, Ahmed and Kayathri (2012) found that PE fit was a significant moderator of the relationship between organizational culture and job satisfaction and suggested that aspects of organizational culture such as training, rewards, teamwork, and communication must be aimed at improving overall PE fit. They identified organizational culture as an antecedent of PE fit.

Cable and Parsons (2001) suggested that sequential tactics help newcomers to shift their values toward those of the organization and such tactics positively influence P-O fit and also provide task learning. Cooper-Thomas, Van Vianen and Anderson (2004) suggested that investiture tactics signal the value and importance of newcomers to the organizations to strengthen the commitment, and which in turn leads to better P-O fit perceptions. DeCooman, DeGieter, Pepermans, Hermans, Bois, Caers, and Jegers (2009) from their longitudinal study revealed an increase in perceived PO fit with tenure as an evidence for the theoretical assumption that socialization help to establish PO fit between newcomers and organizations.

Trainer and Segel (2004) addressed the differential effects of institutional socialization on value congruence among navel academy midshipmen and found that better fit could be achieved by exposure to accurate information about the organization through the process of socialization. They also found that midshipmen

with better organizational fit were expressed the most positive attitudes about the military. Proper socialization tactics provide newcomers with greater on-the-job embeddedness and increased organizational and community fit (Allen, 2006).

Korman (1970) argued that individuals with high self-esteem choose occupations consistent with their interests, which would lead to greater levels of job satisfaction. Using structural equation model Song & Chathoth (2011) indicated that P-O fit mediates the relationship between global self-esteem and choice intention fully, and between global self-esteem and overall job satisfaction partially. The motivational force of a good P-E fit is through the occupational goal attainment necessary to preserve or enhance the individual's self-concept (Harrison, 1978).

Peng and Mao (2005) observed self-efficacy as a partial mediator of the relationship between P-J fit and job satisfaction among a sample of 455 staffs. They explained that employees' psychological reactions are partially a function of their individual differences profile and partially a function of situational variables.

PSM meaningfully contributes to the compatibility between individuals and public organizations (Bright, 2007). Bright (2007) found that respondents with high levels and PSM reported that they were significantly more congruent with their organization than their counterparts with lower levels of PSM in the US. Wright and Pandey (2008) argued that person-organization value congruence serve as an intervening or mediating variable that transmit the effect of public service motivation on job satisfaction. They argued that public employees may be more satisfied with their jobs but only to the extent that their PSM values or goals are consistent with the values exposed by their organizations. Bright (2008) explored the mediating effect of P-O fit on the relationship among PSM, job satisfaction, and turnover intentions and found that PSM is significantly and positively related to P-O fit. Bright concluded that the congruence between employees and public organizations is an important factor on the attitudes and behaviors of public employees. He found that PSM positively contributes to the compatibility between individuals and public organizations. The respondents with high levels of PSM reported more congruence with the characteristics of their organizations when

compared with their counterparts with lower levels of PSM. Perry and Vandenabeele (2008) proposed that PSM relates to dependents in terms of how the individual sees the organization and its mission as fitting his/her PSM values or the lack thereof. All these finding indicates that individuals having high levels of PSM will attracts to the public organizations because they will be more congruent with the goals, missions, values, and work environment of these organizations.

Kim, Cable and Kim (2005) examined the moderating influence of employees' pro-activity behaviors on the relationship between organizational socialization facilities and person organization fit. Their results from a sample of 279 employee-supervisor pairs of 7 organizations in South Korea revealed that employees perceive greater congruence with their organizations when they receive a common message and positive social models regarding an organization's values. Moreover, they also found that employees' proactive behavior's moderated the effects of socialization on person organization fit.

Using survey data on civil servants in Korea (N= 814), Kim (2012) had investigated whether Public Service Motivation theory or Person Organization Fit theory performs better predicting attitudes toward work such as job satisfaction and organizational commitment of public employees. His results showed that public service motivation had not only a direct effect but also an indirect effect on work attitudes (job satisfaction and organizational commitment) through its influence on person organization fit, and that public service motivation   and person organization fit are important independent factors on the work attitudes of public employees.

Homberg, McCarthy and Tabvuma (2015) in a meta-analysis using 28 separate studies found that employees with a high level of public service motivation are motivated by opportunities to serve the public interest. They also suggested that the relationship between public service motivation and job satisfaction becomes increasingly pronounced and is stronger when jobs explicitly offer opportunities to serve the public for employees.

5. Outcomes of PE fit

The various outcomes and consequences of fit can be seen in all the stages of employees' entry in an organization – specifically, before organizational entry, during organizational entry and employment, and at organizational exit. The effects of PE fit on an employee may occur either at behavioral or at attitudinal level. Here, the researcher grouped various outcomes of PE fit in to two different categories: pre-entry level and post-entry level outcomes.

Pre-entry level outcomes

Past researches has established P-E fit as a powerful predictor of organizational attraction. Job seekers choose organizations on the basis of perceived congruence between their own characteristics and those of the organization (Cable & Judge, 1994). In a meta-analysis based on 232 studies Uggerslev, Fassina and Kraichy (2012) found that perceived fit was the strongest relative and unique variance predictor of applicant attraction throughout the recruitment process. Using longitudinal data gathered from a sample of job seekers progressing through their job search, Yu (2014) investigated the mechanisms of why person organization fit influences organizational attraction. Based on the ideas from social identity and signaling theories, Yu's model explained that experiencing value congruence during the recruitment process perpetuates certain expectations about future work environments and employer relationships and these expectations in turn shows a positive impact on organizational attraction. Job seekers may expect opportunities to express their values because they see organizational membership as an important way to define their social identity. Applicants are assumed to seek jobs that fit their emotional and psychological needs (Behling, Labovitz & Gainer, 1968).

In a longitudinal study, with a sample of actual job seekers at a large manufacturing company, Shantz (2003) found that subjective PO fit significantly predict important work outcomes such willingness to recommend the organization to others and intent to accept a job offer and identified conscientiousness as a significant moderator of this relationship between PO fit and work outcomes.

To investigate job seekers' and new employees' subjective PO fit perceptions, Cable and Judge (1996) studied 96 active job seekers across three time periods from their initial job search activity to their intended turnover from the jobs they accepted. They found that PO fit perceptions predict both job choice intentions and work attitudes even after controlling for the attractiveness of job attributes. Their results also indicated that job-seekers' PO fit perceptions were predicted by the congruence between their values and their perceptions of recruiting organizations' values but not by their demographic similarity with organizational representatives. They also suggested that job seekers can manage their future work attitudes by weighing PO fit in their job choice decisions.

Chen, Lee and Yeh (2008) investigated how the ingratiation and perceived similarity of a job applicant can affect the judgment of an interviewer in determining PO fit, hiring recommendations and the job offer during a job interview. Data were collected from 144 interviewers and 184 applicants from 28 companies in Taiwan. Their results suggested that applicant ingratiation has a positive effect on interviewer's perceived similarity with the applicant, and that this perceived similarity mediates the relationship between applicant ingratiation and the interviewer's judgment of the applicant's PO fit. And also the relationship between the interviewer's judgment of the applicant's PO fit and the job offer is mediated by hiring recommendations.

Through four policy-capturing studies DeGoede, Van Vianen and Klehe (2013) questioned the assumptions that people's PO fit perceptions reflect an overall comparison between the person and the organization: fits on values that are personally attractive, aversive or relatively neutral are weighed equally and job-seekers are attracted to organizations if they perceive fit between their personal values and those of an organization. Based on regulatory focus theory and construal level theory, they proposed that fit on values that are personally attractive would especially contribute to the perception of PO fit and their studies indeed showed that job-seekers do not weigh all value fits equally. Rather, they weigh fit on personally attractive values more heavily than fit on personally aversive and neutral values.

They highlighted that job-seekers perceive high PO fit when information about a prospective organization supports values that are personally attractive to them.

Philips, Gully, Mccarthy, Castellano and Kim (2013) used recruitment research and theory to develop and test a conditional process model of the relationship between recruitment messages and job seeker perceived fit, attraction, and job pursuit intentions, depending on job seekers' global openness and willingness to travel globally. They found that perceptions of fit do influence attraction and job pursuit among potential global travelers and at very high or very low ends of willingness to travel globally and global openness recruitment messages had opposing effect on perceived fit. They argued that same recruitment message can have both persuasive and dissuasive effects on people in the applicant pool due to differing fit perceptions and recruitment advertisement information can influence the person job and person organization fit of potential job applicants enhancing organizations' supply of talent with characteristics that support the organization's needs.

Wei, Chang, Lin and Liang (2015) applied PO fit to examine the relationship between an organization's corporate image and a job seeker's intention to apply, and also explored how recruitment messages affect the relationship between corporate image and PO fit. They explained that corporate image relates positively to both intention to apply and PO fit and the effect of corporate image on intention to apply is a product of the job seeker's recognition of PO fit. Further they argued that comprehensive recruitment messages are an important contextual factor that may strengthen the positive relationship between corporate image and PO fit.

The purpose of Bednarska (2016) was to examine the role of employer attractiveness in the relationship between potential employees' perceptions of complementary person environment fit and job pursuit intentions in the service industry. This study was conducted with a group of 335 undergraduates and graduates enrolled in tourism and hospitality studies in Poznan and the data were collected through group-administered questionnaires. Regression analysis showed that both PJ fit and PO fit were positively related to intentions to apply for a job,

with the former being a stronger predictor. The results indicated that there were significant positive relations between employer attractiveness and PJ fit and PO fit, and the subjective PE fit influenced intentions to apply for a job indirectly via employer attractiveness. The study's findings also showed that complementary PJ fit tended to display a stronger relationship with the perceived attractiveness of the industry as a workplace and job pursuit intentions, compared to PO fit.

Grounded in person–environment fit theory, Schmidt, Chapman and Jones (2015) was designed a field experiment to test the effects of job advertisements emphasizing information about demands–abilities (D–A) or needs–supplies (N–S) fit on the size and quality of the applicant pool. The wording used in 56 actual job ads was manipulated to emphasize D–A or N–S fit, and data were collected about application behavior and applicant quality based on ratings of the resumes submitted by 991 applicants. Other study hypotheses were tested using survey data collected from a subsample (n = 91). They found that Job ads emphasizing N–S fit, rather than D–A fit, elicited more applications (relative to job ad views) and a higher quality applicant pool. Analyses of survey data provided support for mediated and moderated effects that provide insight into how and for whom N–S fit information in job ads is ultimately linked to greater attraction. Their findings indicate that recruiting organizations can craft job ads to emphasize specific types of fit and favorably affect applicants' perceived fit, attraction, and application behavior, as well as the quality of the applicant pool.

Post-entry outcomes

PE fit is related to a number of positive outcomes for individuals at work including task performance and job satisfaction. Pervin (1968) claimed that certain environments correspond to each individual, mostly matching the characteristics of the individual's personality and that this correspondence which in turn, results in higher performance, higher satisfaction, and less stress for the individual. French and Caplan (1972) argued that people's responses to their environments are primarily based on their perceptions of the congruence or match with their environment. The degree to which fit between persons and their environments

contributes to or lessens the experience of stress (Kahn, 1981). The compatibility between individual's values and organization values has been found to be linked with individual satisfaction, employee commitment, turnover and performance (Chatman, 1989). Chatman (1991) identified P-O fit as a predictor of job attitudes and turnover.

Sherry (1991) suggested that poor fit may result in lowered performance and productivity and may possibly influence the occurrence of accidents and injuries. A sample of transportation workers (N=696) and their supervisors (N=117) completed an instrument designed to measure their attitudes towards and fit with their work environment and supervisory safety practices. Results of a MANOVA in their first study found significant differences on PEF measures between workers who had and had not been injured in the previous twelve months.

In order to empirically examine the claim of the aspects-based approach, that person–environment fit is inversely related to the size of the gap (if it exists) between the individual's preferred level and the corresponding characteristic level of the occupation in each aspect, Gati, Garty and Fassa (1996), tested the hypothesis that the smaller the gap between individuals' preferences and the respective characteristics of their occupation, the higher the level of their occupational choice satisfaction. Using the career-related preferences of 360 professionals (30 in each of the 12 occupations) they found that, when all aspects were considered, there exists a within-occupation correlation between person–environment fit and occupational satisfaction.

Law, Cooper, Strong, Stewart, Rigby and Letts (1996) proposed a person-environment- occupation model of occupational performance which builds on concepts from the occupational therapy guidelines for client centered practice and from environment-behavior theories. Their model described the interactions between person, occupation and environment based on the assumption that its three major components (person, environment, occupation) interact continually across time and space in ways which increase or decrease their congruence and also the closer their overlap or fit, the more harmoniously they are supposed to be interacting.

Using a sample of 293 trainees, whose jobs require the skills learned in the training and those who worked for the organization after training; Awoniyi, Griego and Morgan (2002) identified that individuals transfer their training to the job when there exists a fit between an individual and his/her environment.

Kristof-brown, Zimmerman and Johnson (2005) had conducted a meta-analytic study to investigate the relationship between person-job, person-organization, person-group, and person-supervisor fit with pre-entry (applicant attraction, job acceptance, intent to hire, job offer) and post-entry individual level criteria (attitudes, performance, withdrawal behaviors, strain, tenure). They found that PJ fit had moderate correlation with both co-worker and supervisor satisfaction and also found a modest correlation with overall performance and indicators of strain. In the pre-entry context, PJ fit had strong correlation with organizational attraction and organization's intent to hire. In the case of PO fit, they found a strong correlation with job satisfaction and organizational commitment and a moderate relation with intent to quit, contextual performance and indicators of strain. With pre-entry criteria, PO fit had a correlation with organizational attraction, applicant job acceptance and organization's intent to hire. They also highlighted a strong correlation of PG fit with job satisfaction, organizational commitment and intent to quit and a moderate correlation between PG fit and contextual performance. They also found that PS fit had a stronger relationship with the job satisfaction. Other findings from their study include the observation of conceptualization of fit (content dimension) as a moderator for job satisfaction, organizational commitment, intent to quit and overall performance. They recognized the importance of perceived fit measures due to its stronger relationship with the outcome variables than other measures. They also suggested that fit is a complicated concept with multiple types of fit influencing all outcomes (for eg., job satisfaction had high relation with PJ fit than other three types and organizational commitment had a higher correlation with PO fit, than to PJ fit, PG fit, and PS fit respectively).

The relative importance of multiple types of value congruence – person-environment, person-person, and perceptual fit – across two hierarchical levels

(work group and manager) and across multiple dimensions of values was investigated in a sample of 951 employees from 113 bank branches. Different types of value congruence and different value dimensions were differentially important for outcomes. Both person environment fit (between an individual's personal values and the cultural values of the organization) and perceptual fit (between an individual's perception of the organization's values and the organization's values as perceived by others) were found to be related to satisfaction, commitment, and turnover intentions, while person-person fit (between an individual's personal values and the personal values of others) was not. Further, person-environment congruence results were generally stronger for fit with the work group than fit with the manager and results were stronger for the rational goal dimension which focused on external customer service. In contrast, results for perceptual fit revealed that fit was generally more important for fit with the manager than fit with the work group and was generally more important for the open system dimension which focused on flexibility and innovation (Ostroff, Shin & Kinicki; 2005).

Based on a strategic contingency framework, Werbel and DeMarie (2005) demonstrated how PE fit relates to organizational competencies which support corporate strategy and also how PE fit can be used to promote internal alignment of HRM practices. They first developed a theoretical perspective that simultaneously links both vertical and horizontal alignment using the construct of PE fit and suggested that PE fit becomes the central linking pin between vertical and horizontal alignment within strategic human resource management and provides the foundation to gain a competitive advantage. They used a typology of PE fit based on the work of Kristof (1996) and Werbel and Gilliland (1999) that vertically links HR systems with corporate strategy through organizational competencies and horizontally links HRM practices to promote those distinct organizational competencies.

Chen, Powell and Greenhaus (2009) adopted a person environment fit approach to examine whether greater congruence between employees' preferences for segmenting their work domain from their family domain. By adopting a latent congruence modeling approach to the assessment of person environment fit, their

results from 528 management employees showed that congruence was negatively related to both time-based and strain-based work-to-family conflicts and also to work-to-family affective spill over. The congruence was positively related to work-to-family instrumental positive spill over.

Vilela, Gonzales and Ferrin (2008) collected data from 122 salesperson-supervisor dyads located in Spain to check in order to determine the relationship between PO fit and organizational citizenship behavior and found that when salesperson feel strong similarity between their values and the values of their organization, they will experience a higher level of organizational commitment to the organization and will be more satisfied at work, which, in turn, will have a positive influence on organizational citizenship behavior.

Risman, Erickson and Diefendroff (2016) found that perceived P-O fit is a significant predictor of general job satisfaction and perceived effectiveness of nurses. Workers perception of value congruence with their organization positively impacts the individual productivity, their level of job satisfaction, and the quality of service provided by them (Edwards & Cable, 2009; Greguras & Diefendroff, 2009; Kristof-brown & Guay, 2011).

Past empirical researches have supported the relationships between P-E fit and affective reactions toward work. Various operationalizations of P-E fit have been associated with greater organizational commitment (Saks & Ashforth, 1997a; Cable & DeRue, 2002; Meyer, Hecht, Gill & Toplonystky, 2010). P-O fit, particularly value fit relates positively to affective commitment and intention to stay (Kalliath, Bludorn, & Gillespie, 1999; Verquer, Beehr, & Wagner, 2003; Kristof-Brown, Zimmerman, & Johnson, 2005; Ostroff, Shin & Kinicki, 2005). When there is a compatibility between organizational values and individual brand values of employees, employees develop a high level of identification with brand values and will be more motivated and committed to become brand ambassadors of them (Yaniv & Farkas, 2005; Khan, 2009). Matanda and Ndubisi (2013) reported the positive relationship of internal branding with P-O fit and intention to stay and

Nicholas (2010) affirmed internal branding as one of the major benefits of high levels of P-O fit.

The better a person fits with his/her job, the less adjusting and performance problems occur (Roberts & Robins, 2004; Farooqui & Nagendra, 2014). P-E fit helps individuals incorporate work into their lives (Savickas, 2000) and interacts with workplace outcomes (Edwards, 2008). High levels of P-E fit have both ambiguity reducing and resource development properties (Hobfoll, 1989) and P-E fit serves as a key determinant of resource gain or loss (Kristof-Brown, Zimmerman, & Johnson, 2005), acts like a buffer and a bridge to alleviate uncertainty and promote the accrual of valuable resources (Frink, Hall, Perryman, Ranft, Hochwarter, Ferris, & Royle, 2008). Using indirect measurement of PE fit, Durr II and Tracey (2009) found a positive relationship between PE fit and career certainty.

Vogel and Feldman (2009) advanced the fit literature by using the interplay of person vocation fit and person group fit with person organization fit and person job fit with data collected from 167 employees and their respective supervisors. They analyzed the role of person vocation fit and person group fit in understanding the relationship between person organization and person job fit and important outcomes. They suggested that a threshold level of person vocation fit might need to be reached before person organization and person job fit can be achieved. Their results showed that the relationship between person vocation fit and organizational citizenship behavior was mediated by person organization fit and also person job fit mediated the relationship between person vocation fit and job satisfaction, subjective career success, in-role performance and organizational citizenship behavior. Additionally, person group fit moderates the positive relationships of person job fit with in-role performance, organizational citizenship behavior, job satisfaction and subjective career success and also negative relationship of person job fit and turnover intentions.

Lanivich, Brees, Hochwarter and Ferris (2010) had conducted a two-sample investigation, which incorporated conservation of resources (CoR) and person-environment fit (PE fit) theories, to investigate the interaction effects of felt

accountability and PE fit on the work outcomes of job satisfaction, organizational commitment, depressed mood, and work intensity. Individuals reported a reduction in depressed mood when heightened accountability was coupled with high PE fit perceptions. They proposed employee perceptions of PE fit as a boundary condition capable of altering the relationship felt accountability demonstrates with key work outcomes. Their two sample investigation examined the moderating effects of perceived PE fit on the relationship between felt accountability and the specific employee reactions of job satisfaction, commitment, work intensity and depressed mood. They proposed that felt accountability can affect work outcomes including job satisfaction, as a drain on resources or a resource accumulation stimulant depending on the level of individual's perceived fit with their work environment. Hierarchical regression analyses were conducted to assess the hypothesized accountability-PE fit relationship on investigated outcomes. They had shown that PE fit acts upon accountability- work outcomes relationships to alternate the uncertainty of salient others' evaluations. They indicated that perceptions of high PE fit predict positive outcomes for employees experiencing increased felt accountability.

In a longitudinal study Meyer, Hecht, Gill and Toplonytsky (2010) examined how PO fit (operationalized as congruence between perceived and preferred organizational culture) relates to employee's affective commitment and intention to stay with an organization during the early stages of a strategic organizational change. They found that PO fit related positively with both the criterion variables (employee commitment and intention to stay) within and across time during a large scale organizational change.

Based on a multi-source data collected from 43 organizational teams, Shin and Choi (2010) tried to expand the construct of group-level organizational citizenship behaviour (OCB) by identifying perceived group-organization fit and group-task fit as meaningful antecedents of group-level OCB. They further proposed that the perceived group-organization and group-task fit influence group-level OCB by shaping two intermediate psychological states of group members: cohesion and group efficacy. Their findings demonstrated that cohesion completely mediated the

effect of perceived group-organization fit on group-level OCB and however, group efficacy proved not to be a significant mediator of the relationship between perceived group-task fit and group-level OCB. Instead, they found that group-task fit had a significant direct effect on group-level OCB and they highlighted the significance of group-level conceptualization of group-environment interaction as a potential driver of various group processes and outcomes.

June and Mahmood (2011) examined the relationship between role ambiguity, competency, and PJ fit on the job performance of employees in the service sector in Malaysia. Their results revealed that there is a significant relationship between role ambiguity, competency and PJ fit with the job performance of employees. The findings of their study suggested that when there were fit between employees with the job they were doing, they tend to exert more effort in carrying out their duties, which then leads to greater job performance level. Congruent workers were shown to have higher levels of commitment, perform better, and were more effective workers than others who did not report similar levels of value congruence (Kristof-brown & Guay, 2011).

Miles and Perrewe (2011) employed both quantitative and qualitative methods to examine the potential of the ergonomics and ergonomic training to reduce dysfunctional personal and work outcomes; specifically, job induced-tension and job dissatisfaction directly and through perceptions of PE fit and perceptions of control. Their quantitative findings indicated that perceptions of PE fit and control had negative associations with job tension and dissatisfaction and many of the ergonomic design component and ergonomic training components had a positive association with perceptions of PE fit and control. They also found that PE fit and control fully mediated the relationship between training satisfaction (component of ergonomic training) and job dissatisfaction. Their qualitative results strengthened the suggestion that proper ergonomic design and ergonomic training were positively related to perceptions of PE fit and to perceptions of control.

In a military sample, Nicol, Rounding and MacIntyre (2011) examined whether PO fit would mediate the relationships of social dominance orientation and

right-wing authoritarianism with the outcome variables of turnover intentions, satisfaction, and commitment. They found that lower levels of social dominance orientation and higher levels of right-wing authoritarianism predict greater PO fit, which in turn is a significant predictor of higher levels of commitment. Additionally, they suggested that the interaction between right-wing authoritarianism and social dominance orientation moderates this meditational relationship.

Using a longitudinal data from 297 newcomers Tak (2011) investigated the relationship between various person environment fit types (person-job fit, person-supervisor fit, person-organization fit) and employees' withdrawal attitudes and behaviors. His study revealed that all the three types of fit correlated moderately with each other and also he suggested that even though all three person-environment fit types correlated significantly with turnover intentions, only person-organization fit was marginally significant for explaining actual turnover.

In order to enhance the understanding of person environment transactions by focusing on the reciprocal relations between person and environment characteristics, Wille, Beyers and Fruyt (2012) examined the dynamic interactions between career role development and personality development over a time interval of 15years through a longitudinal cohort study. Their results suggested that the idea of "changing the work environment in the pursuit of a satisfying person environment fit" operates differently when this work environment is defined in terms of the underlying roles. They proposed person environment fit as a refined career theory by incorporating the idea of reciprocity between person (P) and environment (E) characteristics.

Using the data gathered from 246 full-time frontline hotel employees in Taiwan, Chen, Yen, and Tsai (2014) examined the relationships among job crafting, PJ fit and job engagement, and found that both individual and collaborative crafting were related to job engagement. They showed that PJ fit mediates the relationships between individual/collaborative job crafting and job engagement, and specifically, the indirect effect of individual job crafting on engagement through PJ fit was stronger than the direct effect of collaborative job crafting.

PO fit remains as a significant factor in determining job satisfaction and job performance of the employees. The tasks and responsibilities assigned to the employees must match his/her competences for a better job satisfaction. Employees will like to work in organizations where they feel that the values of the organization are aligned with their own values and also organizations will try to recruit those employees whose values are consistent with the values of the organization (Farooqui & Nagendra, 2014).

Gabriel, Diefendroff, Chendler, Moran and Greguras (2014) assessed the longitudinal relationship between perceived fit (PO fit and PJ fit) and affect-based variables (job satisfaction, negative affect, positive affect) using momentary (ie., within-person level) and stable (ie., between person level) assessments of both sets of variables by testing three theoretical models of the perceived fit and work affect relationship (ie., fit predicting affect, affect predicting fit, reciprocal fit-affect relations. Their results revealed a fairly complete picture of the fit-affect/job satisfaction relationship, with support for an affect-to-fit model, a fit-to-affect model, and a reciprocal influence model emerging for specific relationships across the two levels of analysis. Only the relationship between PO fit and job satisfaction conformed to a reciprocal causality model. They demonstrated that fit perceptions fluctuate within person overtime and fit precedes affect at both levels of analysis.

Ozcelik and Findikli (2014) studied the mediating role of PO fit on the association between internal branding and organizational citizenship behavior. By using 349 employees, they aimed at discovering whether the congruence of employees' perceived values with values of the organization provided a mediating role in the relationship between employees feeling of commitment with the brand the employees' citizenship behaviors towards their organizations. Their study indicated that PO fit did not mediate the relationship between internal branding and organizational citizenship behavior either fully or partially.

In order to understand the impact of PE fit on the innovative work behavior of the employees and how employee innovativeness leads to better job performance, Afsar, Badir and Khan (2015) had examined the effects of two PE fit perspectives –

PJ fit and PO fit - on innovative work behaviour through innovation trust. Depending on the multisource data obtained from 459 employees and their respective supervisors, they found that employees' perceptions about their PJ fit and PO fit were positively affected innovative work behavior, and these relationships were mediated by innovation trust.

Using 204 service type employees and 55 managers across a variety of industries, Chuang, Shen and Judge (2016) found that four different types of fit namely, PJ fit, PO fit, PG fit, and PS fit are able to significantly predict employees in role behavior, job satisfaction, intention to quit, and organizational citizenship behavior.

With an objective to examine the effects of PJ fit and the importance of PO fit in order to allow organizations to prevent the high cost of employees poorly suited to their jobs, Deniz, Noyan and Ertosun (2015) had investigated the mediating role of perceived PO fit on the relationship between PJ fit and job stress. They indicated that organizations whose employees are suited to their jobs operate with greater efficiency and adapt to change more smoothly than those whose employees did not fit to their jobs. They also demonstrated that paying careful attention to PJ fit and adjusting employees to the organization are essential factors for decreasing job stress as PO fit mediates the relationship between PJ fit and job stress.

Memon, Salleh and Baharom (2015) had tried to conceptually integrate both PJ fit and PO fit in to a single model and also proposed a three-step model that theoretically links PJ fit and PO fit (antecedents) to employee engagement (outcome) and turnover intention (consequence). The addition of a third step would support the evaluation of the outcomes (in terms of the consequences of the overall model) and extend the overall scope of the framework. They adopted many psychological theories like social exchange theory, Lewin's field theory, multidimensional model of employee engagement and self-concept job fit theory in to developing the theoretical linkages among the constructs. They integrated PO fit and PJ fit as antecedents, employee engagement as an outcome and turnover

intention as a consequence in a single framework and found that employee engagement mediates the relationship between person job and person organization fit, and turnover intention.

In order to examine the mediating effect of PE fit on the relationship between organizational socialization and organizational citizenship behavir, Ozdemir and Ergun (2015) had conducted a cross-sectional study on 202 white collar employees in Istanbul. Using multiple hierarchical regression analyses they found that PE fit had a mediating impact on the relationship between organizational socialization and organizational citizenship behavior.

Kaub, Karbach, Spinath and Brunken (2016) had calculated teachers' (beginner- N=149; advanced- N=49; and professional- N=72) PJ fit by two different congruence indices representing participant's fit to university teacher training and their fit to teaching profession. They revealed that in comparison to the professional experienced teachers, teacher candidates generally showed lower fit to the requirements of their academic and work environments. They also suggested that at least some teacher students might fit better to some academic career than to a teacher's degree and the teaching profession. Their results also showed differences in vocational interests, PJ fit, and profile differentiation as a function of teaching domain (science/arts) and teaching expertise (novice/professional teachers). They explained that arts teachers, as well as, expert groups showed high fit to teaching as a primarily social environment.

By applying the supplies-values (S-V) fit approach from the complementary person-environment fit literature to the leader-employee perspective, and drawing upon social exchange theory, Marstand, Martin and Epitropaki (2016) had investigated how fulfillment of different work values was related to leader-member exchange (LMX) and work outcomes. Polynomial regression analyses along with response surface analysis of the data collected at two different time points (N=316) proved that LMX (Time 2) was higher when the leader fulfils the employee's work values (Time 1) very well. Further, their analysis of data from a sub-sample of matched leader-employee dyads (N=140), showed that LMX played a mediating

role on the relation between S-V fit (Time 1) and work outcomes (Time 2). Specifically, they explained that the relationship between S-V fit and leader-related task performance and organizational citizenship behavior (Time 2) was fully mediated by LMX (Time 2) whereas LMX partially mediated the relationship between S-V fit and job satisfaction (Time 2).

Nguyen and Borteyrou (2016) examined the mediating effect of core self-evaluations on the relationship between PE fit and job satisfaction among professional laboratory technicians. 197 professional laboratory technicians (158 females & 39 males) from both France and Belgium completed the questionnaires and correlational results indicated that job satisfaction was positively associated with PO fit, PJ fit and core-self evaluations. The results using structural equation modeling showed that core-self evaluations partially mediated the relationship between PE fit and job satisfaction.

Tsai and Tsao (2017) employed the PE fit and locus of control concepts from the organizational behaviour field to address the issue of major challenges in the workplace faced by the immigrant wives, those who are now a significant part of Taiwanese society and labor force in Taiwan economy. A sample of 130 immigrant wives from Indonesia and Vietnam living in Taiwan was surveyed. Using hierarchical regression analysis, they found that immigrant wives' PE fit can significantly influenced their affective commitments to their workplaces, particularly when they sense that they are personally compatible with their jobs and supervisors. An external locus of control significantly weakened the relationship between PE fit and affective commitment.

Choi, Kim and McGinley (2017) had examined the effect of PO fit on migrant workers' turnover intentions via job satisfaction and work adjustment. Their results revealed that all three levels of fit, PS fit, PG fit and PJ fit, had a significant impact on work adjustment and job satisfaction of migrant employees, which in turn influenced their turnover intentions. Among the three types of fit, PG fit was the only one which showed a direct effect on predicting turnover intentions.

Leader-member exchange (LMX) researchers also shed light on how PS fit becomes important for positive work outcomes. Employees in poor-quality relationships with their supervisors often seek less feedback from their supervisors and which in turn decrease their extra role behaviors (Chen, Lam & Zhong, 2007). Moreover, employees in low quality LMX relationships often become noninstrumental complainers as they complain about general issues like not being welcomed rather than about specific issues (Heck, Bedeian, & Day, 2005).

By integrating the theory of PE fit and Job demands-resources model, Yang, Yan, Fan and Luo (2017) explored the effects of congruence of proactive personalities of leaders and followers on followers' work engagement. Dyadic data were collected from 100 leaders and 583 followers in two public hospitals in China. Using polynomial regression analysis and response surface modeling, the effect of the congruence of leader and follower proactive personalities on follower work engagement was justified. They explained that follower work engagement increased when they are highly proactive personalities and also they highlighted an asymmetrical incongruence effect that followers are more engaged at work when followers' proactive personalities exceeded that of their leaders than when leaders' proactive personalities exceeded that of followers.

6.   Other factors related with effectiveness

Our police suffer from an alarming number of social, mental and physical health problems. Excessive levels of tension, death anxiety, depression, irritation and cynicism are the most frequent emotional and attitudinal problems plaguing the police (French, 1975; Poole & Regoli, 1979). Hans Selye (1978) ranked police work as one of the most hazardous profession. Scholars and practitioners in law enforcement have suggested that incidents of police occupational strain can be attributed to the personal values, value conflicts and the level of self-esteem among the police. For example, the level of a police officer's self-esteem determines his/her ability to manage stress and avoid or experience various types of occupational strain (Stotland, 1975).

Lapierre (1993) argued that police work attracts people who have a bias for reactive action, and that bias may be strengthened through experience or socialization. Studies suggested that once police were exposed to police work, the effect of the role, through socialization, neutralized any positive effects of education (Christie, Petrie & Timmins, 1996; Weiner, 1974).

In a meta-analysis of five factor personality domains and job performance, Barrick and Mount (1991) observed that conscientiousness demonstrated the strongest estimated true correlation with job performance across occupational groups, including law enforcement. They also found positive relationship between extraversion, emotional stability, and agreeableness and performance of police officers. Detrick and Chibnall (2006) described the best entry level police officers as emotionally controlled, slow to anger, steady under stress socially assertive, highly conscientious, goal, oriented, and disciplined.

Extraversion, conscientiousness, and openness were all positively related to training proficiency (Barrick & Mount, 1991). Proactive personality has been linked to objective and subjective indicators of career success (Seibert, Crant & Kraimer, 1999). PSM has been shown to have a positive effect on individual and organizational performance (Naff & Crum, 1999; Kim, 2005; Bright, 2007; Vandenabeele, 2009), employee retention (Bright, 2008; Wright & Christensen, 2010), and job satisfaction (Taylor, 2008; Wright & Pandey, 2008; Kjeldsen & Andersen, 2013). Song and Chathoth (2011) found person organization fit as a mediator among the relationship between global self-esteem and career choice intentions; and Firdousiya and Jayan (2018) observed self-esteem as a moderator in determining the relationship between PE fit and personal effectiveness.

Organizational socialization is the process by which newcomers become full members of organizations or groups. It helps newcomers to acquire the social knowledge and skills necessary to assume an organizational role (Van Maanen & Schein, 1979). Past researches had linked socialization tactics to several outcomes like employees' role orientation, newcomers' role ambiguity, role conflict, organizational commitment, job satisfaction, intention to quit, job performance,

voluntary and involuntary turnover, and perceived job and organizational fit (eg., Fisher, 1986; Jones, 1986; Saks & Ashforth, 1997b; Cable & Parsons, 2001; Kim, Cable & Kim, 2005; Ashforth, Sluss, & Saks, 2007; Bauer, Bodner, Erdogan, Truxillo, & Trucker, 2007;).

Socialization is the process which helps the newcomers to learn the ropes of the new work. Many researchers pointed out the various advantages and disadvantages of various socialization tactics. For example, Jones (1986) opined that collective, formal, sequential, fixed, serial, and investiture tactics together may encourage and motivate newcomers to accept predefined roles passively, reflecting the organizational status quo. To him all these six extreme polar tactics could form 'institutionalized socialization' which in turn provides newcomers with a structured and formalized experience that reduces perceived uncertainty. At the opposite end of the continuum sits individualized socialization, comprising individual, informal, random, variable, disjunctive, and disventiture tactics, which may stimulate newcomers to question the status quo and develop their own unique approach to their roles. An individualized socialization process lacks structure, with newcomers socialized by default rather than by design (Ashforth, Saks & Lee, 1997) and might result in greater uncertainty and anxiety (Jones, 1986).

Serial tactics enable experienced insiders to act as role models or mentors, while investiture tactics provides positive feedback and social support to newcomers (Batistic, 2014). Variable tactics may support proactive newcomers in building networks and better adjustments, as they will be more likely to seek information and feedback from their supervisors and other organizational experts (Griffin, Colella & Goparaju, 2000).

Collective and formal tactics provide newcomers with fast and relevant information about task, group and organization, and also avails structured opportunities for salient and relatively intense learning (Batistic, 2014). Such tactics are found to be helpful to learn about the goals, values, organizational history and people (Klein & Weaver, 2000). Overall, more formalized approaches (collective,

formal and sequential tactics) enable newcomers to start work more readily, while still providing a positive socialization experience.

Socialization literature also placed institutionalized socialization tactics on the top as it is considered more beneficial for the socialization process. For example, Saks and Gruman (2012) argued that institutionalized socialization tactics result in more positive socialization outcomes than individualized socialization tactics. Further, Gruman, Saks and Zweig (2006) suggested that newcomers are more likely to engage in proactive behaviors when socialization tactics are institutionalized. On the contrary, some other studies found that they might be negatively related to role innovation and turnover (Ashforth & Saks, 1996; Riordan, Weatherly, Vandenberg & Self, 2001).

Evidences from past researches pointed out that institutionalized socialization tactics are negatively related to role ambiguity, role conflict, and intention to quit and positively related to fit perceptions, self-efficacy, social acceptance, job satisfaction, organizational commitment, job performance, and custodial role orientation (eg., Bauer, Bodner, Erdogan, Truxillo, & Trucker, 2007; Saks, Uggerslev, & Fassina, 2007).

Batistic (2014) tried to integrate different socialization tactics, HR architecture subsystems and job characteristics literature in order to provide a systematic theoretical framework to highlight that different cohorts of new employees might need different tactics to become socialized more effectively. His objective was to theorize the most beneficial socialization tactics that might complement each HR system to enhance the impact on organizational strategy, while reducing turnover intention and speeding up newcomer productivity. Ashford and Nurmohamed (2012) also asserted that all newcomers are not created equal, instead organizations can do have different cohorts of newcomers joining them based on the value and uniqueness of their human capital.

Pre-socialization experience itself provides newcomers with clues regarding what to expect in the future work environment. As certain norms and unwritten rules can only be learnt informally, some areas of socialization cannot be mastered by

formal tactics, and the informal training also helps newcomers to understand how things really work, who is really important and how to get things done (Klein & Weaver, 2000).

Moreover, as organizations cannot possibly provide all the information and activities needed to fully socialize new employees, newcomers might need to act proactively if they are to reduce uncertainty. When a less formalized context is used for socialization process newcomers will become motivated to be more proactive in their learning and which positively reflect on their role innovation (Jones, 1986; Ashforth & Saks, 1996). And this may provide newcomers with opportunities to start interacting and building relationships with others and thus to experience a better congruence with their co-workers.

Thus, organizations should ensure the use of fair and transparent methods in categorizing newcomers and the tactics should be used coherently with all employees in the same group in order to avoid the undesirable outcomes related to the perception of low procedural justice and unfair treatment as a consequence of categorization. The literature suggests that inadequate socialization process is one of the primary reasons for the unwanted turnover (Bauer, Morrison & Callister, 1998).

Proactivity has emerged as a principal topic of interest among organizational researchers and practitioners in recent years (e.g., Campbell, 2000; Van Dyne, Ang, & Botero, 2003). Proactivity may be broadly characterized as an active facilitation of meaningful personal and/or environmental change (e.g., Bateman & Crant, 1993; Grant & Ashford, 2008). Proactive traits and behaviors reflect the complementary tendencies and actions carried out by individuals in order to shape themselves and their environments (e.g., Bateman & Crant, 1993; Grant & Ashford, 2008). The unique scope of the proactive personality construct suggests that it is related to a wide range of proactive behaviours and cognitions (Seibert, Crant & Kraimer, 1999). The Proactive Personality Scale (Bateman & Crant, 1993) has become one of the most widely used measures of proactive tendencies.

Research suggests that proactivity may facilitate job performance because proactive individuals select and create situations that enhance the likelihood of high

levels of performance. Proactive tendencies may influence performance by compelling individuals to understand their environments in a rigorous manner, which in turn helps them to anticipate potential problems and make necessary changes in their environments (Seibert, Crant, & Kraimer, 1999). Proactive individuals may enhance performance by engaging in a variety of instrumental behaviors such as information seeking, skill development, sense-making, negotiating, resource gathering, issue selling, socialization, and role restructuring (e.g., Miller & Jablin, 1991; Dutton & Ashford, 1993; Ashford & Black, 1996; Parker & Collins, 2010). Apart from the positive correlation of proactive personality with the overall job performance, Thomas, Whitman and Viswesvaran (2010) highlighted that proactive personality was more strongly correlated with subjective performance than objective performance.

Self-esteem refers to a person's appraisal of his/her value. Levels of self-esteem have been associated with successful interpersonal relationships, anxiety, headaches, and illness rates among government managers (Rosenberg, 1965; Coopersmith, 1967; Kobasa, 1979). Research suggests that individuals with high self-esteem maintain optimism in the face of failure, which makes future success (Dodgson & Wood, 1998).

Judge and Bono (2001) conducted a meta-analytic study to find out the relationship of four traits – self-esteem, generalized self-efficacy, locus of control, and emotional stability (low neuroticism) – with job satisfaction and job performance. Among the four traits, emotional stability displayed the lowest correlation with both satisfaction and performance. Their results indicated that self-esteem, locus of control, neuroticism, and generalized self-efficacy are significant predictors of both job satisfaction and job performance.

The attainment of goals is a basic requirement associated with the preservation and enhancement of self-esteem (Stotland & Cannon, 1972). Idea encouragement, career perspectives, qualification opportunities, and peer collaboration were related more positively to voice behavior for project managers with a high level of organization based self-esteem (Ekrot, Rank, & Gemunden

(2016). Employees with high levels of organization based self-esteem were less responsive to the perception of organizational uncertainty and organization based self-esteem moderates the relationship of organizational uncertainty with intrinsic motivation, organizational commitment, and absenteeism (Hui & Lee, 2000).

Goal pursuit and attainment led to enhanced task interest, pride in performance, and a heightened sense of personal effectiveness (Latham, 2012). People with lower self-esteem had lower goals and lower performance than those with high self-esteem (Tang & Reynolds, 1993).

Self-efficacy is the people's beliefs in their ability to affect the environment and produce desired outcomes by their actions (Sherer, Maddax, Mercandante, Prentice-Dunn, Jacobs & Rogers, 1982). So self-efficacy is a cognitive judgment that has motivational consequences. Early researches found strong link between self-efficacy and a person's performance (Sadri & Robertson, 1993; Stajkovic & Luthans, 1998). All these studies pointed out that employees with high self-efficacy will activate sufficient efforts to produce successful outcomes. Goals and self-efficacy affect the direction of one' behavior and the effort exerted as well as one's persistence to attain a goal. Self-efficacy influences the personal goals that one sets (Carson & Carson, 1993). The higher one's self-efficacy in performing well on a task, the less difficult the goal is perceived to be (Lee & Bobko, 1992). The strong positive relationship of self-efficacy to personal goals and their relationship with performance have also been well documented by Earley and Lituchy (1991); Zimmerman, Bandura and Martines-Pons (1992); and Lerner and Locke (1995). Berry and West (1993) too found that the outcomes of high self-efficacy include the setting of high personal goals, the selection of challenging tasks, and high performance.

Brown and Latham (2002) also found that self-efficacy correlates positively with goal level, goal attainment, and the team-playing behavior. Tabernero and Wood (1999) revealed that individuals with high self-efficacy have an incremental view of their ability which enables them to believe that ability is malleable. Consequently, they adjust their level of performance to negative feedback more

effectively than did people who have low self-efficacy. People who have low self-efficacy believed that their ability is fixed and hence, were unlikely to attempt to improve their performance. For example, Hinsz and Matz (1997) argued that people with low self-efficacy regarding a task have low personal goals and subsequently perform poorly. Grabowski, Call and Mortimer (2001) explained the role of early work experiences in the development of young workers' perceptions of job self-efficacy.

PSM has been characterized in many different ways, such as a service ethic, calling, and/or altruistic intentions that motivate individuals to serve the public. Public service motivation (PSM) is often proposed as a means to improve performance and overcome incentive problems in the public sector. PSM is defined as "a particular form of altruism or prosocial motivation that is animated by specific dispositions and values arising from public institutions and missions" (Perry, Hondeghem & Wise 2010). PSM can be "defined as a general altruistic motivation to serve the interests of a community of people, a state, a nation, or humankind" (Rainey & Steinbauer, 1999). Public sector workers have a higher level of PSM than private sector workers. Moreover, private sector workers with high levels of PSM are inclined to look for a job in the public sector (Steijn, 2008).

Earlier studies have found strong connections between PSM and the monetary and nonmonetary work preferences of public employees. Public employees with high levels of PSM were less interested in monetary opportunities and more interested in nonmonetary opportunities (Brewer, Selden & Facer, 2000; Bright, 2005). Apart, PSM has also been linked to the job satisfaction and turnover intentions of public employees. Bakker (2015) found that public service motivation can be instrumental in coping with organizational stressors and that public service motivation facilitates employee engagement.

Naff and Crum (1999) found that individuals with high levels of PSM were more satisfied and less likely to leave public organizations when compared with their counterparts with lower levels of PSM. Homberg, McCarthy and Tabvuma's (2015) meta-analysis of the relationship between public service motivation and job

satisfaction reveals a direct relationship between the two variables as they conclude that when public service–motivated individuals are given more opportunities to serve the public, they report higher levels of job satisfaction. Many researchers in PSM research explained job satisfaction as a consequence of PSM" (Bright 2008; Park & Rainey, 2008; Taylor, 2008; Vandenabeele, 2009; Stazyk, 2012; Andersen & Kjeldsen, 2013).

PSM is positively related to individual performance (Perry & Wise, 1990) and negatively related to organizational tenure (Moynihan & Pandey, 2007). They found that longer employees worked in public organizations, the lower their level of PSM was. One possible explanation for this finding may be the frustrated service ethics. For example, the lack of opportunities to experience valued outcomes may lead to a decrease in the level of PSM, though people may join with high idealism and PSM. The level and type of an individual's PSM and the motivational composition of a public organization's workforce have been posited to influence individual job choice, job performance, and organizational effectiveness (Rainey, 1982; Perry & Wise, 1990; Romzek, 1990).

PSM has been related to organizational attractiveness, performance, job satisfaction, organizational commitment and whistle blowing (Perry & Wise, 1990; Naff & Crum, 1999; Perry & Hondeghem, 2008; Kim & Vandenabeele, 2010). Crewson (1997) explored the relationship between organizational commitment and PSM and argued that preference for service over economic benefits should lead to greater commitment towards the organization. Cerase & Farinela (2006) also found positive correlation between PSM and affective as well as continuance commitment. While, Camilleri's (2006) structural equation model on the relationship between organizational commitment and PSM posited organizational commitment as a dominant predictor of PSM as it is reinforced and strengthened by organizational commitment.

Pandey, Wright and Moynihan (2008) tested the direct and indirect relationship between individual levels of PSM and interpersonal citizenship behavior using a structural equation model. They found out a direct and positive effect of

PSM on interpersonal citizenship behavior in public organizations even when accounting for the significant role of co-worker support. Mostafa, Gould-Williams and Bottomley (2015) indicated that public service motivation is an important mediating variable in the process of value creation, in particular regarding the attitudes that drive performance - organizational citizenship behaviors and affective commitment relationships. Scott and Pandey (2005) asserted that PSM is linked with employees' perception of red tape. They found that public managers who reported having high levels of PSM were more tolerant of bureaucratic regulations (red tape) than were their counterparts. PSM is connected to the tendency of public employees to report wrongdoing (Brewer & Selden, 1998). In a sample of federal employees, they also found a significant relationship between indicators of PSM and willingness to blow the whistle on wrongdoing.

Thus, as a meaningful predictor of the performance of employees in public organizations, the concept of PSM can use to improve the selection, retention, and performance of public employees. Hence, the public organizations should be strategic in their recruitment of the best and brightest individuals into government employment. This highlights the need for the careful selection of individuals who are compatible with the public organizations, as these individuals have the potential to be significantly more productive than individuals who are not. This suggests that public managers or administrators should design recruitment strategies that enable them to attract the best suitable candidates who are predisposed to public service motives. These motives will promote the chance of internalizing the goals and values of the organization by the newly selected employees.

Using the data collected from a sample of 160 married working police officers of Kerala, Firdousiya and Jayan (2016a) explored the influence of relationship quotient and quality of work life on counter productive work behaviors of law enforcement officers. Their results indicated that both relationship quotient and quality of work life can make significant impact on the degree of counter productive work behaviors exhibited by the police officers.

Thus, the review of related literature made it clear that PE fit is a multidimensional construct with many conceptualizations. Even though, PE fit is the one of the most widely used psychological construct in industrial and work psychology it remains questionably defined and often misunderstood because there are as many ways to conceptualize and measure fit as there are scholars who study it (Kristof-Brown & Billsberry, 2013). Edwards (2008) noted that PE fit theory lacks consideration of boundary conditions as there is no limits beyond which the theory does not apply. Although PE fit refers to the degree of fit or match between the two sets of variables, what exactly constitutes a fit or match is not totally clear. So the researcher firstly tried to integrate different conceptualizations of PE fit and to develop a measurement of fit in terms of fit perceptions made by the employees through self-report.

The researcher planned to stick on the perceived fit instead of objective fit because of many reasons. Firstly, as subjective/perceived fit is the match perceived by the target person with his/her environment, it can be calculated through direct measures where the person is able to explain the extent to which he/she is matching. In contrast objective/actual fit includes the facts about the person and the environment which are not perceived by the person and here the researchers indirectly assess the fit through explicit comparisons of separately rated person and environment variables. During indirect measurement employees separately report on each attribute and researchers statistically combine them to determine fit, where as in the direct measurement employees directly report their perceived level of fit. Secondly, the perception of fit should be more proximal to individual decision making, behavior, and well-being – an idea that is consistent with the finding that direct fit perceptions more strongly predict employee outcomes. For example, Caplan (1987) argued that it is subjective fit perceptions and not the objective fit that influences whether or not an individual pursues work with an organization and subjective fit is a more accurate depiction of personal reality than objective fit. Additionally, we focused on perceived fit because when people indicate that they fit, they are not reporting the results of a comparison process but instead are effectively saying that they are congruent with their environment. Perceived fit allows greatest

level of manipulation because the assessment is all done in the head of respondents by allowing them to apply their own weighing scheme to various aspects of the environment.

Another important thing the researcher had noticed during review process is the complications regarding the variety of content dimensions used to operationalize fit. Different researchers used different contents such as fit between individuals' KSAs and job requirements, personality traits and environmental characteristics, needs and supplies, value preferences, goals, etc., Even though some researchers tried to incorporate two or three content dimensions in to a single measure, no one made an attempt to incorporate all these operationalizations in a single study. So here, the researcher take it as a challenge and tried to develop a multidimensional perceived person environment fit scale by bringing all the important content dimensions together.

A systematic review of person environment fit literature revealed that there are a number of studies which deals with the various outcomes of person environment fit and it is very clear that all most all job related behaviors and attitudes are closely related to the congruence between the employee and his working environment. For example, in a meta-analysis using 39 recently (2000 onwards) published works on PE fit, Firdousiya and Jayan (2016b) tried to consolidate various outcomes of both objective and subjective PE fit. Thus it is found that PE fit not only predicts the outcome variables like job satisfaction, organizational commitment, turnover, organizational citizenship behavior, job performance, etc., but also a misfit between the person and the work environment will cause many serious problems like job tension, psychological strain, depression, anxiety, etc.,

By analyzing the reviews, it was found that as mentioned earlier the majority of studies were focused on the outcomes of PE fit and a very few were extensively focused on the antecedents of fit rather than the mediating or moderating roles of fit. Thus as planned earlier, the reviews also stressed the relevance of identifying various contributors of PE fit perceptions. Moreover, throughout the review process,

the researcher could not find any single study which related the effect of PE fit on law enforcement officers' effectiveness. So it is very clear that there exists a gap in fit literature as it is never explored among law enforcers. Through review process, the researcher learned that in the work place the employees' congruence with the work environment is a complex phenomenon and it is the proof for being the right person at the right place. The idea of fit is central to every aspects of employees' work life as if working in an environment that does not match can be like wearing a shoe size that does not fit; in each and every step, it will reflect. Thus, the review of literature reinforced the researcher's interest to look into the various psychological contributors of PE fit and its impact on the effectiveness of police officers by considering fit as a multidimensional construct with sub dimensions of PJ fit, PO fit, PG fit, and PS fit.

OBJECTIVES OF THE STUDY

- To explore the psychological correlates and contributors of fit perception of law enforcement officers

- To have a general idea on the nature of distribution of the variables under study

- To study the nature and extent of relationship among the variables under study

- To identify the psychological predictors of different levels of person environment fit among the law enforcement officers

- To find out the predictive role of contributors of fit on the personal effectiveness of law enforcement officers

- To check the moderating effect of fit variables on the relationship between personal effectiveness and its predictors

HYPOTHESES

- The variables under study will be distributed normally among the participants

- There will be significant relationship among the study variables

- Variables under study will be able to predict PE fit of Law enforcement officers

- Contributors of fit have a significant role in predicting the effectiveness of law enforcement officers

- Person environment fit and its sub variables moderates the relationship between personal effectiveness and its predictors.

METHODS

The method of a research work reflects the complete procedures followed by the investigator to make it scientific and valid as much as possible. It is very crucial and universally significant step in every research because the fruitfulness and validity of the study is largely depends upon the authenticity and perfection of its method adopted and the techniques employed for the collection and analysis of data. This chapter provides a clear understanding on the philosophy and approach of the researcher and also presents different steps in research process like the research design and plan, selection of the participants, the procedures followed, measures used, and the techniques of analysis employed by the investigator in the conduction of research to address the research problem.

Research Philosophy/Paradigm

A paradigm provides a conceptual framework for clearly seeing and making sense of research. 'To be located in a particular philosophy is to view the world in a particular way' (Morgan, 1980). The significance of research philosophy is that they shape how researchers perceive the research problem in the world around them and such a philosophical stance reflects throughout the research process from research design through data collection and analysis, and finally the way in which the research results are presented. Thus, as stated by Patton (1990), from the part of researchers, it is very important to recognize one's own paradigm as it allows identifying researcher's role throughout the process of research. Taking this in to consideration, the researcher selected a philosophy which best explains the current research problem, objectives and research questions.

In the present study, the investigator rooted her research paradigm in the philosophical position of pragmatism which is often combined with both positivism and social constructivism. Here, rather than focusing on methods, researcher emphasized the research problem and made use of different approaches available to understand the problem. The investigator describes her philosophical position in detail through the ontological and epistemological direction and the research method chosen to collect and analyze the research data.

Ontology is concerned with the nature of reality and its focuses on 'what is' and whether a phenomenon is actually existing independently of our knowledge and perceptions (Gill & Johnson, 2010). It helps to differentiate between objectivism and subjectivism, as objectivism explains reality being independent of social actors while subjectivism supports the influence of perceptions and consequent actions of those social actors concerned with the existence of a social phenomenon (Saunders, Lewis & Thornhill, 2009).

In the current research, the subjective views are chosen to address the research problem as the researcher took into consideration the subjective matter and focused on the police officers' perceived aspects of the key phenomena 'person-work environment fit' and 'effectiveness of law enforcement officers'. Hence, it is recognized that person-environment fit is not only an objective reality but also the result of individuals' subjective interpretation of his/her congruence with their work environment. Here, the researcher explained both fit and effectiveness as a social construct from a subjective stand as it perceiving and experiencing by the person involved in it with a view that being a social animal, human beings are highly reflexive to their feelings and perceptions.

Research Design

However, in this study, a mixed method of research design was employed by explicitly seeking a synergistic benefit from integrating both the inductive and deductive approaches. The underlying assumption behind this integration is that the research findings will be stronger when it makes use of different approaches as it

enables a fuller understanding of the phenomena (Rocco, Bliss, Gallagher & Perez-Prado, 2003). The mixed method research design was applied in this study to identify the psychological contributors of person environment fit and its impact on the effectiveness of law enforcement officers. Mixed methods research is a research design with philosophical assumptions that guide the direction of the collection and analysis of data as well as the mixture of both qualitative and quantitative approaches in different phases of the research process. The central premise of the application of this method is that the use of qualitative and quantitative approaches in combination provides a better understanding of research problem than single approach as it paves the way for methodological triangulation (Creswell & Clark, 2007; Morse, 1991).

The mixed method research design used in this study most closely resembles the exploratory sequential mixed methods design as described by Creswell and Clark (2007). To them a researcher might use an exploratory design when a need exists to first explore qualitatively. Even though such designs are most useful when instruments are not available, the variables are unknown and there is no guiding framework or theory; in this case of research, the investigator employed this approach mainly to avoid the pitfalls of an ill-defined construct with many conceptualizations. As shown in the previous chapter of literature review, the construct of person-environment fit is defined in many ways by different scholars. Since the intent of the sequential exploratory design is that the qualitative results help to develop and select proper measures for quantitative method, data collection is conducted in two phases: first, the phenomenon is explored qualitatively and from its analyses, the researcher developed quantitative measures to generalize the findings.

In this study, the researcher first explored how police officers described person-environment fit by starting with interviews and focused group discussions and then analyzed this information to develop appropriate measures which is later administered to a large sample from the same population. The exploratory design permitted the researcher to interact with the participants directly through individual

interviews that aimed to uncover mainly the relationship between person-environment fit and law enforcement effectiveness.

Role of the Researcher

While defining their role in a study, researchers must be cognizant of the responsibilities contingent upon the place and time of the study along with the integrity of the research (Stake, 1995). In other words, researchers deliberately or intuitively make role choices in their research. That means researchers determine, to a large extent, the issues and problems they want to study. In the words of Scheurich (1994) the historical, political, religious and gender positions of the researcher interact, influence, limit and constrain the production of knowledge. Yin (1989) also argued that the role of researcher includes the ability to ask questions, interpret answers, and maintain an openness and non-biased attitude to others' perceptions and beliefs.

In the current study, the role of the researcher includes that of an interviewer, observer, moderator, interpreter, analyst, investigator, and inquirer. These roles were unfolded throughout the entire study in accordance with each phase. Even though the researcher cannot separate herself as a person from herself as a researcher, she tried her maximum to stick upon her research approach so that she can avoid the chances of compromising the data. In understanding this research, the researcher acknowledged that she faced many limitations in the data collection process due to her position as an outside-research scholar and by this time she came to an awareness that the depth of her exploration may increase in significant ways if she can enter into the organization as a significant member of police force. Hence, to alleviate these demerits, she used her personal relationships with many police officers in all phases of data collection. However, the researcher personally experienced some benefits as an outside-researcher in the sense that many officers revealed their feelings, experiences and perceptions without any fear of being punished or reported to the higher authority.

Ethical considerations

Prior to the conduct of this study, the purpose of the study was explained clearly to both the State police chief (Kerala police), from whom the permission was granted for data collection; and each individual police officers within the study. While providing directions and explaining the study both orally and through information sheets, language (either Malayalam or English) appropriate to the participant was used. The social responsibility of the researcher is maintained through the possibility that even though individuals may not benefit from the research directly, the findings would be used to inform those who are responsible for the implementation of change in police organizations.

Informed consent was gained firstly from the part of organization (the State police chief, Government of Kerala) in order to gain access to every police officers of Kerala police. For phase one, each police officer was then provided with a written consent form for clarification and endorsement prior to the interviews. For phase two, a further consent was gained from the station officer (SHO) of each police station as well as each individual officer involved in this study were completed the questionnaires in a face to face interview. After informed consent from each individual, it was made clear to all individuals that they would not in any way impacted regardless of their decision to participate or not in this study, and were absolutely free to withdraw at any stage before data analysis. Confidentiality was also guaranteed to all the individuals participated in this research. For phase one participants, the identities of the participants were maintained confidentially by the use of a code than names. They were also ensured that the level of analysis conducted and the reporting of findings would not allow for the identification of any participant. For phase two participants also confidentiality was assured though written statements provided along with the questionnaires and the scores were entered in to the excel sheets by assigning codes and numbers.

Thus the present study is designed in two distinctly separate phases; a preliminary qualitative exploration (pilot study) and the core part – quantitative descriptive study. The second phase consists of two parts: identification of the

psychological contributors of person work environment fit (part 1) and the examination of the impact of person work environment fit and its contributors on the effectiveness of law enforcement officers.

PHASE 1: Preliminary Qualitative Exploration

In order to get familiarized with the nature of work, the organizational structure and culture of Kerala police; to explore the concept of person-environment fit among them; to identify various factors related with the perception of congruence/fit; and to understand the meaning of effectiveness among them the investigator had gathered data through multiple means and analyzed those data in this phase of qualitative exploration. The details of each method including the participants, procedure, and techniques of data collection were described below;

STAGE 1: DESCRIPTIVE INTERVIEW

The readings from past literature as well as media reports on police effectiveness filled the investigator as a beginner with a lot of confusions regarding what exactly constitute by the term effectiveness among law enforcement officers. Hence, the researcher under the guidance of her supervisor planned to interact personally with police supervisors on this phenomenon as supervisor ratings are good indicators of job performance in every organizations. Thus, unstructured personal interviews were conducted in this stage of research.

Participants: consists of 15 police officers of higher ranks from sub inspector to deputy superintendent of police from Malappuram and Kozhikkode districts. Their ages ranged from 30 to 53 years and were differed on their religion, educational qualification and years of service. Convenient sampling method was used for the selection of participants. Among the participants, five members were from DYSP rank, five were CIs five Sis.Only two female police officers SI rank have participated in this sample. Out of this 15, 4 were Christians, 3 were Muslims and 8 were Hindus. All of them were initially recruited as sub-inspectors and gradually promoted to the higher posts. So the corresponding difference in the years of service was also existed among themselves. Their experience as a police officer ranged from

a minimum of three years to a maximum of 24 years and their educational qualification includes graduation, post graduation, and other professional degrees.

Method for data collection: face to face unstructured qualitative interview including casual talks and general discussions regarding the Kerala police was used to collect the necessary data. The data were generated purposefully on the nature of work in police organizations, the structure and culture of police department, the effectiveness of police officers, and the desired qualities of an effective police officer.

Procedure: all the participants were met quiet personally and informally to seek permission for the interview. The interviews were conducted in a place comfortable to each participant other than their offices. Each session took around 40 to 90 minutes in accordance with the comfortability and convenience of the participants. After the assurance of confidentiality of their responses, they were encouraged to share their experiences, perceptions and general opinions and observations regarding policing, their effectiveness, problems faced by them, and qualities of best suited as well as effective employees including their suggestions for improving the overall effectiveness of law enforcement officers.

STAGE 2: SEMI-STRUCTURED INTERVIEW

This semi-structured interview was an extension of stage 1. In this, data were collected with the help of a semi-structured interview schedule prepared on the basis of wide responses received from the first stage. In this section the interview was extended to all police officers ranged from local civil police officers to the district superintendent of police in order to collect the perception of lower officers also.

Participants: includes 60 police officers from selected districts of Kerala ranging from local civil police officers to district superintendent of police. Among the sample, 20 were female police officers. They were in between the age group ranged from 20 to 52 years and their years of service varied from three to twenty five years. Among the total eight officers of the SI rank four were under direct recruitment and others were promoted through their service. The classification of the sample based on their designation is given below;

Table 3.1

Sample break up based on designation

Designation	Number
Superintendent of police (SP)	2
Deputy superintendent of police (DYSP)	4
Circle inspector of police (CI)	6
Sub inspector of police (SI)	8
Assistant sub inspector of police (ASI)	10
Senior civil police officer (SCPO)	15
Civil police officer (CPO)	15
Total	60

Measures: a pre-prepared semi-structured interview schedule was used to gather the data needed for the present study. The schedule was prepared by the investigator on the basis of information collected from the first stage.

Procedure: as an extension of previously conducted descriptive interview, face to face personal interviews were conducted for each participant after getting prior permission from the person itself and concerned authority as well. Each session took around 40 to 60 minutes according to the convenience of the participants. The time and place for the interview were fixed by the investigator in accordance with the expediency of each participant. Key note method was used to record the data as the investigator was not permitted to use any recording aids. The collected data were content analyzed.

STAGE 3: FOCUSED GROUP DISCUSSION

A focused group discussion (FGD) was planned based on the inferences obtained from semi-structured interview as it highlighted the need for an assessment tool which incorporates all the identified dimensions of person work environment fit and the variety of explanations for employee effectiveness among law enforcement officers. A focused group discussion is a group of people who openly discusses a particular issue, problem or solution. It can be defined as a rapid assessment, semi-

structured data gathering method in which a purposively set of participants gather to discuss issues and concerns based on a list of key themes drawn up by the facilitator (Kumar, 1987). Focused group discussion was preferred because it is believed to be a good way to gather people from similar backgrounds or experiences to discuss a specific topic of interest in order to collect information from groups of people rather than from a series of individuals. It is also assumed to be a very good method to employ prior to designing questionnaires as well as it provides a fast way to learn from the target audience (Morgan, 1988). Here, the aim of the researcher was to verify the identified dimensions of person-environment fit and to find out various factors related with employee congruence in order to design a proper measurement for this construct among police officers. Drawing clarifications on the concept of effectiveness among law enforcement officers was also another major purpose behind this focused group discussion.

Participants: comprises a total of 22 police personnel of various ranks and positions for three separate discussions. Three different groups were planned to ensure the convenience of participants in terms of the locality and their personal relationships. The first group involves 2 DYSPs and 5 civil police officers from various part of the state. The second group consists of 3 commandos of various police camps and 3 DYSPs; and the third one includes an equal number of CIs, SIs, and constables with a total of 9 members. All members in these groups were males except the researcher.

Procedure: focused group discussions were conducted in three groups at various times and venues convenient to each group. All the members were met personally in advance after fixing appointments and time and venue were fixed in accordance with their convenience. Each session took around a period of two hours. Investigator herself conducted each discussion and took over the role of facilitator in all the three groups. A semi-circular seating arrangement was followed in each discussion session. The interaction started with the establishment of rapport, opening up of the topic and revealed the purpose and expectations of investigator through these sessions even though all these were explained individually well in advance during the time of invitation to group discussion itself.

The investigator started the discussion to bring them in to a common focus of the things related with law enforcement effectiveness and role of fit in the development and maintenance of effective employees in police departments. Problems related with the recruitment, selection, training and appraisal systems of Kerala police were also included in the discussion along with their expected solutions. In order to keep the session on track while allowing participants to talk freely and spontaneously, the researcher used a discussion guide consisting of the main topics or themes to be covered in the session. As an informal one the use of board and chart paper was avoided and each participant was provided with a personal copy of discussion guide with the list of themes. The active participation of all the members were encouraged and ensured throughout the session and also they were stimulated to talk to each other than to the researcher. At some points the researcher used the power of moderator to discourage the dominance of a particular participant. Sometimes the facilitator used some probe questions that are prepared in advance by herself in order to structure the whole discussion around the key themes. Key-note method was used to record the data generated through discussion and were later analyzed by the researcher to generate the factors related with fit and police effectiveness.

At the end of phase one, the researcher came with many inferences and from that identified certain dimensions as well as psychological contributors of person work environment fit. The major dimensinos of fit identified from this stage involved officers' fit with their job, match between employee and their supervising higher officials and finally the match between the person and his unit of enquiry. Then searched in the literature for the same and finally selected four major dimensios of fit namely, person-job fit, person-organization fit, person-group fit and person-supervisor fit along with six psychological variables namely institutional socialization experience, proactive personality, big five personality factors, public service motivation, self-esteem, and self-efficacy beliefs as the contributors of fit. Moreover, the researcher come up with her own conclusion and justifications on the concept of effectiveness among law enforcement officers and finally selected and

classified the variables into different positions like independent, dependent and moderating variables for the next phase.

PHASE 2: Quantitative Descriptive Study

With an objective to identify the psychological predictors of person work environment fit and its impact on the effectiveness of law enforcement officers, the investigator entered into the second phase of her research by utilizing the necessary information generated through the first phase of research and the process of systematic review of literature. Actually the second phase is a testing phase where the researcher tried to prove the identified psychological contributors of fit and its importance in the effectiveness of law enforcement officers with the help of various statistical analyses. For that purpose during this time, the investigator prepared some assessment tools for certain psychological variables under study and collected wide range of data quantitatively and analyzed statistically. So this phase can be further divided in to two: selection, adaptation, and preparation of questionnaires (stage 1); and the testing phase which includes the collection, analysis and interpretation of quantitative data (stage 2)

STAGE 1: SELECTION, ADAPTATION AND CONSTRUCTION OF APPROPRIATE MEASURES

This stage was an actual preparation for the quantitative study to verify the inferences derived from the first phase by using different statistical techniques. For that purpose all the selected variables from the previous phase namely institutional socialization experience, proactive personality, self-efficacy, self-esteem, public service motivation, person-environment fit, and personal effectiveness have to be quantified among the law enforcement officers. Thus, in this stage the researcher had conducted an extensive search for appropriate measurement tool in the literature and selected suitable measures. Restandardization of adopted measures were done if found necessary to make them usable in the police force and two measures were developed during this time.

Participant: involves randomly selected 400 police officers of different ranks from civil police officers (CPO) to the Deputy superintend of police (DYSP) throughout Kerala. They belong to the age group from 25 to 56 years and among them 112 (28%) were females.

Procedure: as the variables for the next phase were finalized from the preliminary qualitative analysis and review of literature, here the task was to identify the proper measurement tools if available or to develop an appropriate one. Thus, after intensive search in the literature, the researcher selected available measures for the variables like big five personality factors, self-esteem, self-efficacy, proactive personality, public service motivation and personal effectiveness. Due to the lack of proper instrument, she decided to develop questionnaires for both institutional socialization experience and the person-work environment fit. Hence, initially the following measures were selected from the literature.

1.   Big five personality inventory (John, Donahue & Kentle, 1991)
2.   Proactive personality inventory (Seibert, Crant & Kraimer, 1999)
3.   Public service motivation scale (Kim, 2010)
4.   Personal effectiveness inventory (Andros, 1999)
5.   Rosenberg's self-esteem scale (Rosenberg, 1965)
6.   Self-efficacy scale (Firdousiya & Jayan, 2010)

As Malayalam version is not available for proactive personality inventory, Rosenberg's self-esteem scale and public service motivation scale, the investigator herself with the help of two language experts (one from Malayalam and other from English) and two subject experts translated the whole items into Malayalam. Then all these six instruments were distributed among 20 police officers of different ranks for pilot data collection. Detailed suggestions of these officers were used for modification of each item in order to make all the items very specific to police sample. Thus after final discussion with the supervisor, two measures namely the Big five personality inventory and Rosenberg's self-esteem scale were selected to use as such for the final stage and the other four namely Public service motivation scale, personal effectiveness inventory, self-efficacy scale and proactive personality

inventory were adapted with certain modifications based on the pilot data collection for restandardization to ensure their usability among law enforcement officers. Other two measures for person-environment fit and institutional socialization experience were planned to develop by the researcher herself.

The items were developed both in English and Malayalam for perceived person-environment fit scale and institutional socialization experience scale and were given to five subject experts and two language experts for initial validation and scrutiny. After finalization of items they were also given to another 20 police officers of various ranks for further modification. Then all the items for both restandardization and test construction were administered to a group of 400 police officers in the form a question booklet to collect data for item analyses. Then item analyses were done for each measure to finalize items in each one. Thus through this stage, the researcher finalized the measures to be used in the next phase of testing with statistical techniques. The details and psychometric properties of each measure were given in the next session (Page 103-142) and all scales were appended in the Appendix B to I.

STAGE 2: TESTING PHASE

This stage was considered as the core part of this research work as all the previous stages including phase one were worked as the foundation for this stage. Through this stage, the researcher tried to find out the psychological contributors of person work environment fit among the law enforcement officers and also examined its impact on the effectiveness of law enforcement officers with the help of various statistical analyses.

Participants

Simple random sampling (probability sampling method) technique was used to select the participants for this phase of study. The participants were included 701 police officers from different police stations from all districts in Kerala. Among them 200 (28.5%) were female police officers. The participants were within the age range of 25 to 56 years. The other details of the participants like their religious background, marital status, socio-economic status, educational qualifications, designation, etc were depicted in table 3.2

Table 3.2

The details of participants' background information

Demographic variables	Classifications (number & percentage)					Total
Sex	Male N = 501 (71.47%)			Female N = 200 (28.53%)		701 (100%)
Age	Adulthood (below 40 years) N = 329 (47%)			Middle age (40 years & above) N = 372 (53%)		
Religion	Hindu N = 459 (65.4%)		Muslim N = 156 (22.3%)	Christian N = 86 (12.3%)		
Socio-economic status	Lower N = 18 (2.6)		Middle N = 645 (92%)	Upper N = 38 (5.4%)		
Educational Qualification	SSLC N = 81 (11.6%)	Plus Two N = 104 (14.8%)	Degree N = 406 (57.9%)	PG N = 86 (12.3%)	Mphil N = 24 (3.4%)	
Designation	CPO N = 436 (62.2%)	SCPO N = 110 (15.7%)	ASI N = 88 (12.6%)	SI N = 56 (8%)	CI N = 5 (0.7%)	DYSP N = 6 (0.9%)
Marital Status	Unmarried N = 38 (5.4%)		Married N = 657 (93.7%)	Separated N = 6 (0.9%)		
Range (Zone)	South Zone			North Zone		
	Trivandrum N = 52 (7.4%)	Eranakulam N = 74 (10.6%)		Thrissur N = 348 (49.6%)	Kannur N = 227 (32.4%)	

Measures

In this stage the following measures finalized from the last session were used.

1.   The Big Five Personality Inventory (John, Donahue & Kentle, 1991)

2.   Personal Effectiveness Inventory (Andros, 1999)

3.   Public Service Motivation Scale (Kim, 2010)

4.   Proactive Personality Inventory (Seibert, Crant & Kraimer, 1999)

5.   Rosenberg's Self-esteem Scale (Rosenberg, 1965)

6.   Self-efficacy Scale: short form (Firdousiya & Jayan, 2010)

7.   Institutional Socialization Experience Scale (Firdousiya & Jayan, 2015)

8.   Perceived Person Environment Fit Scale (Firdousiya & Jayan, 2015)

The details of each measure including the sub dimensions, their psychometric properties, administration and scoring were given below. Details of item analysis were also incorporated in this section for the measures which are either restandardized or developed by the investigator.

THE BIG FIVE PERSONALITY INVENTORY

The big five personality inventory is a 44 item 5 point Likert scale developed by John, Donahue and Kentle (1991). It used short phrases based on trait adjectives instead of lengthy statements. It is a comparatively brief inventory which enables flexible assessment of personality in five dimensions. The Malayalam version used in this study was translated and standardized by Jaya (2014). The five dimensions of this inventory includes:-

Extraversion the personality trait related with seeking fulfillment from sources outside the self involves the facets like gregariousness, assertiveness, activity, excitement-seeking, positive emotions and warmth. A person with high score on this dimension will be sociable, energetic, adventurous, enthusiastic and outgoing. The opposite end of this dimension is introversion. The items 1, 6, 11, 16, 21, 26, 31, and 36 on the inventory measured this dimension.

Agreeableness reflects an individual's ability to adjust their own behavior to suit others. Trust, straight-forwardness, altruism, compliance, modesty and tender-mindedness are the major characteristic traits of agreeable people and their personal qualities involves sympathetic, forgiving, warm, non-demanding, non-stubborn and real nature. The lower extreme of this dimension is characterized by antagonism. The items 2, 7, 12, 17, 22, 27, 32, 37 and 42 resemble this dimension on this measure.

Conscientiousness resembles the tendency of being honest and hardworking with competence, order, dutifulness, achievement striving, self-discipline, and deliberation. They will be efficient, organized, careful, thorough, and industrious. The other end of this dimension is characterized by lack o direction. The items 3, 8, 13, 18, 23, 28, 33, 38 and 43 on the inventory measure this dimension.

Neuroticism contrasts emotional stability which comprises the facets like anxiety, angry hostility, depression, self-consciousness, impulsiveness and vulnerability. People high on this will be tensed, irritable, moody and shy. Lack of self-confidence and contentment are the other characteristics related with this dimension. This dimension is measured by the items 4, 9, 14, 19, 24, 29, 34 and 39.

Openness to experience is associated with seeking of new experience and intellectual pursuits characterized by curios, imaginative, artistic, excitable and unconventional nature. The facets included in this dimension are ideas, fantasy, aesthetics, actions, feelings and values. The items 5, 10, 15, 20, 25, 30, 35, 40, 41, and 44 resemble this dimension.

Reliability and Validity

The reliability coefficients of the big five personality inventory range from 0.75 to 0.91 with an average of 0.80 and the test-retest reliabilities range from 0.80 to 0.90. Convergent validity of the instrument was established with Goldberg's TDA and Costa and McCrae's NEO personality inventory. It is also found to have sufficient external and predictive validity.

Administration

The instruction to fill the Big Five Inventory was provided as 'given below are some statements pertaining to different aspects of your personality. Read each statement carefully and put a tick [✓] mark in the approproate response that well describes your personality. Always remember to make the first response that comes to your mind'.

Scoring

Scored on the responses ranging from 1 to 5 in which 1 denotes strongly disagree, 2 is to disagree, 3 for undecided, 4 to agree and 5 for strongly agree. Reverse scoring was done for the negative items and separate scores were calculated for each dimension.

PERSONAL EFFECTIVENESS INVENTORY (PEI)

This inventory initially developed by Andros (1999) was designed mainly to assess one's own awareness about his/her knowledge, skills, competencies and effectiveness in both personal and interpersonal level. It helps to understand one's effectiveness both on-the-job and in personal lives. Some items on the inventory focus on the individual who is taking this test, some on others with whom they work, and some on their relationship with others. The original PEI is a 60 item questionnaire that measures the 6 dimensions of personal effectiveness. Later Reena and Jayan (2013) translated this inventory into Malayalam and restandardized with 40 items measuring 5 dimensions except customer focus. Even though the researcher selected this restandardized measure of personal effectiveness with five dimension, certain items were modified based on the feedback from pilot data collection in order to ensure their suitability to police officers and restructured the inventory into a 32 item measure.

Personal effectiveness is the sum total of the goals, productivity, time management, motivation, self-discipline, avoidance of procrastination, good habits, intelligence, problem solving and decision making (Reena & Jayan, 2013). It means making the most of all personal resources at our disposal- our personal talents, energy and time relative to what is most important to us (Andros, 1999). In the present study, based on the inferences arrived from the preliminary qualitative analyses and the review of literature the researcher decided to make use of personal effectiveness as an important indicator of the effectiveness among law enforcement officers and hence made an attempt to explain this construct as most suitable for police personnel. Thus in this research the term personal effectiveness incorporates the perceived efficiency of officers' in solving various crimes, their ability in

maintaining public order and safety, proficiency in ensuring public trust and cooperation, ability to focus and integrate both personal and departmental objectives, continuous and sustained efforts for the development of themselves and community to which they extent their service, talents in building good relationships both in and out of their service, morale and commitment towards team works, and also the capacity to get easily adaptable with the changing nature and challenging demands of their job. Thus the items in the adapted measure was restructured in this line and restandardized among the police officers. The five dimensions of this inventory were:

Personal focus: is a dispositional quality which involves focusing on what is important and maintaining this vision in work as well as personal life. It is highly related with tuning or effectively managing one's emotional/mental energy in accordance with the priorities. It can be referred as the state of being clear about personal values, goals and priorities and becoming conscious of things that rob one's physical and mental energy as well as the ability to eliminate them in order to concentrate on what is important right now. In other words, it resembles the extent to which the person is effectively tuning into what he/she want to accomplish and taking planned action toward accomplishing that focus. Such people will be aware of the relevant strengths and weaknesses of themselves and their organization and will try their maximum to grab opportunities to accomplish their tasks and objectives.

Personal growth: resembles the continuous and constant efforts to become a better version of oneself or the intense desire to improve oneself. Personal growth is essentially a never ending journey of self-help; self-improvement; personal development and skill acquisition to seek ways for improving themselves and their milieu. It is a way of life, a way of being, thinking, feeling and acting in determining the potential contribution for self-improvement.

Team effectiveness: team work has a dramatic influence on organizational performance. An effective team is much more than a bunch of people gathered together to accomplish a goal and the ability to work in teams is very essential in almost all organizations. Team effectiveness refers the capacity a group of

individuals has to accomplish their own and their shared goals and objectives. It involves the skills, talents, knowledge, experiences, encouragement and commitment of all members of the group in a well coordinated manner. It resembles the capacity to work as an integral part of a unit to combine information, opinion, resources and action to derive a preset result more effectively.

Relationships: involves the competence in initiating, developing and maintaining effective working relations with a wide range of other people in varying circumstances. Interpersonal relationship maintenance in and out of the organization is very essential for effective functioning. Support from and collaboration with coworkers may facilitate performance and well-being of employees and the absence or deficiency may leads to many negative outcomes. So this dimension of personal effectiveness includes the communication and behavior skills to create a climate of trust, collaboration and good will with co-workers.

Personal adaptability: involves the capacity of an individual to be flexible and maximize functioning while handling ambiguous, stressful and uncertain situations. It is the capability of responding intelligently to the emerging demands without compromising effectiveness. To adapt is to grow and to change so that adaptable people tend to see the challenging demands as opportunities than threats.

Item Selection and Analysis

As mentioned earlier in this chapter (page 100), the measure was given to a number of 20 police officers and detailed discussion with them was made on the suitability of this measure to use an indicator of law enforcement officers' effectiveness and their suggestions and criticisms were considered for modification of the items. Then the modified items were given to the experts both in psychology and language for further modification and administered again to another twenty police officers for final decision. By this stage the number of items was reduced into 32 from the total 40 by eliminating unsuitable and replicable statements. After that the inventory was administered to a sample of 400 police officers throughout Kerala in order to finalize the items based on item discrimination. For this purpose the total score for each individual was obtained and based on their total score the respondents

were classified in to low group and high group. 25 percent of subjects with the lowest score and 25 percent with highest score were taken for item analysis. Their scores on each item were considered and the 't' value of each item were computed by comparing the mean differences among these two groups. The obtained 't' value was an indicator of the extent to which a given statement differentiated between the high group and law group. Any 't' value equal to or greater than 1.96 ($p < 0.05$) were included in the final form of the inventory as those items are eligible to show a significant difference among the low and high group subjects. The details of item analysis were given in the table (Table 3.3). All items in the measure were retained after the item analysis as every item had high discriminating value.

Table 3.3

Results of item analysis for finalizing items of Personal effectiveness inventory

Items	Group I (Lowest)		Group II (Highest)		't' value
	Mean	SD	Mean	SD	
1	3.14	1.215	4.92	0.273	14.3**
2	2.75	1.132	4.58	0.669	13.92**
3	2.86	0.954	4.90	0.302	20.39**
4	2.64	1.202	4.86	0.349	17.74**
5	3.33	1.240	4.94	0.239	12.75**
6	2.79	0.935	4.88	0.327	21.09**
7	2.78	1.203	4.93	0.256	17.48**
8	3.08	1.143	4.83	0.551	13.79**
9	3.10	1.360	4.82	0.539	11.76**
10	2.67	1.016	4.68	0.490	17.82**
11	2.44	1.085	4.92	0.273	22.16**
12	2.74	1.151	4.92	0.273	18.42**
13	2.84	1.152	4.88	0.537	16.05**
14	2.91	1.181	4.90	0.302	16.32**
15	2.70	1.176	4.82	0.796	14.92**
16	2.79	0.935	4.88	0.383	20.67**
17	2.72	1.232	4.92	0.339	17.22**

Items	Group I (Lowest)		Group II (Highest)		't' value
	Mean	SD	Mean	SD	
18	2.68	1.197	4.79	0.433	16.58**
19	3.05	1.140	4.98	0.141	16.79**
20	2.31	0.971	4.72	0.494	22.12**
21	2.81	1.164	4.93	0.256	17.62**
22	2.86	1.035	4.96	0.197	19.93**
23	2.47	1.068	4.46	1.226	12.24**
24	2.51	1.087	4.98	0.141	22.53**
25	3.30	1.251	4.60	0.804	8.74**
26	3.20	1.005	4.75	0.657	12.91**
27	3.20	1.318	4.83	0.428	11.76**
28	3.35	1.095	4.95	0.219	14.32**
29	3.41	1.232	4.91	0.351	11.71**
30	3.08	1.245	4.81	0.465	13.02**
31	3.45	1.234	4.75	0.892	8.54**
32	3.12	1.281	4.96	0.197	14.19**

**significant at 0.01 level

Reliability and Validity

The reliability of this inventory was established by the method of Cronbach alpha and the alpha coefficient was found to be 0.919 for overall personal effectiveness. The coefficients for sub scales were ranged from 0.767 to 0.812. The face validity and the content validity were established for each domain.

Adminstration

Personal Effectiveness Inventory was provided with the following instruction. 'A number of statements are listed below which is related to how you might feel about yourself and the other people in your organisation. Please indicate how each one applies to you with a tick [✔] mark in the appropriate response.'

Scoring

This inventory was rated on five point Likert scale from strongly agree to strongly disagree. A value of '1' was assigned for strongly disagree to a score of '5' to strongly disagree as all the items were worded in a positive direction. The sum of scores for all the items represented the overall effectiveness score and the sum of all the items representing each dimension constituted the score for that dimension. The dimension personal focus is represented by the items 5, 12, 16, 20 and 23; personal growth is comprised of the items 1, 6, 9, 13, 24 and 28; team effectiveness is by the items 2, 7, 17, 18, 25, 29 and 31; the relationships dimension consists the items 3, 10, 14, 19, 21, 26 and 30 and finally the personal adaptability dimension is represented by the items 4, 8, 11, 15, 22, 27 and 32. The maximum possible score on this inventory is 160 and the minimum score is 32.

PUBLIC SERVICE MOTIVATION SCALE (KIM, 2010)

Public service motivation (PSM) can be defined as an individual's predisposition to deliver services to people with a purpose to do good for others and society (Perry & Hondgehem, 2008). It focuses on the motives and actions that are intended to do good for others well-being and to shape a better society. Although different definitions of PSM were derived from the review of literature (Perry & Wise, 1990; Brewer & Selden, 1998; Rainey & Steinbauer, 1999; Vandenabeele, 2007), a common focus on motives and action which are intended to do good for others was observed in every definition. For example, previously Perry and Wise (1990) explained PSM in terms of individuals' predisposition to respond to motives grounded primarily or uniquely in public institutions. Houston (2000) also supported the unique sense of service found among public employees in comparison to the private employees. Brewer and Selden (1998) argued that PSM is an individual not a sector-specific concept and described it as 'the motivational force that induces individuals to perform meaningful public service'.

Many other researchers also differentiated PSM from public sector motivation or public employee motivation (Brewer, 2002; Pandey, Wright & Moynihan, 2008). Wise (2000) and Steen (2008) also suggested that public service

motives can be found in any sector of employment irrespective of the public or private domain. Some considered it as 'a general altruistic motivation to serve the interest of a community of people, a state, a nation or mankind' (Rainey & Steinbauer, 1999). Any way a commitment to the public interest and the intense desire to help others is the basic conceptualizations in every definition. In the present study, the researcher considered PSM as a multidimensional individual construct and referred as the orientation or predisposition to do good for others and sincere and committed efforts to reduce the sufferings of others.

Dimensions and Measures of PSM

The first standardized measure for PSM was developed by Perry (1996) consisting of 40 items which was initially devised to measure six dimensions of PSM namely attraction to policy making, commitment to public interest, civic duty, social justice, compassion and self-sacrifice. Perry (1996) suggested that these motives may fall into three analytically different categories: rational, norm-based and affective. Rational motives are actions grounded in individual utility maximization, norm-based motives involve actions generated by efforts to conform to norms and the affective motives represent those triggers of behavior that are grounded in emotional responses to various social contexts. After computation of descriptive statistics, item correlation and confirmatory factor analysis using data from 376 respondents, this measure was reduced to a 24 item scale with four components namely attraction to policy making, commitment to public interest, compassion and self-sacrifice (for further details refer Perry, 1996).

Coursey and Pandey (2007) shortened the instrument for PSM based on Perry's (1996) 24 item scale and tested a three-dimension model consisting of attraction to policy making, commitment to public interest and compassion with 10 items. In 2010, Kim and Vandenabeele proposed three types of motives associated with PSM – instrumental, value-based and identification. To them these three components are focused on value (for what), attitude (for whom) and behavior (how). They also refined the PSM dimensions as attraction to public participation, commitment to public values, compassion and self-sacrifice.

With an intention to revise the measurement scale of PSM developed by Perry (1996), Kim (2009) suggested a 14 item scale and after confirmatory factor analysis two items were eliminated and generated a 12 item measure of four factors similar to Perry with many modifications to ensure its international usability (for details refer Kim, 2009). Kaipeng, Linghua and Qiu (2013) also tried to shorten Perry's (1996) PSM scale and standardized the resultant 14 item measure for 3 factors among Chinese civil servants. They eliminated the commitment to public interest dimension as it has not been emerged among their respondents. However, in the present study, the researcher adopted the measure developed by Kim (2009) and translated the items into Malayalam and standardized among law enforcement officers of Kerala state. The sub dimensions of this scale include:-

Attraction to policy making (APM): a kind of rational motive which draws individuals to participate in the formulation of public policies either directly or indirectly. It resembles a motive which is satisfied through proximity to and acquaintance with politicians and policy makers, influencing the contents of policies, and the discussion on different policies as part of daily life. APM incorporates both the power-related components of proximity to the political process and of participation in the process of policy formulation (Ritz, 2011) and it covers the motivation to improve decision-making concerning public services. People high on this dimension will try to satisfy their personal needs while serving the public preferably through public organizations through their interaction with policy making officials.

Commitment to public interest (CPI): denotes the desire to serve others based on values and duty. Perry (1996) considered it as normative dimension and such people internalize norms and values and may express a desire to make a difference for a fellow citizen (Kim & Vandenabeele, 2010). People high on this dimension will try to use their duty time and resources specifically for organizational demands and reduce the wastage of public resources by completely avoiding their usage for personal needs.

Compassion: represents the affective based motivation to do good for others based on identification and empathy. In a deep sense, it denotes the sympathy for the sufferings of others with an intense desire to help them. Perry (1996) referred compassion as a 'patriotism of benevolence' which reflects an extensive love of all people within our political boundaries and the imperative that they must be protected in all of the basic rights granted to them by the enabling documents. Thus it involves an element of equity and represents the concern for others' needs.

Self-sacrifice: involves the sacrifice of one's own desires or interests for the sake of duty or for the well-being of others. It denotes the willingness to bypass one's personal needs in order to help others and society. It covers individuals' readiness to prioritize others' well-being rather than one's own needs and comforts. In the words of Perry (1996) self-sacrifice resembles the willingness to substitute service to others for tangible personal rewards. In other words it is the desire to sacrifice some private interest to do good for others and society at large.

Item Selection and Analysis

The review of literature proved the international applicability of Perry's (1996) measurement scale of PSM with some modifications especially in the dimension of attraction to policy making (Kim, 2009; Kim & Vandenabele, 2010; Ritz, 2017). Thus, the investigator in the present study fixed to measure PSM of law enforcement officers using the 12 item PSM scale developed by Kim (2009) keeping Perry's scale as a foundation. In order to standardize the measure among Kerala police, whose native language is Malayalam, each item in the measure was translated into Malayalam by the researcher and finalized after consultation with both the subject and language experts. Then the translated items were given to 20 police officers of various ranks along with the English version. A detailed individual interaction was made on each item in order to check their suitability among Kerala police. Based on their feedback, it was decided to use the measure as such without any further modifications and the scale was administered to a sample of 400 police officers throughout Kerala to determine the quality of each item statistically along with other psychometric properties like reliability of the scale. Based on their total score the respondents were categorized into low group and high group. 100 subjects

with the lowest score and an equal number of participants with the highest score were considered for item analysis. The 't' value of each item were calculated by comparing the mean differences of each item among lower and upper group and every items which obtained a 't' value equal to or greater than 1.96 were included in the final test. The details of item analysis were given in table 3.4

Reliability and Validity

The reliability coefficient obtained for public service motivation scale was 0.841 and the coefficient for sub-dimensions ranged from 0.80 to 0.85. The face validity was established for the restandardized version. Apart the original scale developed by Kim (2009) was rich in construct validity.

Adminstration

This scale was administered to each participant individually with the following instructions, '12 statements are given below which related with how you might feel about yourself generally. Please indicate with a tick [✓] mark in the appropriate response to denote how each one applies to you'.

Scoring

The scale was designed in a five point Likert type and each item was scored 1 to 5 respectively for strongly disagree to strongly agree. A reverse scoring from 5 to 1 was done for negative items (item 6 and 9). First three items in the measure denotes attraction to policy making dimension; next three items represents commitment to public interest; items 7, 8 and 9 resembles compassion; and last three items stands for the dimension self-sacrifice.

Table 3.4

Results of item analysis for finalizing items of Public service motivation scale

Items	Group I (Lowest)		Group II (Highest)		't' value
	Mean	SD	Mean	SD	
1	3.46	1.132	4.92	0.394	12.182*8
2	3.57	1.008	5.00	0.000	14.192**
3	3.03	1.039	5.00	0.000	18.957**
4	3.00	1.137	4.91	0.351	16.051**
5	2.91	0.986	4.98	0.141	20.789**
6	2.46	1.210	4.96	0.197	20.400**
7	3.36	0.916	4.84	0.420	14.691**
8	3.18	0.925	4.80	0.402	16.058**
9	2.90	1.020	4.70	0.560	15.472**
10	2.99	1.150	4.99	0.100	17.322**
11	2.62	1.080	4.98	0.141	21.661**
12	2.99	0.980	4.89	0.345	18.295**

** significant at 0.01 level

PROACTIVE PERSONALITY INVENTORY (PPI)

Proactive behavior and personal initiative from the part of employees have become inevitable for both personal and organizational success (Crant, 2000; Seibert, Kraimer & Crant, 2001). Proactive behavior is a challenge to the status quo as it resembles taking initiative in improving current circumstances or creating new ones that can be expressed as part of either in-role or extra-role performance. Proactive personality can be defined as the tendency to manipulate and change the surrounding environment (Bateman & Crant, 1993). Proactive individuals are relatively unconstrained by situational impediments, may look for new opportunities, and are able to achieve effective changes as they persist on their efforts until they bring a change in the desired direction.

Bateman and Crant (1993) developed a 17 item measure of proactive personality to assess the individual differences in the tendency to take action and change the environment. Across three samples of university students, they

demonstrated that the proactive personality scale (PPS) is a unidimensional measure with good psychometric properties (Cronbach's alpha ranged from 0.87 to 0.89). Seibert, Crant and Kraimer (1999) selected 10 items with the highest average factor loading from PPS developed by Bateman and Crant (1993) and examined the relationship between proactive personality and career success among business and engineering graduates and established similar reliability coefficient (Cronbach's alpha = 0.86). Trifiletti, Capozza, Pasin and Falvo (2009) applied confirmatory factor analysis to examine the validity of 10 item PPS (Seibert, Crant & Kriamer, 1999) in a work context and as a result they dropped two items due to their lower factor loading and one item was removed because of its high correlation with another indicator. Thus their model with seven items of one factor structure showed a good fit and high reliability.

In the present study, the researcher decided to use the 10 item measure of PPS (Seibert, Crant & Kraimer, 1999) as it showed similar reliability index in comparison with the original 17 item scale because the shorter versions with good psychometric properties may give same results and also help to avoid boring from the side of participants. Thus the items were initially translated in to Malayalam and were scrutinized by three subject experts and two language experts. Based on their report certain modifications were made in the wordings of items and one item (item 6) was removed due to his repetitive nature with another item (item 9) and kept as a single item. Then the finalized nine item measure was given to 20 police officers for further modifications. Later the measure was administered to a sample of 400 police officers to establish the quality of items statistically. The respondents were grouped based on their scores and 100 respondents from the lowest group and 100 from the highest group were taken for mean comparison. The details of item analysis were given in table 3.5

Table 3.5

Results of item analysis for finalizing items of Proactive personality inventory

Items	Group I (Lowest)		Group II (Highest)		't' value
	Mean	SD	Mean	SD	
1	2.96	1.377	4.94	0.239	14.163**
2	2.79	1.175	4.88	0.327	17.143**
3	2.59	1.006	4.89	0.314	21.822**
4	2.63	0.991	4.86	0.349	21.218**
5	2.44	1.057	4.85	0.359	21.587**
6	2.75	1.058	4.89	0.314	19.394**
7	2.50	1.010	4.65	0.479	19.230**
8	2.23	1.090	4.64	0.560	19.661**
9	2.93	0.998	4.94	0.239	19.597**

**significant at 0.01level

Reliability and Validity

The internal consistency of the translated scale can be explained with the obtained reliability coefficient of 0.812. The face validity of the scale was obtained.

Administration

This inventory was administered to each participant and they were instructed as 'given below are 9 statements, which is related with how you might feel about yourself. Please indicate with a tick [✓] mark in the appropriate response that applies to you the most'.

Scoring

All items were scored based on the five response categories namely strongly agree, agree, undecided, disagree and strongly disagree. A score of 1 was assigned for strongly disagree, 2 for disagree, 3 for undecided, 4 for agree and 5 for strongly agree. As all items were positive no reverse scoring was used. The maximum possible score on the scale was 45 and the minimum score was 9.

ROSENBERG'S SELF-ESTEEM SCALE (RSES)

Self-esteem scale developed by Rosenberg (1965) involves 10 items that measures global self-worth through positive and negative feelings about one's own self. It is believed to be a uni-dimensional measure designed to assess the self-evaluation of one's worthiness. As the one among the most widely used measures in educational, social and behavioral science with almost all age group, the investigator used this measure as such in the present study after standardized into Malayalam language. 400 police officers were used as respondents for the process of item analysis and details were given in table 3.6

Table 3.6

Results of item analysis for finalizing items of Self-esteem scale

Items	Group I (Lowest)		Group II (Highest)		't' value
	Mean	SD	Mean	SD	
1	3.29	1.313	4.83	0.378	11.275**
2	2.26	1.050	4.79	0.409	22.441**
3	3.33	0.888	4.90	0.362	16.366**
4	3.29	1.047	4.85	0.386	13.976**
5	1.69	0.918	4.90	0.461	31.260**
6	2.21	0.957	4.97	0.171	28.400**
7	3.42	1.084	4.88	0.383	12.696**
8	2.31	1.178	4.38	0.896	13.983**
9	2.56	1.395	4.74	0.562	14.497**
10	3.04	1.109	4.75	0.479	14.150**

**significant at 0.01 level

Reliability and Validity

The reliability coefficient was 0.748 which is near to the reliability coefficient 0.77 reported by Rosenberg (1965). Schmitt and Allik (2005) reported that the internal consistency as measured by Cronbach's alpha coefficient reflected adequate to high reliability across different languages and cultures including South

Asian countries like India (α = 0.81). Convergent validity of the scale is reported with other Global self-esteem scales like Coopersmith self-esteem inventory and Visual analogue self-esteem scale (Brumfitt & Sheeran, 1999; Francis & Wilcox, 1995).

Administration

This measure was given with the instruction as follows, 'the following statements are related with you. Please choose one among the five given responses that does match your feeling about yourself'.

Scoring

Scored on the responses ranging from 1 to 5 in which 1 denotes strongly disagree, 2 is to disagree, 3 for undecided, 4 to agree and 5 for strongly agree. Reverse scoring was done for the negative items.

SELF-EFFICACY SCALE: SHORT FORM

Self-efficacy can be defined as the belief in one's own ability to successfully complete a task (Bandura, 1977). It refers to individuals' judgments regarding their capability to successfully perform specific tasks and behaviors (Bandura, 1986). It is the conviction that one can successfully execute a given behavior required to produce certain outcomes. Individuals with high self-efficacy beliefs will be able to organize and execute actions required to attain desired outcomes and are more likely capable of mobilizing the necessary resources to meet situational demands. The concept of self-efficacy has been conceptualized and assessed in three different ways: as a global personality construct generalized over various domains, as a domain specific variable and as a task specific variable to predict circumscribed behavior (Schyns & Collani, 2002). In the present research self-efficacy has been considered as a generalized personal construct and tried to develop a more general scale of self-efficacy that is related the occupational domain in specific and overall life aspects in general.

Firdousiya and Jayan (2010) had developed a 19 item multi-dimensional self-efficacy scale with six sub factors which can be specifically used in various occupational settings. Using this scale as a basic framework, in this research by considering the role of generalized self-efficacy in explaining person-environment fit perceptions, we tried to develop a unidimensional measure of self-efficacy. For that purpose, firstly, all the statements in the original scale (Firdousiya & Jayan, 2010) were modified to suit the generalized self-efficacy as a personal construct. Then, as the sub-dimensional factors are not taking into consideration in this short form, the most suitable items to the overall self-efficacy scale were selected based on their factor loading and internal consistency. Those items which are not affecting much on the internal consistency of the overall measure were eliminated from the revised shorter form in order to limit the number of items to a maximum of 10 without affecting the construct that to be measured. Thus with the help of expert suggestions 10 items were eliminated and finalized a generalized self-efficacy scale with 9 items. Then, this 9 item measure was administered to a 400 police officers to collect data for item analysis and so as to determine the discrimination power of each item among the law enforcement officers. These respondents were categorized based on their scores on self-efficacy and 100 persons from both lowest and highest group were considered for mean comparison of each item in order to determine their 't' value. The details of item analysis were given in table 3.7. All the 9 items were selected from the final list as they obtained highest 't' values. Thus, a 9 item uni-dimensional generalized self-efficacy scale was designed to assess the self-efficacy beliefs of individuals at wider context with minimum time period.

Table 3.7

Results of item analysis for finalizing items of Self-efficacy scale

Items	Group I (Lowest)		Group II (Highest)		't' value
	Mean	SD	Mean	SD	
1	2.67	0.985	4.98	0.141	23.209**
2	2.50	0.718	4.88	0.327	30.182**
3	2.71	0.769	4.92	0.273	27.077**
4	2.39	0.815	4.71	0.456	24.837**
5	2.40	0.752	4.65	0.592	23.500**
6	2.88	1.018	4.91	0.288	19.193**
7	2.57	0.891	4.90	0.302	24.782**
8	2.53	0.937	4.89	0.314	23.879**
9	2.69	1.002	4.96	0.197	22.230**

**significant at 0.01 level

Reliability and Validity

The reliability coefficient of this short form self-efficacy scale is found to be 0.892, which is similar to the reliability coefficient of the older version of multidimensional scale of self-efficacy (0.89). Thus the short form is reliable and valid to assess the construct of self-efficacy.

Administration

The instruction for the Self-Efficacy Scale was given as follows 'A list of 9 statements are given below which is related to how you might feel right now regarding your abilities. Kindly go thorugh each statement and indicate your response which comes to your mind while reading each statement in the appropriate column provided here with a tick [✓] mark. There is no right or wrong answer. It's all about how do you feel about yourself'.

Scoring

All the 9 items in the measure were positively worded and scored on five point scale ranging from 1 (strongly disagree) to 5 (strongly agree). So the

maximum possible score on the measure for an individual is 45 and minimum score is 9. High score indicates high self-efficacy beliefs and low score indicates lower self-efficacy beliefs.

INSTITUTIONAL SOCIALIZATION EXPERIENCE SCALE (ISES)

Organizational socialization is concerned with the learning content and process by which an individual adjusts to a specific role in an organization (Chao, O'Leary-Kelly, Wolf, Klein & Gardner, 1994). It is through this process a newly joined employees comes to appreciate the values, abilities, expected behaviors, and social knowledge essential for assuming an organizational member (Louis, 1980). It helps newcomers to get adaptable with new job and organizational roles. Institutional socialization experience involves the personal feelings and experiences of each employee on the socialization processes and tactics adopted by their institution to welcome them as part of their organization. In other words it is the way of looking into the organizational socialization process through the eyes of individual employees. The individual experiences on socialization process are highly important as it enables them to perceive the existential philosophy and importance of the organization to acquire their position and their identification with the organization.

The researcher gave emphasize to individual experiences on the socialization process due to the consideration given to the fact that newcomers often play an active role to form and facilitate the socialization process. Thus, this part of research on institutional socialization considers the content of socialization rather than the processes – that is, what is actually learned or experienced by the individual during socialization. Many past researchers have suggested content areas or content dimensions of organizational socialization. For example, Schein (1990) explained it as 'the process by which a new member learns and adapts to the value system, the norms, and the required behavior patterns of an organization, society or group' and thus the individual is being taught what is important and what is required from their side.

Feldman (1981) considered socialization as 'a process by which a new role holder learns to perform his/her role which includes the learning of organizational values and frames of reference with the development of skills and knowledge necessary for effective role performance as directed by the organization' and explained three primary categories of learning content: (1)organizational values, goals, culture and so on, (2)work group values, norms and friendships and (3)needed skills and knowledge to do the job. Dornbush (1955) explained skills and technical knowledge, attitudes, values and a shared history as the content of socialization. Fisher (1986) conceptualized it as learning and change process for the newcomer and added one more content namely 'personal change relating to identity, self-image and motive structure' to the categories identified by Feldman (1981). Later in 1994, Chao, O'Leary-Kelly, Wolf, Klein and Gardner conducted a systematic review of the socialization literature in order to collaborate the content dimensions of organizational socialization domain and suggested the six content dimensions of organizational socialization. They include:

1. **Performance proficiency** resembles the extent to which an individual succeeded in mastering the required knowledge, skills and abilities through socialization process.

2. **People** represents successful and satisfying work relationships with organizational members and is concerned with the individual's decision on from whom to learn or enquire about the various aspects of organizations.

3. **Politics** reflects individuals' success in gaining information on formal and informal power structure within the organization and their awareness on organizational politics.

4. **Language** describes individuals' knowledge and level of understanding regarding profession's technical language, acronyms, slang and Jargon unique to the organization.

5. **Organizational goals and values** involve the learning and understanding of specific organizational goals and values that maintain the integrity of the organization.

6. **History** incorporates the understanding on organization's traditions, customs, myths, and rituals, which were used to transmit the cultural knowledge.

Using this conceptual framework, the researcher tried to develop a unidimensional measure of institutional socialization experience. Existing empirical research and theories were referred for generating relevant items. Based on each content dimension various items were generated in Malayalam and they were given to the experts in Psychology, Management and Language with their English translations. Then 5 selected subject experts were asked to suggest the most suitable items from each area. They were advised to limit their choice to a minimum of one and a maximum of three items from each content area. Thus out of initially generated 36 items, the maximum possible items one can suggest were 18 and minimum number of items required was 6. By analyzing the lists provided by each expert, the researcher with the help of supervisor finalized 11 items that are suggested by all the experts. Among these items three items (5, 9, and 11) were worded negatively and were planned to score on a reverse order.

The finalized 11 item measure was administered to a group of 400 police officers throughout Kerala (the same those who are mentioned as the participants in the stage 1 section of second phase of the study) and their responses on each item were used to determine the psychometric properties of the scale including the discriminating power and suitability of each item in the final scale. The details of item analysis based on the mean comparison of lowest 100 and highest 100 respondents were summarized in table 3.8. All the 11 items were selected as their 't' values are greater than 1.96 ($p<0.05$). Thus, an 11 item unidimensional institutional socialization experience scale was constructed as part of this research.

Table 3.8

Results of item analysis for finalizing items of Institutional socialization experience scale

Items	Group I (Lowest)		Group II (Highest)		't' value
	Mean	SD	Mean	SD	
1	3.46	1.150	4.89	0.314	11.998**
2	3.38	0.962	4.88	0.327	14.769**
3	3.38	1.071	4.85	0.359	13.014**
4	3.06	0.897	4.71	0.591	15.361**
5	2.50	1.096	4.74	0.747	16.885**
6	3.09	1.102	4.80	0.402	14.579**
7	3.31	1.070	4.96	0.197	15.163**
8	3.06	1.071	4.93	0.256	16.975**
9	2.62	1.162	4.72	0.900	14.293**
10	2.84	1.042	4.75	0.520	16.406**
11	2.55	0.947	4.74	0.705	18.550**

** significant at 0.01 level

Reliability and Validity

The reliability coefficient obtained through inter item correlation coefficient alpha is 0.796. Face validity was established along with the experts' comments on content validity.

Administration

The instructions given to the participant for ISE scale was like 'the following items are representing your personal experiences at your organisation, especially in the initial days of your appointment which include both training period in the police academy and your first few months in the police station where you had appointed for first time. Kindly go through each statement and choose the correct response from the given categories'.

Scoring

The scale was designed in a 5 point Likert type and each item was scored on the basis of five response categories namely strongly disagree, disagree, undecided, agree and strongly agree. A score of 1 was assigned for strongly disagree, 2 for disagree, 3 for undecided, 4 for agree and 5 for strongly agree. A reverse scoring of 5 to strongly disagree and 1 to strongly agree was made for negative items. The maximum possible score on this measure was 55 and the minimum score was 11.

PERCEIVED PERSON ENVIRONMENT FIT SCALE (PPEFS)

The concept of person-environment fit is so omnipresent as to be one of the dominant conceptual forces in the field from personality theory to vocational psychology and from personnel selection to social psychology (Endler & Magnusson, 1976; Pervin & Lewis, 1978; Aronoff & Wilson, 1985; Schmitt & Borman, 1993; Holland, 1997; Walsh, Craik & Price, 2000). If taking the words of Schneider, 'of all of the issues in psychology that have fascinated scholars and practitioners alike none has been more pervasive than the one concerning the fit of person and environment' (Schneider, 2001). Person-work environment fit can be defined as the extent to which both the individual and environmental characteristics match each other. Personal characteristics may include an individual's biological or psychological needs, values, goals, abilities or personality and the environmental characteristics may include the intrinsic and extrinsic rewards, demands of a job, cultural values, or characteristics of other individuals and collectives in the person's work environment.

The researcher started her research work with an aim to explore the psychological predictors of person-work environment fit, but later extensive review process motivated her to explore the construct of person-environment fit itself before identifying its predictors due to the varieties in the definitions, conceptualizations, and operationalization of the construct by different authors. That much variety of different conceptualizations and operationalizations of fit have been offered in the PE fit literature. For example, Kristof-Brown, Zimmerman and Johnson (2005) defined PE fit in a broader sense 'as the compatibility between an individual and a

work environment that occurs when their characteristics are well matched' and summarized four distinct fit dimensions through their meta-analytical study and explained these dimensions as the crucial parameters in determining the extent to which a person fits into his/her work environment. These factors include: person-organization fit, person-job fit, person-group fit, and person-supervisor fit.

Muchinsky and Monahan (1987) referred PE fit as the degree of congruence between personal and situational variables in producing selected outcomes and proposed two types of PE fit: supplementary congruence (the match between an individual and a group of people who comprise an environment) and complementary congruence (the match between an individual's talents and the corresponding needs of the environment). Edwards and Rothbard (1999) conceptualized PE fit in two forms – supplies-values fit (the extent to which the rewards and supplies provided by the environment match the needs and preferences of the person) and demand-ability fit (the extent to which the demands and requirements of the environment match the skills and abilities of the person). Wheeler, Buckley, Halbesleben, Brouer and Ferris (2005) also explained the process of fit through either supplementary or complementary perspective and conceptualized fit into five different dimensions: person-organization fit, person-vocation fit, person-job fit, person-preferences for culture fit, and person-team fit. Likewise a number of different conceptualizations and operationalizations of fit have been emerged including fit between individual's skills and the requirements of the job, fit between characteristics of the individual like personality, values, goals and those of the organization, fit as perceived by individuals themselves, fit based on a comparison of an individual's characteristics to a separate measure of the work environment, etc.

Thus the multidimensionality of the concept is widely accepted in research and many have emphasized the dangers in isolating the fit components and considering one or two of them and suggested the necessity of assessing several dimensions at the same time to get a realistic view of the overall PE fit (Kristof-Brown, Jansen & Colbert, 2002; Carless, 2005; Kristof-Brown, Zimmerman & Johnson, 2005; Jansen & Kristof-Brown, 2006). Even though measuring them

simultaneously provides a realistic insight into their influence, their unique influence on work outcomes can't be ignored and therefore a separate reflection of each distinct sub-concept of PE fit is suggestive (Carless, 2005; Timmor & Zif, 2010). However, although PE fit literature has been flourished over past few decades (Judge & Ferris, 1992; Kristof, 1996; Cable & Judge, 1997; Edwards & Rothbard, 1999; Werbel & Gilliland, 1999; Schneider, 2001; Cable & DeReu, 2002; Kristof-Brown, Zimmerman & Johnson, 2005) and the above mentioned distinctions have been well accepted in the literature, little attempt has been made to integrate its various conceptualizations and operationalizations. Moreover, a single measure by incorporating all these varieties of fit was not available in the literature even though earlier researches established the notion that these different types of fit were additive as well as differently important for different outcomes (Saks & Ashforth, 1997a; Cable & DeReu, 2002; Kristof-Brown, Jansen & Colbert, 2002; Kristof-Brown, Zimmerman, & Johnson, 2005).

In the present research, the researcher made an attempt to solve this crucial limitation by integrating different forms and conceptualizations of PE fit into a single multidimensional construct and constructing a valid and reliable measure of perceived fit consisting of different types and various content dimensions. For that purpose, during preliminary qualitative exploration (the first phase of this research), the researcher also tried to explore the construct of PE fit among law enforcement officers and identified different levels and dimensions of PE fit. Then later with the help of PE fit literature, the investigator made an attempt to verify, categorize and operationalize the construct of person-work environment fit. Thus a thorough exploration of the construct of person-work environment fit in the literature and the primary data on the experiences and thoughts expressed by a number of police officers has led her to the following concluding remarks on the multidimensional PE fit construct with different levels and many content areas:-

- Person-environment fit is the match or congruence between the person and his work environment

- The degree of this fit can have a number of effects on employee behavior and attitude

- The assessment of fit is a challenging but an unavoidable task for HR professionals and organizational researchers

- The degree of fit can be assessed either directly or indirectly based on the focus of research is on whether actual or perceived fit and both have their own merits and demerits

- Fit or misfit in the organization can be experienced in several levels including the fit with the job, organization, work group and supervisor

- Fit can be determined on the basis of different parameters like the similarity or match on values, preferences, needs, demands, goals and personality traits

- This involves both supplementary and complementary fit

- Fit can be classified in two to broad categories namely rational (PJ and PO fit)and relational fit (PG and PS fit)

- Fit can be either static or dynamic in nature based on their level and content

These are the major conclusions that the researcher had arrived based on the review of literature and qualitative preliminary analysis among law enforcement officers on the construct of PE fit. Thus in the present study the term PE fit is defined as the perceived compatibility or congruence between the person and his/her work environment. It reflects an overall comparison between the person and the work environment which provides an estimate of overall level of experienced fit.

The investigator planned to focus on the perceived fit instead of actual fit due to many reasons. Firstly, perceived fit can be measured directly from the employees based on their overall judgment regarding the extent to which they are congruent with their environment. In contrast, actual fit requires objective and indirect measurement based on a comparison between separately measured individual attributes and the work environment aspects. Secondly, though certain degree of

actual fit is important to ensure the suitability of employees to the work role (Firdousiya & Jayan, 2016b), more positive outcomes occur when an individual perceives congruence with the work environment than the existence of actual fit as employees are assumed to be active respondents in the organization with their own emotions and cognitions (Endler & Magnusson, 1976; Cable & Judge, 1997; Kristof-Brown, Zimmerman & Johnson, 2005; Kristof-Brown & Billsberry, 2013). An individual's perceptions of a situation are more important and significant in determining employee attitudes and behaviors at work than an actual situation and the perception of fit should be more proximal to individual decision-making, behavior, and well-being. One possible explanation for these findings is that "perceived fit allows the greatest level of cognitive manipulation because the assessment is all done in the head of the respondents, allowing them to apply their own weighing scheme to various aspects of the environment" (Kristof-Brown et al., 2005). Additionally, Edwards et al. (2006) showed that direct and indirect fit do not exhibit close correspondence, leading the authors to conclude that direct fit perceptions may primarily reflect affective judgments. Specifically, Edwards et al. Argued that "…when people indicate that they fit the environment, they are not reporting the result of a comparison process but instead are effectively saying they are satisfied with the environment". Further, Subjective or perceived fit is that which is perceived by the target person – the employee whose feelings and perceptions are determining their attitude and level of performance. On the other hand objective fit includes the facts about the person and the environment which are free of the bias of human perception. Such kind of objective measurement of actual existence of fit may be relevant more on pre-entry outcomes before selecting the employee to the organization or assigning most suitable position and role to the employee. Whereas, the present research is planned among the individuals who has been already occupied a position in the Kerala police department. Hence, the assessment of perceived fit is assumed to be more useful here in this cross-sectional research than calculation of objective/actual fit.

Based on the finding that fit can be determined on the basis of different parameters like the similarity or match on values, preferences, needs, demands,

goals and personality traits; the following six major content areas or dimensions of PE fit has been recognized;

Need-supplies fit (NS fit)

Need-supplies fit can be defined as the match between the needs of employees and the supplies by the work environment to meet those needs (Edwards, 1991). The basic motivation that drives people to find a job is to gain access to the economic, social and psychological rewards in return for satisfying their various biological, financial, social and psychological requirements (Locke, 2000; Cable & DeReu, 2002). When employees perceive that their profession or job is supplying enough to meet their personal needs, they will try their maximum to keep themselves in that job and hence more positive outcomes will occur and people become dissatisfied when they experience a shortage or lack in the supplies provided by the environment (Locke, 1976; French, Caplan & Harrison, 1982; Cable & Edwards, 2004; Furnham, 2005; Kristof-Brown, Zimmerman, & Johnson, 2005; Latham, 2007; Basith & Arshad, 2016; Hernandez & Guarana, 2016; Yu, 2016).

Demand-abilities fit (DA fit)

Demand-abilities fit can be referred as 'the match between environmental demands and an individual's abilities (Edwards, 1996). Demands represent both the quantitative and qualitative requirements assigned to an employee and abilities include the skills, knowledge, time, energy and other personal resources that an individual can utilize to meet the environmental demands (Edwards, Caplan & Harrison, 1998; Kristof-Brown, Zimmerman & Johnson, 2005). On the other hand DA fit is the extent to which an individual employee's supplies are sufficient enough to meet the environmental requirements. Employees who perceive either over- or under-qualification in terms of their KSAs (knowledge, skills and abilities) for their present position can experience a number of negative outcomes including dissatisfaction and strain (Caldwell & O'Reilly, 1990; Edwards, 1991; Edwards & Harrison, 1993; Edwards, 1996; Lauver & Kristof-Brown, 2001; Cable & DeReu, 2002; Kristof-Brown, Zimmerman & Johnson, 2005; Edwards & Shipp, 2007;

Greguras & Diefendroff, 2009; Chi & Pan, 2012; Park, Beehr, Han & Grebner, 2012; Bogler & Nir, 2015; Astakhova, 2016).

Value congruence

Value congruence is the most prominent and researched conceptualization within the supplementary tradition of PE fit paradigm (Chatman, 1989; Kristof, 1996; Cable & Edwards, 2004; Kristof-Brown, Zimmerman & Johnson, 2005). Value congruence refers to the similarity between an individual's personal values and that of the organization (Chatman, 1989; Kristof, 1996). Values are relatively stable and evaluative personal beliefs that guide a person's preferences for outcomes or courses of action in a variety of situations on the basis of what is good and bad, wrong and right, and salient and irrelevant. Employees would find it comfortable to work in an environment where the things that are valued by them are also important for their organizations and when the employees are able to maintain their personal values in a protective way without any hindrances from the part of co-workers and their employers. As it refers to the compatibility of work values between the focal person and other organizational entities like supervisors, co-workers, work-group and the entire organization; value congruence should results in more positive work attitudes and behaviors due to increased trust, attachment, communication, and support system among the members of the organization (Chatman, 1989; Tsui & O'Reilly, 1989; Cable & Judge, 1997; Kalliath, Bluedorn & Strube, 1999; Verquer, Beehr & Wagner, 2003; Cable & Edwards, 2004; Kristof-Brown, Zimmerman & Johnson, 2005; Hoffman & Woehr, 2006; Ostroff & Judge, 2007; Edwards & Cable, 2009; Bao, Dolan & Tzafrir, 2012).

Goal congruence

Goal congruence can be defined as the congruence, similarity or compatibility between employee's career-related goals and the goals of the entire organization. Goal congruence is considered to be highly important in attaining organization's strategic objectives and many other positive work related outcomes like job satisfaction, employee commitment, turnover and employee productivity

(Vancouver & Schmitt, 1991; Edwards, 1994; Kristof, 1996; Bradley, Flotz, White & Wise, 2006; Zhang, Wang & Shi, 2012; Yamoah, 2014; Ayers, 2015).

Personality congruence

Personality traits are stable and consistent characteristic patterns of individual's thoughts, feelings and behaviors. Personality congruence is the match or congruence between the personality characteristics of an individual and the image, culture and climate of the organization. Numerous studies in the literature have established a positive relationship between personality congruence and positive work related outcomes in terms of employee attitudes and behaviors (Thomas & Robbins, 1979; Kristof, 1996; Holland, 1997; Barrick & Ryan, 2003; Nikolaou, 2003; Ryan & kristof-Brown, 2003; Verquer, Beehr & Wagner, 2003; Westerman & Cyr, 2004).

Complementary fit

Complementary fit occurs when individuals' characteristics fill a gap in the work environment, or vice versa. It resembles in both entities eligibility to make a whole through collaboration or add what is missing to one another. Different researchers conceptualized this construct in distinct ways. For example, Muchinsky and Monahan (1987) described complementary congruence as 'the match between an individual's talents and the corresponding needs of the environment' and Kristof-Brown, Barrick and Stevens (2001) explained complementary fit as the ability of other co-workers to fill a gap or what is actually lacking in an employee's qualities.

Thus in this research PE fit is considered as a multidimensional construct with the above mentioned six varieties of content dimensions. Moreover, based on the fact that fit can be perceived at various levels in the work environment, four different forms or levels of fit has been identified: person-job fit, person-organization fit, person-group fit and person-supervisor fit. A brief description on these distinct but inter related fit are explained below;

Person-job fit (PJ fit)

PJ fit is considered to be the oldest and most widely discussed form of PE fit in the literature. The match between a person's characteristics and those of the job or tasks that are performed at work is included in the domain of person– job fit (e.g., Edwards, 1991; Kristof, 1996). It resembles the suitability of an individual for a particular job in terms of his/her skills, knowledge, abilities, attitudes, interests, needs, desires, values, personality characteristics, and personal goals and objectives. Thus in a broader sense, the congruence between the personal attributes and characteristics of an individual employee and the characteristics of the job can be referred as PJ fit. The concept of PJ fit has been conceptualized in many ways in the past literature and the most widely accepted dimensions among them are needs-supplies fit and demand-abilities fit. For example, many explained it as the match between individual's knowledge, skills and abilities and the requirements of the job (Wanous, 1980; Caldwell & O'Reilly, 1990; Edwards, 1994; Kristof, 1996; Saks & Ashforth, 1997a); and some described it as the extent to which the job fulfils the specific needs and demands which the individual requires from the job (Edwards, 1991). Some researchers argued for the match between individual personality characteristics and the characteristics of the job (Schneider, Goldstein & Smith, 1995; Holland, 1997; Ehrhart, 2006).

Person-organization fit (PO fit)

PO fit refers to the degree of congruence or compatibility between the characteristics of individuals (i.e., personality traits, skills, goals, beliefs, values, and interests) and the characteristics of organizations (i.e., culture, climate, values, goals, and norms). Different researchers have used different conceptualizations of PO fit and all these conceptualizations resembles the existence of prior mentioned six content dimensions in one way or other. For example, personality-congruence dimension of PO fit was supported by researchers like Tom (1971), Schneider (1987), Bowen, Ledford and Nathan (1991), Hogan (1991), Bretz and Judge (1994), Kristof, (1996), Barrick and Ryan (2003) and Ryan and Kristof-Brown (2003). Value congruence dimension of PO fit was suggested by many including Schneider

(1987), Schein (1990), Chatman (1991), O'Reilly, Chatman and Caldwell (1991), Kristof (1996), Cable and Judge (1997), Cable and DeReu (2002), Verquer, Beehr and Wagner (2003), Kristof-Brown, Zimmerman and Johnson (2005), Morely (2007) and Ambrose, Arnaud and Schminke (2008). Those who conceptualized PO fit in terms of goal congruence include researchers such as Vancouver and Schmitt (1991), Witt and Nye (1992), Vancouver, Millsap and Peters (1994) Cable and DeReu (2002) and Silverthorne (2004). Some supported the need-supplies dimension of PO fit (Kristof, 1996; Piasentin & Chapman, 2006); some suggested Demand-abilities version (Kristof, 1996; Piasentin & Chapman, 2006) and some others proposed supplementary versus complementary aspects of PO fit (Muchinsky & Monahan, 1987; Piasentin & Chapman, 2006).

Based on these distinct dimensions of PO fit, the construct can be defined as 'the compatibility or congruence between people and organization that occurs when (1) the individual's needs and preferences can be satisfied by the organization, (2) the individual is able to meet the specific demands and requirements of the organization, (3) the employee's personal values can be protected by and similar to that of the organization, (4) the employee can pursue his/her personal goals through the efforts to accomplish the goals and objectives of the organization, (5) the personality characteristics of the individual are compatible with the image, culture and climate of the organization, and (6) the employee and organization can work as a whole by adding something to each other.

Person-group fit (PG fit)

PG fit represents the interpersonal comparability between individuals and their peers or work teams. Person–group (PG) or person–team fit can be defined as the interpersonal compatibility between individuals and their work groups (Judge & Ferris, 1992; Kristof, 1996; Werbel & Gilliland, 1999). Cable and DeReu (2002) referred PG fit perceptions as the judgments of the interpersonal compatibility between an employee and his/her work group. Even though only a small number of published studies have conceptualized the concept of PG fit in terms of goals (Witt, 1998; Kristof-Brown & Stevens, 2001) or values (Good & Nelson, 1971; Becker,

1992; Meglino, Ravlin & Adkins, 1992; Adkins, Ravlin, & Meglino, 1996; Seong & Kristof-Brown, 2012); there are several studies which explained PG fit in terms of personality traits (Slocombe & Bluedorn, 1999; Barsade, Ward, Turner, & Sonnenfeld, 2000; Kristof-Brown, Barrick, & Stevens, 2001; Strauss, Barrick, & Connerley, 2001, Barrick & Ryan, 2003; Hobman, Bordia, & Gallois, 2003; Seong & Kristof-Brown, 2012). Further, Kristof-Brown, Barrick, and Stevens (2001) supported the importance of complementary fit dimension of PG fit and found that members' attraction to their team was very high when their level of extraversion was different from that of other team members. Werbel and Gilliland (1999) identified both supplementary and complementary aspects of PG fit necessary for successfully working with co-workers in a work group or a team. Supplementary fit involves employees sharing similar attributes among their group members, where as complementary fit is concerned with providing the skills and abilities that are not widely shared by other group members (Muchinsky & Monahan, 1987). In other words, while supplementary fit infers conformity among group members, complementary fit infers that every group member has unique contributions that create synergy and effective group performance.

Person-supervisor fit (PS fit)

PS fit refers to the interpersonal fit between an employee and his/her direct supervisor characteristics. Van Vianen, Shen and Chuang (2010) described PS fit perceptions as the perceived fit between employee and supervisor characteristics. Most of the PS fit studies were quite specific about the characterisitics being examined focusing on the distinct issues such as person-supervisor personality congruence (Schaubroech & Lam, 2002; Schoon, 2008; Chuang, Shen & Judge, 2016), Value congruence (Meglino, Ravlin & Adkins, 1989; Van Vianen, 2000; Krishnan, 2002; Colbert, 2004; Schoon, 2008; Hoffman, Bynum, Piccolo & Sutton, 2011; Chuang, Shen & Judge, 2016), or goal congruence (Vancouver & Schmitt, 1991; Witt, 1998; Schoon, 2008).

Thus the proposed model of perceived person-environment fit scale involves four different levels with six content areas or dimensions. The overview of the

perceived person environment fit model can be displayed through the following figure;
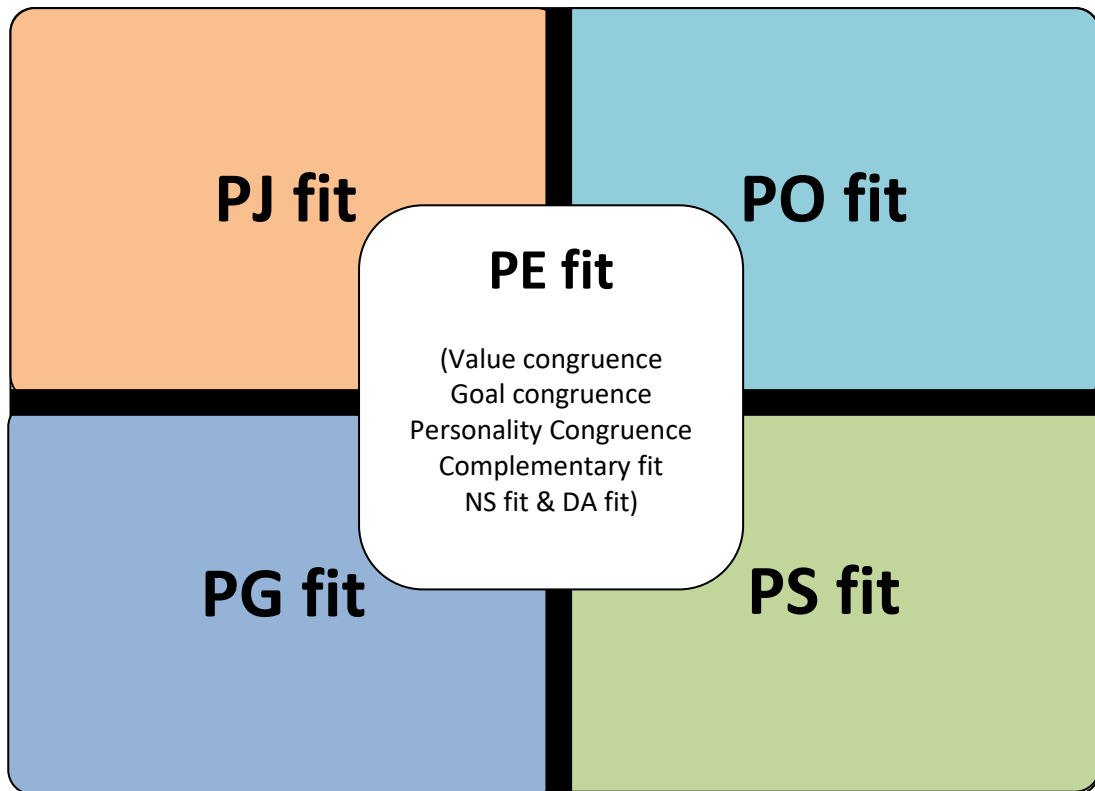
Figure 3.1: Model of Person-Environment Fit6

On the basis of theoretical support and previous studies, the researcher first writes down all the relevant items on the construct by incorporating distinct levels and different dimensions. Then the pool was given to five subject experts for the selection of most relevant items and to avoid repetition and duplication. The items recommended by at least three were removed from the list based on their justifications. Thus the initially formed 165 items were reduced to 100. Then the proposed 100 item measure was given to three language experts for a review and modified the statements according to their suggestions. After that the modified items were given to a number of 20 police officers for pilot data collection in order to check the availability of intended information through the measure. After the detailed evaluation of pilot data score sheets, the researcher made an attempt to

shorten the number of items in the measure by considering the boredom and difficulty of participants to complete a 100 item measure. Moreover, the test is actually preparing to assess the degree of PE fit among law enforcement officers to identify the various psychological predictors and its impact on their effectiveness. So that the researcher has to administer the PE fit scale along with other measures of selected predictors and effectiveness. At the same time researcher was not actually wants to remove any further item from the measure as it is designed in a way that it incorporated all the six dimensions among the four levels of fit.

Finally, the researcher restructured all the 100 items into a new form in that items denoting same content at different levels were clustered and four levels were combined into one single item. The response category was divided into four main sections denoting each level and participants can mark their level of fit on each level for every single item on a five point scale ranging from always true to never true. Thus the scale was shortened to 25 items without compromising the scores for any single item from the 100 item list. For example, the first item in the measure is worded like "my values prevent me from fitting in with my…….." and this statement has to read by the participant in four different ways such as "my values prevent me from fitting in with my job", "my values prevent me from fitting in with my organization", "my values prevent me from fitting in with my team", and "my values prevent me from fitting in with my supervisor".

Later the modified 25 item measure with detailed instruction was consulted with three subject experts and after their approval it was given to the same 20 police officers who were already completed the same 100 item perceived person environment fit scale. Then their scores on both 100 item measure and 25 item measure were compared for each dimension and level. As there were no differences in the score on both scales the 25 item measure was fixed and again administered to a number of 400 police officers to ensure the item discrimination power and the reliability of the scale. The details of item analysis were summarized in table 3.9.

For item analysis, the same procedure was followed as like in other measures explained in this section and the lowest and highest groups were compared on their

mean scores on each item. Each level of fit was considered separately and based on their 't' value one item was removed from the final set (item 21). Even though, the 't' value for that item in the PG fit is significant at 0.05 level (2.047) that item also removed from the list considering the uniformity of the scale. Thus a 24 item measure with four different levels was designed to assess the perceived person-environment fit.

Table 3.9

Results of item analysis for finalizing items of Perceived person-environment fit scale

Items	Group I (Lowest)		Group II (Highest)		't' value
	Mean	SD	Mean	SD	
PJF 1	2.54	1.158	4.16	1.229	9.594**
PJF 2	3.18	1.266	4.72	0.854	10.083**
PJF 3	2.48	1.275	3.86	1.363	7.392**
PJF 4	2.68	1.384	4.74	0.630	13.545**
PJF 5	2.38	1.347	4.52	1.010	12.713**
PJF 6	2.64	1.267	4.84	0.420	16.478**
PJF 7	2.36	1.299	4.54	1.029	13.155**
PJF 8	2.08	1.220	4.44	0.967	15.157**
PJF 9	2.08	1.300	3.72	1.658	7.783**
PJF 10	2.52	1.322	4.78	0.462	16.140**
PJF 11	3.04	1.171	4.90	0.362	15.169**
PJF 12	2.38	1.099	4.74	0.630	18.634**
PJF 13	2.52	1.306	4.88	0.383	17.334**
PJF 14	3.12	1.552	5.00	0.000	12.111**
PJF 15	3.36	1.251	4.86	0.403	11.411**
PJF 16	2.82	1.234	4.68	0.680	13.202**
PJF 17	3.36	1.267	4.98	0.141	12.703**
PJF 18	2.86	1.287	4.74	0.630	13.120**
PJF 19	2.72	1.364	4.64	0.772	12.250**

Items	Group I (Lowest)		Group II (Highest)		't' value
	Mean	SD	Mean	SD	
PJF 20	2.62	1.301	4.60	0.921	12.421[**]
PJF 21[#]	2.22	1.521	2.66	1.725	1.913
PJF 22	3.16	1.354	3.90	1.685	3.424[**]
PJF 23	2.76	1.264	4.76	0.683	13.916[**]
PJF 24	2.86	1.137	4.76	0.712	14.159[**]
PJF 25	3.02	1.576	4.90	0.577	11.200[**]
POF 1	2.70	1.322	4.30	1.193	8.984[**]
POF 2	3.00	1.303	4.68	0.886	10.663[**]
POF 3	2.40	1.239	3.90	1.322	8.279[**]
POF 4	2.48	1.227	4.74	0.630	16.391[**]
POF 5	2.38	1.187	4.58	0.831	15.181[**]
POF 6	2.44	1.085	4.80	0.449	20.088[**]
POF 7	2.26	1.169	4.54	0.926	15.292[**]
POF 8	2.16	1.245	4.46	0.947	14.702[**]
POF 9	1.90	1.087	3.68	1.563	9.351[**]
POF 10	2.08	1.079	4.62	0.599	20.572[**]
POF 11	2.70	1.068	4.88	0.327	19.513[**]
POF 12	2.44	1.140	4.80	0.492	19.006[**]
POF 13	2.28	1.138	4.64	0.628	18.160[**]
POF 14	2.74	1.541	4.82	0.626	12.503[**]
POF 15	3.10	1.193	4.82	0.520	13.213[**]
POF 16	2.74	1.169	4.64	0.628	14.320[**]
POF 17	3.18	1.344	4.86	0.450	11.855[**]
POF 18	2.96	1.171	4.56	0.756	11.475[**]
POF 19	2.64	1.219	4.58	0.781	13.403[**]
POF 20	2.58	1.139	4.48	0.948	12.824[**]
POF 21[#]	2.32	1.456	2.70	1.789	1.647
POF 22	3.08	1.405	3.88	1.665	3.672[**]
POF 23	2.46	1.068	4.46	1.141	12.801[**]
POF 24	2.50	1.087	4.66	0.819	15.868[**]

Items	Group I (Lowest)		Group II (Highest)		't' value
	Mean	SD	Mean	SD	
POF 25	2.74	1.360	4.66	0.913	11.720[**]
PGF 1	2.84	1.454	4.24	1.264	7.2658[**]
PGF 2	2.90	1.322	4.68	0.737	11.761[**]
PGF 3	2.58	1.319	3.96	1.238	7.625[**]
PGF 4	3.02	1.326	4.72	0.637	11.559[**]
PGF 5	2.56	1.258	4.50	1.030	11.933[**]
PGF 6	2.56	1.104	4.80	0.449	18.794[**]
PGF 7	2.30	1.037	4.36	1.097	13.385[**]
PGF 8	1.82	0.914	4.22	1.160	16.251[**]
PGF 9	1.82	1.114	3.68	1.537	9.801[**]
PGF 10	2.34	1.216	4.52	0.731	15.361[**]
PGF 11	2.64	1.283	4.82	0.435	16.087[**]
PGF 12	2.46	1.105	4.78	0.504	19.104[**]
PGF 13	2.18	1.184	4.60	0.636	18.009[**]
PGF 14	2.76	1.457	4.80	0.449	13.377[**]
PGF 15	2.86	1.206	4.74	0.774	13.120[**]
PGF 16	2.66	1.216	4.66	0.555	14.963[**]
PGF 17	2.84	1.398	4.92	0.339	14.462[**]
PGF 18	2.74	1.315	4.70	0.674	13.262[**]
PGF 19	2.28	1.207	4.56	0.808	15.700[**]
PGF 20	2.50	1.210	4.42	1.065	11.908[**]
PGF 21[#]	2.36	1.541	2.84	1.768	2.047[*]
PGF 22	3.34	1.358	3.78	1.661	2.051[*]
PGF 23	2.36	1.059	4.44	1.048	13.963[**]
PGF 24	2.40	1.172	4.68	0.709	16.645[**]
PGF 25	2.88	1.358	4.68	0.839	11.275[**]
PSF 1	2.88	1.373	4.34	1.183	8.058[**]
PSF 2	2.80	1.255	4.68	0.886	12.235[**]
PSF 3	2.14	1.119	3.82	1.329	9.670[**]
PSF 4	2.50	1.243	4.46	0.881	12.864[**]

Items	Group I (Lowest)		Group II (Highest)		't' value
	Mean	SD	Mean	SD	
PSF 5	2.40	1.239	4.52	0.990	13.369[**]
PSF 6	2.50	1.193	4.76	0.588	16.987[**]
PSF 7	2.14	1.045	4.54	0.904	13.375[**]
PSF 8	1.86	0.952	4.28	1.064	16.867[**]
PSF 9	1.66	0.997	3.72	1.531	11.273[**]
PSF 10	2.24	1.129	4.50	0.674	17.184[**]
PSF 11	2.72	1.240	4.60	0.921	12.172[**]
PSF 12	2.30	0.927	4.60	0.778	19.005[**]
PSF 13	2.20	1.155	4.58	0.638	18.037[**]
PSF 14	2.62	1.420	4.78	0.462	14.466[**]
PSF 15	2.76	1.264	4.76	0.740	13.652[**]
PSF 16	2.42	0.945	4.58	0.669	18.655[**]
PSF 17	2.60	1.333	4.70	0.704	13.930[**]
PSF 18	2.58	1.139	4.46	0.834	13.321[**]
PSF 19	2.50	1.337	4.56	0.808	13.186[**]
PSF 20	2.48	1.123	4.54	0.858	14.574[**]
PSF 21[#]	2.56	1.610	2.60	1.658	0.173
PSF 22	3.24	1.143	3.84	1.710	2.681[*]
PSF 23	2.42	1.007	4.54	0.881	15.846[**]
PSF 24	2.70	1.106	4.52	0.858	13.003[**]
PSF 25	2.60	1.378	4.54	0.947	11.601[**]

Hashed (#) items were eliminated from the final test. ** significant at 0.01 level; *significant at 0.05 level

Reliability and Validity

The reliability of the scale was established through inter item consistency. The reliability coefficient alpha obtained for the overall PE fit scale was 0.964 and the reliability coefficient alpha for the sub scale of each level for these 24 items include PJ fit scale (0.885), PO fit scale (0.859), PG fit scale (0.871), and PS fit scale (0.882). The face validity and content validity of the measure was established

from the judgments of expert evaluation and the criterion validity was established through multiple regression analysis which is explained in the next section (pp. 172-193).

Administration

In this measure for every item the participant has to mark four responses. The instructions were given as follows, 'certain statements regarding your professional life are given below. Kindly go through each statement and report to how extent you are agree with each one. The blank space in each statements has to be filled in four different ways namely, job, organization, group and supervisor. Please make you response carefully with a tick [✓] mark.

For example, the statement 'my values prevent me from fitting in with my ......' has to be filled like (a) my values prevent me from fitting in with my <u>Job</u>, (b) my values prevent me from fitting in with my <u>Organisation</u>, (c) my values prevent me from fitting in with my <u>Group</u>, (d) my values prevent me from fitting in with my <u>Supervisor</u>.

Scoring

The scoring was done on the basis of response category. A value ranging from '1' to '5' was assigned to the response categories ranging from never true to always true. A reverse scoring was done for the negative items (items 1and 21). Thus the minimum possible score on the overall measure is 96 and the maximum possible score is 480. Separate scores for each sub dimension and each level can be calculated from the same scale with the help of following scoring sheet;

Dimensions \ Levels	PJ fit	PO fit	PG fit	PS fit	PE fit (Total)
Value congruence					
Goal congruence					
Personality congruence					
Need-Supplies fit					
Demand-abilities fit					
Complementary fit					
PE fit (Total)					Overall fit Score

Procedure and Administraton

After getting permission from the State Police Chief, the investigator personally approached the Superintend of police of various districts and explained the nature and purpose of study in detail. Then the researcher approached the Station house officers (SHO) of selected stations to get an appointment for data collection. Officers who are willing to participate were completed the questionnaires during a face to face interactive session. Prior to the interview, the rapport was established and confidentiality of the information was assured to each participant. Then the background information like their age, educational qualification, year of experience, present designation, socio-economic status, religious background, etc were collected and the purpose and scope of the study was explained to them. Each interview took around 30-45 minutes in which 20-25 minutes were taken to complete the questionnaire booklet. Each participant is provided with a question booklet consisting of these eight questionnaires either in English or in Malayalam in accordance with the convenience of the participant and the details of marking their responses were communicated clearly. A detailed printed instruction about how to complete the entire question booklet was given with oral descriptions of each instruction to every participant. Moreover, each participant is given the choice of quitting in between if they feel any inconvenience. Then the completed response sheets were collected and the participants were asked for their feedback. Details of administration of each measure was given in the previous section under separate sub heads.

Scoring

Each response sheets were scored based on the separate scoring methods detailed in the manual. Descriptions on scoring for every measure were given in the previous section under separate sub-head.

Statistical analysis

The major purpose of this stage was to draw inferences or make generalizations with the help of certain statistical techniques. Different statistical techniques were planned in accordance with the research problem, objectives and hypotheses. The parametric statistical analyses like Pearson product moment correlation, multiple regression (stepwise), and moderated regression analyses were used to test the tenability of the formulated hypotheses in the present study. Firstly, descriptive statistics like mean, median, mode, skewness and kurtosis were found out to determine the distribution normality of variables under study. Then Pearson product moment correlation was done to recognize the nature and strength of relationship between variables. Stepwise multiple regression analyses were used to validate the predictability of different sub dimensions of person environment fit, to determine the psychological contributors of fit and to identify the predictive role contributors of fit on personal effectiveness. Further, moderated regression analyses were used to examine the moderating role of fit variables on the relationship between personal effectiveness and its predictors. All the statisticasl analyses were done with the help of software (SPSS 20).

Thus, this chapter gives a detailed account of an overall process of research including the research paradigm, ontology, design, data collection methods, and techniques of analyses. Hence it provides the readers with rich information on how the researcher approached her research problem and explains the various methods followed to answer the research question. It also enables the readers to replicate the research if necessary. Moreover the beauty and authenticity of the research lies actually in its method followed by the researcher. The outline of this chapter is summarized in the following diagram using a research onion framework;
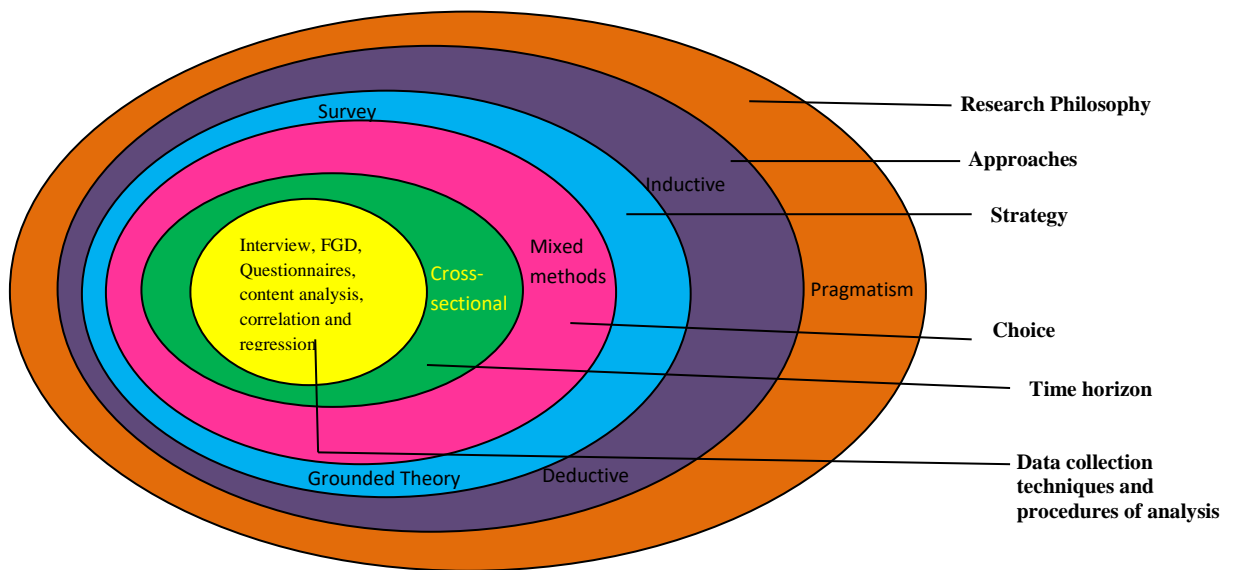
Figure 3.2: Research Onion

RESULTS AND DISCUSSION

This chapter presents the results reached by the investigator through analyses of the data collected in the final phase of the study using different measures as part of the study. Statistical analysis being the key aspect of this phase of research work is the best way to test the hypotheses formulated by the investigator.

SECTION 1: PRELIMINARY ANALYSIS

To have a general idea of the nature of the distribution of the variables, the fundamental descriptive statistics like arithmetic mean, median, mode, standard deviation, kurtosis and skewness were calculated by estimating the basic statistics of the whole sample. A sample of 701 police officers working in different police stations of Kerala was used for the present study. Descriptive statistics were employed for all the variables under investigation.

The mean, median, mode, standard deviation, kurtosis and skewness of the variables institutional socialization experience, proactive personality, self-esteem, self-efficacy, public service motivation, personality, person environment fit and personal effectiveness are presented in the Table 4.1

From the Table 4.1 it is clear that the values of the major measures of central tendency, viz; the arithmetic mean, median and mode for the variable institutional socialization experience (ISE) is 44.06, 45 and 42 respectively. This shows that the mean, median and the mode are almost equal. The standard deviation is 6.631. The symmetry of the distribution (-0.389) is negatively skewed slightly. But comparatively closer value of zero indicates that the distribution can be non-skewed. The value of kurtosis (-0.498) shows that the distribution is platykurtic to a small

extent. All these together imply that the distribution for institutional socialization experience for the whole sample is normal.

Table 4.1

Basic descriptive statistics of all variables under investigation (n=701)

Variables	Mean	Median	Mode	SD	Kurtosis	Skewness
ISE	44.06	45	42	6.631	-0.498	-0.389
Proactive personality	34.68	35	40	6.609	-0.051	-0.536
Self-esteem	37.70	38	40	6.773	-0.795	-0.038
Self-efficacy	34.40	35	36	6.688	-0.271	-0.412
Public Service Motivation						
APM	13.35	14	15	2.079	1.594	-1.385
CPI	12.55	13	15	2.608	0.497	-1.077
Compassion	11.64	12	11	2.149	-0.386	-0.287
Self-sacrifice	12.43	13	15	2.467	0.911	-1.033
PSM	49.97	51	55	7.405	0.836	-0.950
Personality						
Extraversion	28.55	29	26	4.343	-0.405	-0.009
Agreeableness	33.82	34	35	5.014	-0.090	-0.028
Conscientiousness	34. 17	34	37	5.809	-0.529	-0.240
Neuroticism	21.28	21	21	5.019	-0.063	0.104
Openness to experience	36.95	37	34	5.124	0.071	-0.004
Person Environment Fit						
Person-job fit	88.79	88	82	15.873	0.203	-0.408
Person-organization fit	85.47	84	77	15.750	-0.016	-0.149
Person-group fit	84.80	83	73	15.766	-0.216	-0.058
Person-supervisor fit	83.40	83	74	16.441	-0.322	-0.076
Person-environment fit	342.45	338	336	60.009	0.186	-0.138

Variables	Mean	Median	Mode	SD	Kurtosis	Skewness
Personal Effectiveness						
Personal focus	19.61	20	21	3.936	0.456	-0.722
Personal growth	24.77	26	30	4.294	0.749	-0.882
Team effectiveness	28.12	28	33	4.724	0.917	-0.759
Relationships	28.08	29	33	5.003	-0.137	-0.630
Personal adaptability	28.24	29	35	5.177	0.378	-0.748
Personal effectiveness	128.82	131	156	20.995	0.723	-0.786

The Table 4.1 shows that the arithmetic mean, median and mode for the variable proactive personality are also more or less equal, even though the mode (40) is slightly higher than the mean and median. The value of skewness (-0.536) indicates that the distribution of the sample is negatively skewed. But the small value of symmetry can be considered as the indicator of normality of distribution of the variable proactive personality among the whole sample. The value of kurtosis (-0.051) is very close to zero which implies that the distribution is mesokurtic. Hence it can be say that the distribution of proactive personality trait is normal across the 701 law enforcement officers participated in this study.

For the variable self-esteem, the distribution is normal across the whole sample as its mean (37.70), median (38) and mode (40) are almost equal. Moreover, the standard deviation of the variable is 6.773 and the value of symmetry (-0.038) is very near to zero. The slight platykurtic value of the variable (-0.795) also indicates that the variable self-esteem is normally distributed among the participants of present study.

The variable self-efficacy is also normally distributed. The arithmetic mean, median and mode of the variable are almost equal with a standard deviation of 6.668. Further the value of skewness (-0.412) is relatively small and the broadness of the tail is not that much high as the value of kurtosis is -0.271. So all these together indicate that the distribution of self-efficacy is normal in the present sample.

In the case of public service motivation, the condition for normality is satisfied as the mean, median and mode of the public service motivation and all its sub dimensions are more or less same. The standard deviations for all the four dimensions and overall public service motivation make it clear that most of the cases among the participants are lying within plus or minus one standard deviation. Regarding the symmetry of the distribution, the values of skewness for PSM and all the sub dimensions are negative and which implies that the distribution of PSM across the sample is negatively skewed to a very small extent. These small indexes of skewness indicate that the distribution can be non-skewed. The values of kurtosis make it clear that all the variables except compassion (-0.386) are slightly leptokurtic. Therefore from the Table 4.1, it can be infer that the distribution of PSM scores for the whole sample is normal.

The values of the major measures of central tendency for the five factors of personality also make it clear that the arithmetic mean, median and mode of each factor are almost equal. Further, for all the five factors, the values of skewness are very close to zero which indicates that the distribution is non-skewed. In the case of kurtosis, even though Extraversion (-0.405) and Conscientiousness (-0.529) are platykurtic, the very small values of kurtosis indicates that scores of all the five factors of personality are not deviated from normality and thus it can be say that the personality factors are normally distributed among the sample.

While considering the values of measures of central tendency viz, the arithmetic mean, median and mode of person-environment fit and its sub-types, it can be seen that the mean, median and mode of all the five variables are almost equal even though the mode is lesser than the other two. The values of symmetry explain that all the fit variables are non-skewed as their values of skewness are very close to zero except for PJ fit (-0.408). But this small value of skewness can also be considered as non-skewed for the further parametric statistical analyses. Here also the value of kurtosis shows that all the factors are mesokurtic and thus the fit variables can be considered as normally distributed among the sample.

And finally in the case of personal effectiveness, the Table 4.1 depicts that, the arithmetic mean and median of the all six variables are almost same, but the mode is somewhat greater than both the mean and median. But the smaller difference between these hints into the normality of the distribution. Even though, the variables show skewness in the negative direction, the small values are the indicators of non-skewed data. While considering the values of kurtosis, it is clear that all the variables are slightly leptokurtic except Relationships (-0.137), but the lesser values proves the nature of distribution as normal. Hence it can be infer that all the variables of personal effectiveness are distributed normally among the participants.

Thus, from the Table 4.1, it can be conclude that all the variables under study are normally distributed throughout the sample so that the researcher can go for further statistical analyses by using parametric techniques.

SECTION 2: RELATIONSHIP BETWEEN THE VARIABLES UNDER STUDY

In order to find out the inter correlation between the variables institutional socialization experience (ISE), proactive personality, self-esteem, self-efficacy, public service motivation (PSM), personality factors, person-environment fit (PE fit), and personal effectiveness; Pearson product moment correlation coefficients are computed using SPSS. The results are discussed under various sections.

Inter correlation between the dimensions of public service motivation

Public service motivation (PSM) is an individual's predisposition that motivates to serve the public interests and it is very much related to many work related attitudes and behaviors like employees' work preferences, job satisfaction, organizational commitment, performance and tenure in their organizations. The PSM has four sub variables viz., attraction to policy making (APM), commitment to public interests, compassion and self-sacrifice. The inter-correlations between these sub variables and the overall PSM are presented in Table 4.2

From the Table 4.2 it is clear that all the sub-variables of PSM are inter related each other and with overall PSM at 0.001 level of significance. The highest correlation (r=0.838) is found between commitment to public interests and the overall PSM. The lowest among the correlation (r=0.436) is between attraction to policy making and compassion. All the four sub variables' correlation coefficient with the overall PSM is greater than the correlation coefficient between the sub variables. This indicates that there exists a high/ comparatively high significant positive correlation between the overall PSM and its dimensions. Therefore, the formulated hypothesis, there will be a significant relationship among the sub variables of PSM through correlation is accepted.

Table 4.2

Inter correlations among the variables of PSM

Variables	APM	Commitment	compassion	Self-sacrifice	PSM
APM					
Commitment	0.623***				
Compassion	0.436***	0.476***			
Self-sacrifice	0.538***	0.519***	0.455***		
PSM	0.806***	0.838***	0.732***	0.799***	

 *** p>0.001

The positive correlation suggests that an individual's level of PSM can be determined by the amount of his/her attraction to public policy making, the degree of commitment towards public interests, the degree of compassion and self-sacrifice to serve the public.

Inter correlation between Big five personality factors

The five factor personality variable consists of five factors namely, Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness to experience. The relationships between these five factors are given in the correlation matrix depicted in Table 4.3.

Table 4.3

Inter correlations among the factors of personality

Variables	Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness
Extraversion					
Agreeableness	0.353***				
Conscientiousness	0.390***	0.621***			
Neuroticism	-0.073	-0.394***	-0.485***		
Openness	0.504***	0.507***	0.547***	-0.254***	

***p>0.001

All the five factors except neuroticism shows a significant positive correlation among them, where as neuroticism expressed negative correlation with all the other factors and among them the relationship with Agreeableness, Conscientiousness and Openness to experience were found to be significant at 0.001 level. The highest correlation in the matrix was observed among the factor Agreeableness and Conscientiousness and the lowest significant value was obtained between Neuroticism and Openness to experience. Similar results were found in Fashiya and Jayan (2017) which described significant correlation between all the five factors of Personality among which Neuroticism showed a negative correlation with all the other four factors. Moreover, they also found the highest correlation between Agreeableness and Conscientiousness and the lowest between Neuroticism and Openness to experience. Even though Ashalatha and Jayan (2017) also found negative correlation between Neuroticism and other factors of Personality among a sample of 225 female police officers, they found their highest correlation between Extraversion and Neuroticism which is the only non significant correlation in the present study. From this it is assumed that though Big five personality factors are inter-correlated their degree and strength of their relationship may vary in accordance with the characteristic features of the participants.

Inter correlation between person-environment fit and its sub dimensions

Person-environment fit is a multidimensional construct comprised of four sub-factors (types) with six components. The sub factors of PE fit include person job fit (PJF), person organization fit (POF), person group fit (PGF), and person supervisor fit (PSF) and each of these factors consists of six components viz., value fit, goal fit, complementary fit, personality fit, need-supplies fit, and demand-abilities fit. The inter correlation between PE fit variables are given in Table 4.4

Table 4.4

Inter correlations among the components and dimensions of person-environment fit

Variables	VF	GF	CF	NSF	DAF	PF	PJF	POF	PGF	PSF	PEF
VF											
GF	0.676***										
CF	0.326***	0.400***									
NSF	0.711***	0.658***	0.412***								
DAF	0.629***	0.639***	0.425***	0.756***							
PF	0.686***	0.621***	0.284***	0.759***	0.756***						
PJF	0.745***	0.726***	0.486***	0.838***	0.801***	0.813***					
POF	0.815***	0.777***	0.486***	0.882***	0.836***	0.862***	0.886***				
PGF	0.811***	0.776***	0.487***	0.869***	0.814***	0.837***	0.806***	0.902***			
PSF	0.793***	0.743***	0.532***	0.837***	0.787***	0.802***	0.750***	0.853***	0.877***		
PEF	0.841***	0.804***	0.530***	0.911***	0.861***	0.881***	0.914***	0.968***	0.953***	0.927***	

***p>0.001

From the correlation matrix it is clear that all the correlation coefficients show a significant positive correlation. All the components of PE fit are interrelated significantly at 0.001 level. Among these the lowest correlation is found between complementary fit and the match between one's personality and environmental characteristics (0.284) and the highest one is among need supplies fit and personality fit (0.759). While considering the relationship between the sub variables (types) of PEF all the four shows highly significant correlation each other. Further, all the four have their higher correlation coefficient with the overall PE fit.

The highest correlation of value congruence to the person organization fit (r=0.815) implies the strong relation between similarity between one's own values and organizational values. Some researchers measured the organizational fit dimension only with value congruence. For example, Chatman (1989) explained PO fit in terms of the congruence between employees' values and the value system of the organization and Decooman, DeGieter, Pepermans, Hermans, Bois, Caers, and Jegers (2009) also considered PO fit as the perceived compatibility between employees' work values and the organization's values. All the components of PE fit except complementary fit shows their highest correlation with POF compared to other dimensions of PJF, PGF, and PSF.

Inter correlation between personal effectiveness and its sub variables

Personal effectiveness has five dimensions as shown in the Table 4.5 – personal focus, personal growth, team effectiveness, relationships, and personal adaptability. All these five are interrelated and each one shows their higher correlation with the overall personal effectiveness. In the table, the lowest value is obtained between team effectiveness and personal focus (0.733) and between personal focus and relationships (0.733). This may be because of the nature of these two variables. Both team effectiveness and relationships directs to the inter relationship of an employee with their co-workers, where as the other three are mostly related to individual aspects. Moreover, personal focus and personal growth displays significantly higher correlation (0.785) than the other three dimensions, and the dimension team effectiveness shows its highest correlation with the relationships (0.825) which reveals the role of interpersonal relationship in developing effective teams at organizations. And the dimension relationships show its highest correlation with personal adaptability (0.829) which highlights the abilities of adaptable persons in the establishment and maintenance of good relationships with co-workers.

Table 4.5

Inter correlations among the components and dimensions of overall personal effectiveness

Variables	Personal focus	Personal growth	Team effectiveness	Relationships	Personal adaptability	Personal effectiveness
Personal focus						
Personal growth	0.785***					
Team effectiveness	0.733***	0.758***				
Relationships	0.733***	0.743***	0.825***			
Personal adaptability	0.764***	0.779***	0.810***	0.829***		
Personal effectiveness	0.876***	0.891***	0.914***	0.918***	0.929***	

***$p > 0.001$

Correlation coefficient among the variables under study

In order to calculate the relationship among the variables under investigation viz., institutional socialization experience, proactive personality, self-esteem, self-efficacy, public service motivation, personality factors, person environment fit, and personal effectiveness, Pearson product moment correlation is found. The correlation matrixes of different variables are depicted in the following sections.

1.   Correlation between institutional socialization experience, proactive personality, self-esteem and self-efficacy

The correlation coefficients among institutional socialization experience (ISE), proactive personality, self-esteem and self-efficacy are given in the Table 4.6. The correlation matrix shows that all these four variables are significantly correlated each other in a positive direction which indicates that a hike in one will leads to an increase in other. Among these four variables the correlation between proactive personality and self-esteem is relatively small (r=0.296, p>0.001) and the largest coefficient is between proactive personality and self-efficacy (r=0.605, p>0.001).

Table 4.6

Correlation coefficients between ISE, Proactive personality, Self-esteem and Self-efficacy

Variables	ISE	Proactive personality	Self-esteem	Self-efficacy
ISE				
Proactive personality	0.471***			
Self-esteem	0.571***	0.296***		
Self-efficacy	0.520***	0.605***	0.476***	

***p>0.001

Institutional socialization experience can be identified as an important factor in the development of newcomers' self-efficacy because socialization is about learning how to act effectively in an organization and self-efficacy about believing

one can act effectively. Many similar research findings can list from the literature. For example, Feldman (1981); Bauer, Bodner, Erdogan, Truxillo and Tucker (2007) and Smith, Gillespie, Callan, Fitzsimmons and Paulsen (2017) identified self-efficacy as an important outcome of newcomer socialization process.

2.   Correlation coefficients of ISE, proactive personality, self-esteem and self-efficacy with PSM and its sub variables

Institutional socialization experience (ISE) is positively related to all the sub dimensions of public service motivation. Proactive personality shows positive and significant correlation with all the dimensions of PSM. Among these the highest correlation is found between the proactive personality and attraction to public policy making, which highlights the initiative nature of proactive people in improving the current policies or creating new ones for public welfare as they will involve in activities that challenges the status quo rather than passively adapting to the existing conditions. Further, the lowest correlation between proactive personality and commitment to public interests ($r=0.254$, $p>0.001$) indicates that such people are engaging in policy making because of their eagerness to find new opportunities through environmental changes, and is not because of their commitment towards public citizens. Even though, individual's commitment to public interest will enhance in accordance with their increase in proactive personality trait. Both self-esteem and self-efficacy shows significant and positive correlation with all the variables of PSM. That means an increase in the level of self-esteem and self-efficacy beliefs will leads to an increase in the level of PSM and vice versa.

Table 4.7

Correlation of ISE, Proactive personality, Self-esteem and Self-efficacy with PSM

Variables	APM	Commitment	Compassion	Self-sacrifice	PSM
ISE	0.593***	0.590***	0.513***	0.505***	0.692***
Proactive personality	0.471***	0.254***	0.362***	0.414***	0.465***
Self-esteem	0.436***	0.553***	0.409***	0.428***	0.579***
Self-efficacy	0.489***	0.390***	0.463***	0.456***	0.561***

***$p>0.001$

3.   **Correlation coefficient of ISE, proactive personality, self-esteem and self-efficacy with personality factors**

The Table 4.8 makes it clear that the big five personality factors shows significant correlation with institutional socialization experience, proactive personality, self-esteem and self-efficacy of police officers. The only coefficient which is not significant is observed between neuroticism and proactive personality. The extraversion dimension displays positive and modest correlation with ISE, proactive personality, self-esteem and self-efficacy which indicates that if a person is said to be extraverted he/she may has good socialization experiences in the organizations they work for, has a good sense of worth towards oneself, has a strong belief in his/her ability to do one's work very well, and also takes challenging works as it paves way for new opportunities.

The factor agreeableness shows significant positive correlation with ISE, proactive personality, self-esteem and self-efficacy which denotes that a high score on agreeableness is a sign of high self-esteem, higher level of competency, proactive behaviors at work, and easy socialization to the work. As agreeableness reflects the quality of one's interpersonal orientation, it can be assumed that agreeable persons can easily get well into a new organization by making good relationship with existing employees. Further, their flexible, trusting, and cooperative nature pointing towards their acceptance among others and which in turn may leads to a feeling of good and worthy self, and also enhances their perceived ability to cope effectively with challenging situations.

Table 4.8

Correlation of ISE, Proactive personality, Self-esteem and Self-efficacy with Personality factors

Variables	Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness
ISE	0.431***	0.535***	0.606***	-0.259***	0.536***
Proactive personality	0.327***	0.294***	0.379***	-0.039	0.507***
Self-esteem	0.431***	0.552***	0.607***	-0.367***	0.529***
Self-efficacy	0.472***	0.400***	0.489***	-0.201***	0.513***

***$p > 0.001$

Conscientiousness is positively and significantly related to ISE, proactive personality, self-esteem and self-efficacy. A dependable, hardworking, thorough and well-organized employee can have increased self-efficacy beliefs, better evaluations of self-worth, active engagements in proactive work behaviors, and fast and better adjustments to the organizational settings or vice versa. Past Researchers had established consistent positive relationship between proactive personality and two of the Big five factors – Conscientiousness and Extraversion (Bateman & Crant, 1993; Crant, 1995; Crant & Bateman, 2000). DuBrin (2013) also suggested that the proactive worker might also have a high standing on the trait of conscientiousness.

The trait neuroticism expresses negative and significant correlation with ISE, proactive personality, self-esteem and self-efficacy. This negative relationship implies that when a person's level of self-esteem and self-efficacy increases his/her score on emotional stability also increases. The correlation matrix also explains that the neurotic persons can have some issues in their adaptation and adjustment process to the new organizational roles. The factor openness to experience displays a significant and positive relationship with ISE, proactive personality, self-esteem and self-efficacy. Openness reflects the proactive seeking of experience and proactive people will always search for new opportunities and were curious enough to explore new arenas to indulge environmental changes. Being creative and unconventional may leads to high self-esteem and competitive feelings. In their study, Crant and

Bateman (2000) also explained a positive correlation of proactive personality with openness to experience and negative correlation with neuroticism.

4. Correlation between the variables of PSM and personality factors

The strength and nature of the relationship between the sub dimensions of PSM and the big five personality factors are depicted in Table 4.9. Form the table it is understood that all the coefficients are significant at 0.001 level and all the personality factors shows a positive and relatively high correlation with PSM variables except neuroticism. The trait neuroticism has a negative and comparatively very tiny but significant relationship with PSM and its sub factors. Among the total 25 correlations the highest value is obtained for conscientiousness and over all PSM (r=0.588) and the lowest score is between neuroticism and attraction to public policy making (r=-0.151, p>0.001). Extraverted law enforcement officers also shows higher attraction towards policy making for the public, commitment to public interests, holds love and were compassionate to others and also were ready to sacrifice for others well-being. That means one's quality of social interaction is significantly related to their level of intrinsic motivation to serve the public.

Table 4.9

Correlation between PSM and Personality factors

Variables	Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness
APM	0.423***	0.480***	0.438***	-0.151***	0.477***
Commitment	0.401***	0.542***	0.534***	-0.226***	0.466***
Compassion	0.330***	0.349***	0.467***	-0.187***	0.397***
Self-sacrifice	0.308***	0.418***	0.426***	-0.168***	0.393***
PSM	0.458***	0.566***	0.588***	-0.232***	0.544***

***p>0.001

The agreeable persons also might have a high score on all the four aspects of PSM which indicates that an individual's attraction to the policy making, the level of commitment to the public affairs, compassionate towards public welfare, and the willingness to sacrifice oneself for others well-being will increase in accordance with their level of agreeableness and vice versa. The factor conscientiousness also

related positively to PSM variables which imply that intrinsically motivated people to serve the public also have a high standing on trait of conscientiousness. The negative scores of correlation coefficients between neuroticism and PSM variables denotes that when an individual's emotional instability increases his/her interests and motivation to help the public decreases and vice versa. The relationship between openness to experience and the dimensions of PSM pointing out that creative, curious, broadminded, imaginative, and aesthetically sensitive people displays more attraction to public policy making process, commitment to public interests, compassion towards public, willingness to substitute their service to others for tangible personal rewards and vice versa.

5.   **Correlation coefficient of ISE, proactive personality, self-esteem and self-efficacy with PE fit variables**

The relationship of person environment fit variables with institutional socialization experience, proactive personality, self-esteem, and self-efficacy are depicted in the Table 4.10. From the table it is clear that institutional socialization experience shows positive and moderate correlation with all the sub types of and over all PE fit and all these correlations are significant at 0.001 level. That means employees' perception of congruence with their job, organization, working group, and supervisor are significantly related to their adjustment process in to the organizational setting. When individuals feel a match between them and their work environment, they may feel easy to adapt with their organization. Institutional socialization is a process by which new members adapt properly from the status of an 'outsider' to one of an effective member of the organization. Institutional tactics of socialization provides newcomers with a supportive environment and therefore positively influence their perceptions of job fit (Riordan, Weatherly, Vandenberg & Self, 2001). Ozdemir and Ergun (2015) had explained PE fit as a mediating factor in the relationship between organizational socialization and organizational citizenship behavior. Proactive personality displays positive and significant relationship with PJ fit, PO fit, PG fit, PS fit, and overall PE fit which implies that proactive people also perceives better fit with their job, organization, group and supervisor. Employees

engaging in proactive behaviors at work exhibits better fit with their work environment as they have a tendency to explore their environment for new opportunities, they may actively involve in change processes both in the individual and in environment, and also they will take initiative in improving or creating existing circumstances.

Table 4.10

Correlation of ISE, proactive personality, self-esteem and self-efficacy with PE fit variables

Variables	**PJF**	**POF**	**PGF**	**PSF**	**PEF**
ISE	0.388***	0.433***	0.455***	0.432***	0.454***
Proactive personality	0.480***	0.476***	0.472***	0.436***	0.495***
Self-esteem	0.303***	0.346***	0.372***	0.368***	0.369***
Self-efficacy	0.421***	0.442***	0.457***	0.437***	0.467***

***p>0.001

Self-esteem also exhibits positive and significant correlation with PE fit and all its sub types, which indicates that people having high self-esteem also perceives their environment as matching or congruent with their values, goals, and personality. It can be explained that when individual's needs are satisfying by the job or work environment, and his/her skills and abilities are in compatible with what is demanding by their organization or supervisor may paves way for experiencing a good and worthy self and vice versa. Saks and Ashforth (1997) identified a positive relationship between self-esteem and PJ fit. Korman (1970) also suggested a positive correlation between self-esteem and fit perceptions. In contradiction to these findings, Rosman and Burke (1980) opined that self-esteem was not related to the degree of fit between one's perceived self and job.

The variable self-efficacy also shows significant correlation with all the variables of PE fit which denotes that having good perceptions regarding one's own abilities and capacities in the attainment of one's goals is associated with perceiving good fit between oneself and his/her job, organization, coworkers, and supervisors.

This finding is supported by Peng and Mao (2005) who recognized a positive relationship between self-efficacy and PJ fit and Gruman, Saks and Zweig (2006) who explained a positive relationship between job specific self-efficacy and PO fit.

6.   Correlation between variables of PSM and PE fit

Table 4.11 proves that all the dimensions of Public service motivation are significantly correlated with PJ fit, PO fit, PG fit, PS fit and overall PE fit. Person job fit shows significant relationship with all the dimensions of PSM which indicates that persons showing more attraction towards the policy making for public, more committed to the public interests, highly compassionate towards public affairs, and those who are ready for spending their time for public welfare are experiencing good fit with their job. Such intrinsically motivated people to serve the public may perceive their personal values and goals are matching well with the requirements of a government profession like policing and also may feel like that their needs are satisfying by their occupation and they are well equipped to meet the demands of their job. The relationship between person organization fit and public service motivation variables can be explained as an employee's perception of the congruence with one's organization is related to his/her own level of interest and motivation in the development or modification of policies for the general good of society or nation, and also to the willingness in helping the public for tangible rewards. Bright (2007) also established a positive relationship among public service motivation and PO fit.

Table 4.11

Correlation matrix of PSM and PEF variables

Variables	PJF	POF	PGF	PSF	PEF
APM	0.278***	0.305***	0.306***	0.294***	0.314***
Commitment	0.184***	0.226***	0.254***	0.230***	0.238***
Compassion	0.281***	0.305***	0.303***	0.273***	0.309***
Self-sacrifice	0.332***	0.398***	0.368***	0.360***	0.388***
PSM	0.335***	0.386**	0.386***	0.363***	0.391***

***p>0.001

The perceived person group fit also shows positive and significant correlation with all the dimensions of public service motivation which implies that one's attraction to the public policy making processes, level of commitment towards public interests, compassion, and self-sacrifice along with overall public service motivation are related to how well he/she may experience a fit with their working group or team and vice versa. Person supervisor fit – the congruence with one's supervisor is positively correlated with an individual's intrinsic motivation to serve and help the public. That means the perceived similarity and match between one's own personal attributes and one's supervisor's qualities are associated with individuals' willingness to work for the good of his/her society in particular and for the whole in general. Further, the perception of overall fit in to one's working environment also displays positive and significant correlation with public service motivation variables. This may be explained that person's level of motivation to serve the public is positively related to his/her direct person environment fit.

7.   Correlation between personality factors and PE fit variables

The relationship of personality factors with fit variables are depicted in the Table 4.12. All five factors of personality are correlated significantly with all types of person environment fit. All the factors except neuroticism show positive correlation with fit variables, but neuroticism exhibits a negative and very small correlation with all the fit variables. Organizational researchers argue that the concept of personality has some significance for organizations as personality results in predictable patterns of behavior at work. Most organizations have their own cultures and accepted patterns of behavior. So personality differences point out that some people are likely to fit into a culture better than others. In addition, jobs also differ in terms of the personal characteristics they require and so an individual's personality could have an impact on his/her suitability for certain roles.

The factor Extraversion is positively correlated to person job fit, person organization fit, person group fit, person supervisor fit, and overall person environment fit. That means extraverted people who entered into a police force may have a tendency to perceive their work environment as congruent with their own personal attributes like their values, goals, personality, abilities, skills, etc.. They

may feel it is very easy to get into their job as their sociable and outgoing nature helps to easily interact with others in the job and also with the public who is considering as the valuable customers of police departments. Further, they may feel free to develop good relationships with their fellow workers and superior officers and it also leads them to make better fit.

Table 4.12

Correlation among Personality factors and Person environment fit variables

Variables	PJF	POF	PGF	PSF	PEF
Extraversion	0.257***	0.246***	0.235***	0.253***	0.263***
Agreeableness	0.249***	0.250***	0.278***	0.255***	0.274***
Conscientiousness	0.345***	0.349***	0.385***	0.365***	0.384***
Neuroticism	-0.144***	-0.137***	-0.154***	-0.156***	-0.157**
Openness	0.347***	0.361**	0.367***	0.333***	0.374***

***p>0.001

The factor Agreeableness also shows significant positive correlation with all the fit variables including overall fit which indicates that agreeable persons feel better fit with their police departments. This may be because of their flexible, trustworthy, and cooperative nature which makes them acceptable by everyone and also because of their high tolerance to the stress-prone police culture. The conscientiousness trait also exhibits positive correlation with all the sub types person environment fit which implies the importance of self-restrained and persistent nature of law enforcement officers in perceiving their job, organization, group and superiors as matching with themselves. Being conscientious is associated with many facets like hardworking, well-organized, and dependable, and they are well motivated towards the attainment of their goals. Such people may feel very easy to get adaptable with a strict hierarchical and power ruling organization were the accountability is very high. Openness to experience also shows positive correlation with PJ fit, PO fit, PG fit, PS fit, and PE fit. That means an individual's stable tendency to be open towards his/her life experiences such as being imaginative, creative, curious, and broadminded is associated with his/her perception of fit with his/her own occupation, institution, team and supervisors.

8. **Correlation coefficient of ISE, proactive personality, self-esteem and self-efficacy with personal effectiveness**

As shown in Table 4.13, all the sub dimensions of personal effectiveness exhibited positive and significant correlation with institutional socialization experience (ISE), proactive personality, self-esteem and self-efficacy. While considering the relationship between ISE and personal effectiveness variables, the overall personal effectiveness has got the highest coefficient alpha (0.600) and the sub variable personal focus has obtained the lowest value (0.460) among others. But all the six values were significant at 0.001 level and is an indicative of the chances of improving employees' effectiveness through the adoption of better and effective socialization tactics by the organization.

While moving to the proactive personality also, it can be seen that all the sub factors of personal effectiveness were secured positive and significant correlation with the proactive personality trait. Among this, the highest correlation (0.544) was with team effectiveness and the lowest was (0.432) with Relationships dimension of personal effectiveness. From this it can be assumed that proactive personality trait might be an antecedent of personal effectiveness among law enforcement officers. That means, the initiativeness and the tendency to make changes in the existing milieu may help the officers to improve themselves through personal growth and effective team building. Being proactive, they may bring positive and effective changes to themselves and to their surroundings. Other researchers also highlighted a positive linkage of proactive personality with overall performance and employee effectiveness (Chan, 2006; Lauring, Selmer & Kubovcikova, 2017).

Table 4.13

Correlation of ISE, proactive personality, self-esteem and self-efficacy with factors of Personal effectiveness

Variables	Personal focus	Personal growth	Team effectiveness	Relationships	Personal adaptability	Personal effectiveness
ISE	0.460***	0.544***	0.565***	0.557***	0.579***	0.600***
Proactive personality	0.526***	0.472***	0.544***	0.432***	0.484***	0.540***
Self-esteem	0.400***	0.529***	0.463***	0.457***	0.489***	0.517***
Self-efficacy	0.689***	0.712***	0.674***	0.636***	0.681***	0.746***

***$p > 0.001$

If we are looking into the correlation matrix of self-esteem with the variables of personal effectiveness, again personal effectiveness and all its sub dimensions showed positive relationship with self-esteem at 0.001 level which indicates that the level of self-worth and esteem of the employees' itself can influence their effectiveness in an organization. That means highly esteemed individuals may work hard to be effective in all their endeavors.

For self-efficacy also, the personal effectiveness and all its sub factors obtained positive, significant and comparatively high correlation values. Among the six correlations, the highest value (0.746) was with overall personal effectiveness and the lowest (0.636) was with the Relationships dimension. From this result, it is observed that self-efficacy beliefs – being confident enough on one's own abilities – may enhance one's effectiveness for no doubt.

9.   Correlation between PSM and personal effectiveness

While comparing the correlation matrix for the variables of public service motivation and personal effectiveness as demonstrated in Table 4.14, it was found that there exists significant positive relationship between the variables. All the 30 correlations were significant at 0.001 level and amongst the least score (0.300) was obtained between commitment to public interest and personal focus, and the top (0.637) was between overall PSM and personal effectiveness. Moreover, the second dimension of PSM (commitment to public interest) attained the lowest correlation with all the variables of personal effectiveness including the overall score in comparison with other three dimensions and overall PSM score.

Table 4.14

Correlation matrix of PSM and Personal Effectiveness variables

Variables	Personal focus	Personal growth	Team effectiveness	Relationships	Personal adaptability	Personal effectiveness
APM	0.427***	0.531***	0.493***	0.487***	0.512***	0.542***
Commitment	0.300***	0.437***	0.362***	0.456***	0.451***	0.447***
Compassion	0.432***	0.461***	0.413***	0.458***	0.481***	0.496***
Self-sacrifice	0.385***	0.511***	0.505***	0.489***	0.578***	0.549***
PSM	0.480***	0.607***	0.554***	0.593***	0.635***	0.637***

***p>0.001

The Table 4.14 reveals the fact that the variables PSM and personal effectiveness were positively correlated and an increase in one may leads to an increase in the other. Vandenabeele (2009) detected a direct relationship between PSM and performance among Flemish civil service employees. Naff and Crum (1999) also observed a positive association between public service motivation and self-reported individual performance ratings. Hence, it can be assumed that having high levels of public service motivation may ensure the effectiveness of police officers to some extent. Even though the correlation matrix is not talking about the cause-effect relationship among the variables, it can infer that the selection of highly motivated candidates to serve the public may helps to assure the effectiveness of police organizations as well as individual police officers. The compassionate officers with the public and those who are ready to sacrifice for the good of others will automatically prove themselves as effective officers while pursuing their duties and responsibilities.

10.   Correlation between personality factors and personal effectiveness

The correlation matrix of the factors of personality and personal effectiveness illustrated that there exist significant relationship between each variables (Table 4.15). Among the five factors of personality, Neuroticism showed a negative but significant correlation with the entire sub dimensions of personal effectiveness including the overall score and all the other four factors expressed significant positive relationship with personal effectiveness variables. Out of 30 total correlations, the highest value (0.527) was found between openness to experience and overall personal effectiveness; and the lowest correlation (-0.123) was existed between the neuroticism and personal focus dimension of personal effectiveness. Apart from these, in this correlation matrix, all the five factors of personality obtained the highest correlation coefficient for the total personal effectiveness than its sub variables. For the variables extraversion and openness to experience, the lowest value (0.339 and 0.460 respectively) was with the Relationships dimension of personal effectiveness and for all the other three factors, the lowest score was found to be with the dimension of personal focus.

Table 4.15

Correlation among Personality factors and Personal effectiveness variables

Variables	Personal focus	Personal growth	Team effectiveness	Relationships	Personal adaptability	Personal effectiveness
Extraversion	0.396***	0.406***	0.381***	0.339***	0.387***	0.419***
Agreeableness	0.321***	0.441***	0.390***	0.425***	0.427***	0.445***
Conscientiousness	0.448***	0.518***	0.455***	0.464***	0.502***	0.526***
Neuroticism	-0.123***	-0.196***	-0.213***	-0.198***	-0.235***	-0.216***
Openness	0.466***	0.511***	0.481***	0.460***	0.477***	0.527***

***p>0.001

Numerous studies were proposed that personality traits should have functional relationship with employees' effectiveness at work and their level of work engagement (Barrick Mount, 1991; Hurtz & Donovan, 2000; Hogan & Holland, 2003); and also with other important work behaviors including organizational citizenship behavior (Chiaburu, Oh, Berry, Li & Gardner, 2011), counterproductive work behavior (Berry, Ones & Sackett, 2007), turnover (Zimmerman, 2008), job satisfaction (Judge, Heller & Mount, 2002; Susan & Jayan, 2013), and job performance (Barrick & Mount, 1991; Zimmerman, Triana & Barrick, 2010). From these, it is clear that the personality pattern of an individual has an important role in the effectiveness of police officers. A number of researchers stressed the importance of personality assessment while recruiting candidates for police force.

11. Correlation between PE fit and personal effectiveness

In order to find out the nature and strength of the relationship between different forms of fit and personal effectiveness variables, the Pearson product moment correlation was carried out. The results depicted in Table 4.16 explained that all the 30 correlations were positive and significant at 0.001 level. The lowest value (0.369) was found to be among person job fit and Relationships dimension of personal effectiveness and the highest (0.519) was between person environment fit and personal effectiveness. Even though all the four forms of fit along with the overall fit perceptions vary in their lowest correlation coefficient (PJ fit with Relationships; PS fit with personal growth; and PO fit, PG fit, and PE fit with

personal focus), all of them expressed their highest correlation coefficient with the overall personal effectiveness.

Table 4.16

Correlation matrix of person environment fit and Personal effectiveness variables

Variables	Personal focus	Personal growth	Team effectiveness	Relationships	Personal adaptability	Personal effectiveness
PJF	0.387***	0.393***	0.426***	0.369***	0.436***	0.444***
POF	0.420***	0.447***	0.463***	0.421***	0.489***	0.495***
PGF	0.414***	0.440***	0.476***	0.437***	0.497***	0.502***
PSF	0.443***	0.434***	0.480***	0.455***	0.494***	0.510***
PEF	0.443***	0.456***	0.491***	0.448***	0.509***	0.519***

***$p > 0.001$

Risman, Erickson and Diefendroff (2016) also acknowledged a positive correlation between person organization fit and perceived effectiveness. From this, it can be assumed that the perceptions of better fit with one's working environment is an essential and most desirable component for ensuring the effectiveness among the law enforcement officers.

So in the light of present investigation, Pearson's coefficient of correlation proved that all the variables under study have significant correlation with one another either in positive or in negative direction in accordance with their nature of relationship. Therefore, the hypothesis has been fully confirmed and all the variables are ready to enter for the next step of analyses that means for multiple regression analyses.

SECTION 3: DETERMINES THE PREDICTABILITY OF CONTRIBUTING VARIABLES ON THE CRITERION VARIABLE (PE FIT)

This section deals with the predictability of the contributing variables on the criterion variables. That means, this part of the study explains how much a predictive variable can contribute to the criterion variable. Multiple regression analysis (step wise) was used to calculate the predictive capacity of each variable on the criteria. Here, the researcher is trying to determine the predictive power of the contributing factors of Person environment fit. So, the analyses were done under the following subsections;

1. Stepwise multiple regression analysis for different levels of PE fit/ Prediction of PE fit by its sub dimensions

2. Determining the predictive capacity of different correlates of PE fit

    a. Determining the predictive capacity of different correlates of PJ fit

    b. Determining the predictive capacity of different correlates of PO fit

    c. Determining the predictive capacity of different correlates of PG fit

    d. Determining the predictive capacity of different correlates of PS fit

    e. Determining the predictive capacity of different correlates of overall PE fit

3. Determining the predictive capacity of various contributors of PE fit

    a. Determining the predictive capacity of contributors of PJ fit

    b.   Determining the predictive capacity of contributors of PO fit

    c. Determining the predictive capacity of contributors of PG fit

    d. Determining the predictive capacity of contributors of PS fit

    e. Determining the predictive capacity of contributors of overall PE fit

1. Stepwise multiple regression analysis for different levels of PE fit/ Prediction of PE fit by its sub dimensions

Under this section, keeping different levels (dimensions) of PE fit as predicting variables (independent variables), the researcher tried to predict person environment fit perceptions of the law enforcement officers. Stepwise regression analysis was used to identify the relative importance of each fit dimension on the perception of overall PE fit among police officers. All the four dimensions of PE fit namely, PJ fit, PO fit, PG fit, and PS fit were found to be very important in predicting the overall PE fit perceptions. The result of this analysis can be considered as a supporting document for establishing the validity of the perceived person environment fit scale developed by the researcher. The summary of the multiple regression analysis was given in Table 4.17.

From Table 4.17, it is clear that the first variable entered in to the regression analysis was person organization fit (POF) as it is the most important dimension in determining the perception of fit among law enforcers. The obtained Value of 'R' (0.968) indicates that the strength of relationship between independent variable (PO fit) and dependent variable (PE fit) is 96.8% which is significant at 0.001 level (F = 10284.16 for 1, 699df). The R^2 value (0.936) suggests that 93.6% of the variance in PE fit was accounted by its sub dimension of PO fit and highlights PO fit's importance in the overall fit perception of the police officers. The partial regression coefficient ('b') was 3.687, which implies that every single unit of change in PO fit can predict 3.68 unit changes in overall PE fit.

Regression equation for this is PEF = 27.34+3.687(POF)

Table 4.17

Multiple regression analysis (stepwise) for different levels of PEF

Independent variable		Multiple regression (R)	F value for R	R square	SE for R	Partial regression coefficient 'b'	constant	Beta coefficient (β)
Person organization fit	POF	0.968	10284.16 (1,699)	0.936	15.15	3.687(POF)	27.34	0.968
Person supervisor fit	PSF	0.987	12962.83 (2,698)	0.974	9.73	2.480(POF) 1.355(PSF)	17.519	0.651 0.371
Person job fit	PJF	0.995	2316.578 (3,697)	0.990	5.993	1.529(POF) 1.379(PSF) 1.041(PJF)	4.372	0.401 0.378 0.275
Person group fit	PGF	1.000		1.000	0.000	1.000(POF) 1.000(PSF) 1.000(PJF) 1.000(PGF)	-1.610E-013	0.262 0.274 0.265 0.263

The second factor entered into the stepwise regression analysis was person supervisor fit (PSF); with the R value of 0.987 which is significant at 0.001 level (F=12962.83 for 2 and 698 df). The strength of the interaction between PO fit and PS fit put together to the overall PE fit is 98.7%. The value of R square (0.974) shows that PO fit and PS fit together predicts 97.4 % of variance in the overall person environment fit perception of the law enforcement officers. The partial regression coefficient ('b') value of these two variables to overall fit perception indicates that for every unit of change in PO fit and PS fit respectively, there will be 2.480 and 1.355 unit changes in overall PE fit in a positive direction. That means a unit of increment in officers' perception of PO fit and PS fit can bring 2.480 and 1.355 unit of increments respectively on their overall perception of fit.

The equation at this point will be: PEF = 17.519 + 2.48(POF) + 1.355(PSF)

The third variable entered in to the analysis was PJF (person job fit). The R value (0.995) significant at 0.001 level (F=2316.578 for 3, 697 df) shows that the strength of the relationship between the three independent variables put together to the dependent variable is 99.5% and the R square value (0.990) indicates that 99%

of variance in the overall fit perception can bring out by these three dimensions (PO fit, PS fit, and PG fit) of PE fit together. The proportion of contribution to the criterion variable (PE fit) by these predictive variables can be explained by the value of 'b'. That is for every unit of change in PO fit, PS fit, and PG fit respectively, there will be 1.529, 1.379, and 1.041 unit changes in PE fit and this relationship between the variables are in positive direction.

The equation at this step is: PEF = 4.372 + 1.529(POF) + 1.379 (PSF) + 1.041(PJF)

The last variable entered in to the regression analyses was PGF (person group fit). The R value for this variable (1.000) implies that the strength of the relationship between these four levels of PE fit (independent variables) put together to the overall PE fit (dependent variable) is 100%. This supports the argument that PE fit have four different levels namely, PO fit, PS fit, PJ fit, and PG fit. The R square value (1.000) also indicates that 100% of the variance in PE fit can be accounted by PO fit, PS fit, PJ fit, and PG fit together. That means these four variables of PE fit together can predict 100% of one's fit perceptions. The contribution of each variable to the overall fit can be clearly understood from the 'b' values such as there will be 1 unit of change in overall PE fit for every unit of change in any of the four levels of PE fit namely, PO fit, PS fit, PJ fit, and PG fit.

The equation at this stage will be: PEF = -1.610E-013 + 1.000(POF) + 1.000(PSF) + 1.000(PJF) + 1.000(PGF)

Thus from this analysis it can be concluded that the various levels of PE fit identified by the researcher are seems to be good indicators of assessing one's person environment fit perspective especially in law enforcement sector. That means, PE fit includes four different levels namely PO fit, PS fit, PJ fit, and PG fit. These four different types of fit together can be used as an indicator of one's overall person work environment fit.

2.   Determining the predictive capacity of different correlates of PE fit

This section has been done with a view to finding out different correlates of person environment fit. The multiple regression analysis is designed specifically to examine the relative contribution of each sub dimensions of the overall person environment fit perceptions of the law enforcement officers along with various levels of fit. Here different content dimensions of person environment fit were considered as predictive variables and person environment fit and its sub types (levels) were considered as criterion variables and thus have five different stepwise regression analyses in this section.

a.   Determining the predictive capacity of different correlates of PJ fit

In order to determine the predictive capacity of different correlates of person job fit, a multiple regression analysis (stepwise) was done by taking various content dimensions of fit namely; need-supplies fit, demand-abilities fit, personality congruence, value congruence, goal congruence, and complementary fit as independent variables and person job fit as dependent variables. Through this analysis the researcher tried to find out the maximum possible variance in person job fit that can be explained with the help of each of the predictive variables. The summary of this analysis is given in Table 4.18.

From Table 4.18, it is clear that the most important variable in the prediction of PJ fit is NSF (need-supplies fit). The R value (0.838) for this variable is significant at 0.001 level (F=1652.17 for 1, 699 df) which implies that the strength of the relationship between need supplies fit and person job fit is 83.8% at this stage. The R square value (0.703) expresses that 70.3% of variance in PJ fit can be contributed by the variable need-supplies fit alone. That means the extent to which a person's needs are getting satisfied through his job is a very good determinant of his level of person-job congruence. The partial regression coefficient ('b') shows that for a unit increase in need-supplies fit, there will be 0.755 unit increase in PJ fit.

The equation at this stage will be: PJF = 21.359 + 0.775 (NSF)

Table 4.18

Multiple Regression Analysis (Step wise) for the dimensions of PJ fit

Independent variable		Multiple regression (R)	F value for R	R square	SE for R	Partial regression coefficient 'b'	Constant	Beta coefficient (β)
Need Supplies Fit	NSF	0.838	1652.169 (1,699)	0.703	8.661	0.775(NSF)	21.359	0.838
Personality Congruence	PF	0.881	1211.452 (2.698)	0.776	7.518	0.483 (NSF) 0.399 (PF)	11.36	0.522 0.417
Goal congruence	GF	0.897	960.190 (3,697)	0.805	7.021	0.388 (NSF) 0.335 (PF) 0.383 (GF)	8.803	0.417 0.350 0.233
Complementary Fit	CF	0.907	810.965 (4,696)	0.23	6.691	0.339 (NSF) 0.356 (PF) 0.318 (GF) 0.301 (CF)	6.916	0.366 0.372 0.194 0.151
Demand Abilities Fit	DAF	0.912	692.208 (5,695)	0.833	6.510	0.289 (NSF) 0.290 (PF) 0.280 (GF) 0.357 (PCF) 0.295 (DAF)	6.842	0.313 0.302 0.170 0.129 0.173
Value congruence	VF	0.915	598.230 (6,694)	0.838	6.417	0.258 (NSF) 0.261 (PF) 0.224 (GF) 0.246 (CF) 0.297 (DAF) 0.155 (VF)	6.039	0.279 0.272 0.136 0.124 0.174 0.113

The second variable entered in the analysis, PF (personality congruence) with the R value 0.881 is significant at 0.001 level (F = 1211.45 for 2, 698 df) which indicates that the strength of the interaction between these two independent variables (need-supplies fit and personality congruence) put together to the dependent variable is 88.1%. The R square value (0.776) proves that the variance accounted by need-supplies fit and personality congruence together to PJ fit is 77.6%. That means, 77.6% of one's person job fit can be determined by the level of need satisfaction achieved by the person through his job and the amount of congruence between his /her job and the personality together. The contribution of these variables to the criterion variable is shown by the value of 'b'. That is, for every unit of change in

need-supplies fit and personality congruence, there will be 0.483 and 0.399 unit changes in PJ fit respectively. Hence, need-supplies fit and personality congruence are the two major correlates of experiencing high degree of fit with one's job.

The equation at this level will be: PJF = 11.36 + 0.483(NSF) + 0.399(PF).

The third significant variable in the analysis was GF (goal congruence) and the R value (0.897) is significant at 0.001 level (F = 960.19 for 3, 697 df). It point out that the strength of relationship between these three predictive variables together on the dependent variable is 89.7%. And the R square value (0.805) suggests that 80.5% of variance in PJ fit perception can be accounted by need-supplies fit, personality congruence and goal congruence together. The partial regression coefficients for these variables reveal that for every unit of change in need-supplies fit, personality congruence and goal congruence, there will be 0.388, 0.335 and 0.383 unit changes respectively in the same direction for PJ fit perceptions.

The equation at this point will be: PJF = 8.803 + 0.388 (NSF) + 0.335(PF) + 0.383(GF).

The fourth variable entered in the analysis is CF (complementary fit) and its R value (0.907) is significant at 0.001 level (F = 810.97 for 4, 696 df). Which means that strength of the interaction between the four independent variables put together to the dependent variable is 90.7%. The R square value (0.823) denotes that need-supplies fit, personality congruence, goal congruence and complementary fit together contribute 82.3% of the variance in PJ fit perceptions. The contribution these variables to the total PJ fit perceptions can be calculated from the 'b' values depicted in Table 4.18. That means for every unit of change in need-supplies fit, personality congruence, goal congruence and complementary fit, there will be 0.339, 0.356, 0.318, and 0.301 unit changes in overall person-job fit perceptions.

The equation at this stage will be: PJF = 6.916 + 0.339(NSF) + 0.356(PF) + 0.318(GF) + 0.301(CF).

Demand-abilities fit, the next variable entered in to the analysis (R = 0.912) is also found to be a significant (0.001 level) predictor of PJ fit perceptions (F =

692.21 for 5, 695 df). That means the strength of relationship between these five predictive variables put together to the criterion variable is 91.2%. And from the value of R square (0.833), it is clear that 83.3% of variance in the PJ fit perceptions can be determined by need-supplies fit, personality congruence, goal congruence, complementary fit and demand-abilities fit together. The partial regression coefficient designate that every unit of change in these five correlates of PJ fit namely – need supplies fit, personality congruence, goal congruence, complementary fit, and demand-abilities fit are together accountable for 0.289, 0.290, 0.280, 0.357 and 0.295 unit changes in an individual's feeling of congruence with his/her job respectively.

The equation will be: PJF = 6.842 + 0.289(NSF) + 0.290(PF) + 0.280(GF) + 0.357(CF) + 0.295(DAF).

The sixth contributing dimension of PJ fit perception is value congruence. The R value (0.915) significant at 0.001 level (F = 598.23 for 6, 694 df) shows that these six content dimensions of PJ fit perceptions together ensure 91.5% of strength to their relationship with overall PJ fit perceptions. And the R square value (0.838) indicates that 83.8% of variance in PJ fit perceptions can be predicted by these six dimensions together. The 'b' value shows the separate contribution of each dimension to the total PJ fit perception. That is for every unit of change in these variables namely need-supplies fit, personality congruence, goal congruence, complementary fit, demand-abilities fit and value congruence can contribute for 0.258, 0.261, 0.224, 0.246, 0.297 and 0.155 unit changes respectively in same direction in the overall perception of person job compatibility.

Here the equation will be: PJF = 6.039 + 0.258(NSF) + 0.261(PF) + 0.224(GF) + 0.246(CF) + 0.297(DAF) + 0.155(VF).

From this regression analysis, it is clear that all the six dimensions of person environment fit are proved to be valid contributors of person-job fit, which is a prominent type or level of overall person environment fit perception. Table 4.18 makes it clear that 83.8% of person job fit can be predicted by these six sub-dimensions together. That means one's perception of congruence with his/her job is

an indicator of how effectively the person's need are met by that particular job; the extent to which the person is able to perceive a match between himself and the personal attributes needed for that job; the level to which both the person's and job's objectives are matching; the degree to which both the person and the job can complement each other; the ability of the person to meet the challenges and demands put forth by the job; and finally the match between his values and the values that can be maintained through his job. Hence, all these can be considered as the most prominent correlates of PJ fit.

b.   Determining the predictive capacity of different correlates of PO fit

To verify the predictive power of various correlates of person organization fit, a multiple regression analysis (stepwise) was performed. The investigator was trying to uncover the maximum possible variance in person organization fit that can be predicted with the help of these six correlates which are initially identified as the content dimension of fit. The summary of this analysis is given in Table 4.19.

From Table 4.19, it is seen that here also the first variable entered in to the multiple regression analysis was NSF (need-supplies fit). The obtained R value (0.882) was significant at 0.001 level (F = 2460.39 for 1, 699 df). This indicates that the strength of relationship between need-supplies fit and person organization fit was about 88.2%. The R square value (0.779) shows that 77.9% of the variance in person organization fit was accounted by the component need-supplies fit. The partial regression coefficient (0.810) indicates that person organization fit perceptions changed 0.81 units for every unit of change in the sub-dimension need-supplies fit.

Regression equation for this will be: POF = 15.039 + 0.810(NSF).

The second factor entered into the stepwise regression analysis was personality congruence. The R value (0.931) was significant at 0.001 level (F = 2257.04 for 2, 698 df). That means the strength of the relationship between these two dimensions of fit together and PO fit is 93.1%. R square value (0.866) indicates that the components need-supplies fit and personality congruence together contributes for 86.6% of variance in the perception of person organization fit. The

'b' value of these two variables to overall PO fit perception depicts that the relationship between these variables are positive and there will be 0.494 and 0.432 unit changes in the value of PO fit in accordance with each single unit of change in these two components.

The equation at this stage will be: POF = 4.426(NSF) + 0.494(PF).

Table 4.19

Multiple Regression Analysis (Step wise) for the dimensions of PO fit (the dependent variable PO fit)

Independent Variable		Multiple Regression (R)	F-value for R	R Square	SE for R	Partial Regression Coefficient 'b'	Constant	Beta coefficient (β)
Need Supplies Fit	NSF	0.882	2460.388 (1,699)	0.779	7.413	0.810 (NSF)	15.039	0.882
Personality Congruence	PF	0.931	2257.04 (2.698)	0.866	5.771	0.494(NSF) 0.432 (PF)	4.426	0.538 0.454
Goal congruence	GF	0.951	2183.188 (3,697)	0.904	4.895	0.386 (NSF) 0.359 (PF) 0.434 (GF)	1.322	0.421 0.377 0.266
Value Congruence	VF	0.958	1965.43 (4,696)	0.919	4.504	0.331 (NSF) 0.311 (PF) 0.335 (GF) 0.264 (VF)	-0.156	0.360 0.328 0.205 0.195
Demand Abilities Fit	DAF	0.965	1857.529 (5, 695)	0.930	4.171	0.270 (NSF) 0.244 (PF) 0.284 (GF) 0.263 (VF) 0.316(DAF)	-0.530	0.294 0.256 0.174 0.194 0.187
Complementary Fit	CF	0.968	1731.707 (6,694)	0.937	3.958	0.251 (NSF) 0.269 (PF) 0.256 (GF) 0.251 (VF) 0.267(DAF) 0.190 (CF)	-1.593	0.273 0.283 0.157 0.185 0.158 0.096

In terms of contributing to the dependent variable, the third component entered in to the regression analysis was goal congruence. The R value (0.951) was

found to be significant at 0.001 level (F = 2183.19 for 3, 697 df). This value indicates that the three components together assure 95% of strength in their relationship with PO fit. R square value suggests that these three sub dimensions of fit together will contribute 90.4% variation in the criterion variable. The contribution of each dimension to the overall PO fit perceptions can clearly pick out from the 'b' values such that 0.386 (need-supplies fit), 0.359 (personality congruence), and 0.434 (goal congruence) respectively. That means there will be 0.386, 0.359, and 0.434 unit of changes in PO fit perceptions for every unit of change in need-supplies fit, personality congruence and goal congruence.

The equation for regression at this stage will be: POF = 1.322 + 0.386(NSF) + 0.359(PF) + 0.434(GF).

The next predicting factor among the correlates of PO fit perception is value congruence. The value of R (0.958) is significant at 0.001 level (F = 1965.43 for 4, 696 df) and is an indicative of the strength of relationship between PO fit perception and these four sub-dimensions together, that is 95.8%. The R square value (0.919) means that 91.9% variance in PO fit can be predicted by these four content dimensions together. And the individual contribution of each variable can be understood from the 'b' values which shows that for every unit of change in need-supplies fit, personality congruence, goal congruence and value congruence there will be 0.331, 0.311, 0.335, and 0.264 unit changes in total PO fit perceptions respectively.

Therefore the regression equation will be: POF = -0.156 + 0.331(NSF) + 0.311(PF) + 0.335(GF) + 0.264(VF).

The fifth contributing factor of PO fit is found to be demand-abilities fit and R value (0.965) point out the fact that the relationship between PO fit and these five correlates become stronger 96.5% at this stage. The R square value (0.93) predicts 93% of variance in PO fit that can be made by these five variables together. The partial regression coefficient indicates that for every unit change in need-supplies fit, personality congruence, goal congruence, value congruence and demand-abilities fit;

there will be 0.270, 0.244, 0.284, 0.263, and 0.316 unit changes in total PO fit perception.

So the equation at this level will be: POF = -0.53 + 0.27(NSF) + 0.244(PF) + 0.284(GF) + 0.263(VF) + 0.316(DAF).

The last contributing factor among the sub-dimensions to the overall PO fit is complementary fit and the R value (0.968) is found to be significant at 0.001 level (F = 1731.71 for 6, 694 df). This displays that the addition of complementary fit to the equation will improve the strength of relationship between PO fit and its sub-dimensions to 96.8%. The R square value is found to be 0.937. That means 93.7% of variance in overall PO fit perception can be accounted by these six variables together. The 'b' value as shown in Table 4.19 depicts that for every unit of change in these variables there will be 0.251, 0.269, 0.256, 0.251, 0.267, and 0.19 unit changes in PO fit.

Hence the equation for regression will be: POF = -1.593 + 0.251(NSF) + 0.269(PF) + 0.256(GF) + 0.251(VF) + 0.267(DAF) + 0.19(CF).

So from Table 4.19, it can be concluded that all the above mentioned sub-dimensions can considered as the correlates of PO fit as they together able to contribute around 93.7% of variance to the total PO fit perceptions.

c.   Determining the predictive capacity of different correlates of PG fit

To validate the predictability of person group fit by various content dimensions of fit, a multiple regression analysis (stepwise) was conducted and the summarized results were depicted in Table 4.20. As like in other two cases, here also the first variable entered in to the analysis was NSF (need-supplies fit). That means need-supplies fit is also a very important component of person group fit as like in person job and person orga nization fit. The R value (0.869) was significant at 0.001 level (F = 2164.91 for 1, 699 df), which shows that the strength of relationship between need-supplies fit and person group fit was about 86.9%. The R square value (0.756) indicates that 75.6% of variance in the perception of person group fit can be accounted by this single dimension alone. The obtained 'b' value (0.799) implies

that PG fit will change 0.799 units in the same direction for every unit of change in this first dimension need-supplies fit.

The equation for this will be: PGF = 15.338 + 0.799(NSF).

The second variable entered into the stepwise regression analysis was value congruence with an R value of 0.912, which is significant at 0.001 level (F = 1719.53 for 2, 698 df). That means value congruence along with need-supplies fit will make stronger their relationship with person group fit for about 91.2%. The R square value (0.831) makes it clear that 83.1% of variance in person group fit can be predicted by these variables. The partial regression coefficient is useful to understand the individual contribution of each one separately. Here the 'b' value shows that there will be 0.544 and 0.529 unit changes in the value of person group fit by these two correlates respectively.

The regression equation at this point will be: PGF = 7.785 + 0.544(NSF) + 0.529(VF).

The next variable entered into the analysis was personality congruence. Here the R value (0.932) indicates that the addition of personality congruence into the equation will enhance the strength of relationship among these correlates and person group fit into 93.2%. And the R square value (0.869) reveals that 86.9% of variance in person group fit can be accounted by the degree of need-supplies fit, value congruence and personality congruence experienced by the individual through his collaboration with his team at work. The partial regression coefficient values explain that for every unit of change in these three factors, there will be 0.385, 0.402, and 0.301 unit changes in the overall experience of person group fit.

The equation for this step will be: PGF = 2.207 + 0.385(NSF) + 0.402(VF) + 0.301(PF).

Table 4.20

Multiple Regression Analysis (Step wise) for the dimensions of PG fit

Independent Variable		Multiple Regression (R)	F-value for R	R Square	SE for R	Partial Regression Coefficient 'b'	Constant	Beta coefficient (β)
Need Supplies Fit	NSF	0.869	2164.906 (1,699)	0.756	7.795	0.799 (NSF)	15.338	0.869
Value congruence	VF	0.912	1719.533 (2,698)	0.831	6.485	0.544 (NSF) 0.529 (VF)	7.785	0.592 0.39
Personality congruence	PF	0.932	1544.042 (3,697)	0.869	5.714	0.385 (NSF) 0.402 (VF) 0.301 (PF)	2.207	0.419 0.297 0.316
Goal congruence	GF	0.945	1439.58 (4,696)	0.892	5.192	0.330 (NSF) 0.290 (VF) 0.267 (PF) 0.361 (GF)	0.559	0.359 0.214 0.281 0.221
Complementary Fit	CF	0.950	1295.178 (5,695)	0.903	4.926	0.295 (NSF) 0.275 (VF) 0.286 (PF) 0.317 (GF) 0.232 (CF)	-0.814	0.321 0.203 0.301 0.194 0.118
Demand Abilities Fit	DAF	0.953	1153.041 (6,694)	0.909	4.781	0.256 (NSF) 0.277 (VF) 0.235 (PF) 0.287 (GF) 0.198 (CF) 0.226 (PAF)	-0.880	0.279 0.204 0.247 0.176 0.100 0.134

The regression analysis clearly mentioning the point that unlike in the first two levels of fit (PJ fit & PO fit), the place of personality congruence moved from second to the third in the case of person group fit where as the value congruence acquired second position which was the last among the correlates of PJ fit and fourth in the prediction of PO fit. It shows that in the perception of congruence with one's work group, the match between one's own personal values and that of other members in the work group is more important than the perceived similarity between the personality traits of individual and their group members.

The fourth significant variable which predicts person group fit among the six dimensions of fit was goal congruence. The R value (0.945) which is significant at 0.001 level (F = 1439.58 for 4, 696 df) indicates that the strength of the relationship between person group fit and these four dimensions together is 94.5%. the R square value (0.892) depicts that these four correlates namely need-supplies fit, value congruence, personality congruence, and goal congruence together predicts 89.2% of the total variance in person group fit. The 'b' values help us to understand the unique contribution of each factor separately. Here, in correspondence with every single unit of change in these variables, there will be 0.330, 0.290, 0.267, and 0.361 unit changes in person group fit.

So the equation at this point will be: PGF = 0.559 + 0.330(NSF) + 0.290(VF) + 0.267(PF) + 0.365(GF).

The fifth important variable entered into the analysis was complementary fit, the perceived gap in the individual filled by other members of his work group. The R value (0.950) proves that the strength of the relationship between the independent and dependent variables increased by 95% at this stage. From the R square value (0.903) it is understood that 90.3% of person group fit perception can be predicted by these five correlates of fit. Among this, one unit of change in need-supplies fit is responsible for 0.295 unit changes in PG fit, value congruence is for 0.275 unit, personality congruence for 0.286 unit, 0.317 unit is by goal congruence, and complementary fit is accountable for 0.232 unit changes in the perception of person group fit.

The equation is PGF = -0.814 + 0.295(NSF) + 0.275(VF) + 0.286(PF) + 0.317(GF) + 0.232(CF).

The last one among these six dimensions entered into the regression analysis was demand-abilities fit. The R value (0.953) is significant at 0.001 level (F = 1153.04 for 6, 694 df), which shows that the strength of relationship between the dependent variable person group fit and the independent variables are 95.3%. The value of R square was 0.909 which implies that 90.9% of variance in the person group fit can be predicted by these six content dimensions together.

The equation will be: PGF = -0.880 + 0.256(NSF) + 0.277(VF) + 0.235(PF) + 0.287(GF) + 0.198(CF) + 0.226(DAF).

From this it is clear that every single unit of change in need-supplies fit, value congruence, personality congruence, goal congruence, complementary fit and demand-abilities fit can make 0.256, 0.277, 0.235, 0.287, 0.198, and 0.226 unit changes in person group fit perceptions. Thus, all these six dimensions can be considered as prominent correlates of person group fit.

d.   Determining the predictive capacity of different correlates of PS fit

To find out the predictive power of various sub-dimensions of fit on person supervisor fit, a stepwise multiple regression analysis was carried out. Obtained results were summarized in Table 4.21. From the table it is clear that need-supplies fit was the first independent variable that entered into the analysis. The R value (0.837), significant at 0.001 level (F = 1636.32 for 1, 699 df), shows the strength of relationship between need-supplies fit and person supervisor fit (83.7%) and the R square value (0.701) indicates th`e predictability of person supervisor fit by this dimension (70.1%). That means, how extensively a person's needs are satisfying through his relationship with his supervisor is a very strong indicator of his perceived congruence with that supervisor. From the partial regression coefficient it is clear that 0.802 unit changes in person supervisor fit can be accounted by every single unit of change in need-supplies fit.

The equation will be: PSF = 13.658 + 0.802(NSF).

The second important variable entered into the regression analysis was value congruence. That means the match between the personal value system of the employee and his supervisor is very important in determining the degree of congruence between person and his supervisor. The R value (0.883) reflects the strength of relationship between person supervisor fit and these two correlates is increased into 88.3%. The R square value (0.780) indicates that 78% of variance in the person supervisor fit can be accounted by need-supplies fit and value congruence

together. Single unit of change in need-supplies fit and value congruence can elicit 0.530 and 0.564 unit changes in person supervisor fit respectively.

The equation at this stage will be: PSF = 5.602 + 0.530(NSF) + 0.564(VF).

The next significant factor in predicting PS fit was demand-abilities fit – the compatibility between a person's knowledge, skills and abilities and the demands made by his supervisor. The R value (0.902) was found to be significant at 0.001 level (F = 1010.19 for 3, 697 df). That means need-supplies fit, value congruence and demand-abilities fit together increase 90.2% of strength in their relationship with PS fit. The R square value (0.813) indicates that these three variables together will contribute 81.3% of variance in person supervisor fit perceptions. The 'b' value denotes that for every single unit of change in need-supplies fit, value congruence, and demand-abilities fit there will be 0.360, 0.490, and 0.504 unit changes in person supervisor fit respectively.

The equation at this point will be: PSF = 2.496 + 0.360(NSF) + 0.490(VF) + 0.504(DAF).

The fourth important factor entered into the regression analysis was complementary fit. The addition of this variable to the equation increased the strength of the relationship between these correlates and PS fit up to 91.4%. The R square value was found to be 0.835, which shows that 83.5% of variance in person supervisor fit can be predicted by need-supplies fit, value congruence, demand-abilities fit and complementary fit together. The individual contribution of each variable can be identified from the 'b' value as need-supplies fit (0.334), value congruence (0.467), demand-abilities fit (0.433), and complementary fit (0.339). That means each unit of change in these dimensions will be accountable for respective unit of changes in total experience of person supervisor fit.

The equation will be: PSF = 1.027 + 0.334(NSF) + 0.467(VF) + 0.433(DAF) + 0.339(CF).

Table 4.21

Multiple Regression Analysis (Step wise) for the dimensions of PS fit

Independent Variable		Multiple Regression (R)	F-value for R	R Square	SE for R	Partial Regression Coefficient 'b'	Constant	Beta coefficient (β)
Need Supplies Fit	NSF	0.837	1636.324 (1,699)	0.701	9.001	0.802(NSF)	13.658	0.837
Value congruence	VF	0.883	1233.871 (2,698)	0.780	7.731	0.530(NSF) 0.564 (VF)	5.602	0.553 0.399
Demand Abilities Fit	DAF	0.902	1010.186 (3.697)	0.813	7.125	0.360(NSF) 0.490 (VF) 0.504(DAF)		0.375 0.346 0.285
Complementary Fit	CF	0.914	8.77.978 (4,696)	0.835	6.706	0.334 (NSF) 0.467 (VF) 0.433 (DAF) 0.339 (CF)	1.027	0.349 0.331 0.245 0.165
Personality congruence	PF	0.924	813.412 (5,695)	0.854	6.304	0.255 (NSF) 0.384 (VF) 0.256 (DAF) 0.395 (CF) 0.248 (PF)	-2.790	0.266 0.271 0.145 0.912 0.250
Goal congruence	GF	0.929	724.548 (6,694)	0.862	6.127	0.235 (NSF) 0.317 (VF) 0.210 (DAF) 0.366 (PCF) 0.235 (PF) 0.233 (GF)	-3.566	0.245 0.225 0.119 0.178 0.237 0.137

The next predicting variable of person supervisor fit was personality congruence - the perceived match between the personal attributes of the person and that of the supervisor. The R square value (0.854) proves that 85.4% of the total variance in PS fit can be predicted by these five independent variables together. the partial regression coefficient values reveal that person supervisor fit will change in the same direction about 0.255, 0.384, 0.256, 0.395 and 0.248 units in correspondence with each unit of change in need-supplies fit, value congruence, demand-abilities fit, complementary fit and personality congruence respectively.

The regression equation at this stage will be: PSF = -2.790 + 0.255(NSF) + 0.384(VF) + 0.256(DAF) + 0.395(CF) + 0.248(PF).

The last among the correlates of fit which predicted person supervisor fit was goal congruence - the perceived similarity between supervisor's goal and one's own personal objectives. The addition of this variable into the analysis increased their strength of relationship with PS fit into 92.9% which was significant at 0.001 level (F = 724.55 for 6, 694 df). The R square value was found to be 0.862. It means that 86.2% of variance in person supervisor fit can predict by these six variables together. From this it is clear that even though these six dimensions together are predicting a very prominent portion of PS fit (86.2%), there are some other unknown factors which may definitely determine the perception congruence between the person and his supervisor.

The regression equation at this point will be: PSF = -3.566 + 0.235(NSF) + 0.317(VF) + 0.210(DAF) + 0.366(CF) + 0.235(PF) + 0.233(GF).

e. **Determining the predictive capacity of different correlates of overall PE fit**

To validate the predictability of person environment fit by its sub-dimensions, a multiple regression analysis (stepwise) was carried out and the corresponding results were summarized in Table 4.22. Among the six dimensions of PE fit, the first variable entered in the analysis, NSF (need-supplies fit) implies that it is the most important variable in the prediction of PE fit. The R value (0.911) for this variable is significant at 0.001 level (F=3416.21 for 1, 699 df) and indicates that the strength of the relationship between need-supplies fit and PE fit is 91.1% at this stage. The value of R square (0.830) proves that 83% of variance in PE fit can be contributed by the variable need-supplies fit alone. That means when an individual can able to meet his needs through his job, he will experience congruence with his job. The partial regression coefficient ('b') shows that for a unit increase in need-supplies fit, there will be 3.186 unit increases in PE fit.

The equation for this will be: PEF = 65.394 + 3.186(NSF)

The second significant variable in the analysis is PF (personality congruence), with the R value 0.956 which is significant at 0.001 level (F=3747.462 for 2, 698 df). This proves that the strength of the interaction between two independent variables (need-supplies fit and personality congruence) put together to the dependent variable is 95.6%. The value of R square (0.915) predicts the variance accounted by need-supplies fit and personality congruence together to PE fit is to be 91.5%. The contribution of these variables to the criterion variable is shown by the value of 'b'. That is for every unit change in need-supplies fit and personality congruence, there will be 1.999 and 1.619 unit changes in PE fit respectively.

The equation at this point will be: PEF = 25.578 + 1.999(NSF) + 1.619(PF)

The third variable entered in the analysis is GF (goal congruence) and R value (0.978), significant at 0.001 level (F=5176.447 for 3, 697 df), indicates that the strength of the relationship between these three predictive variables together on the criterion variable is 97.8%. The value of R square (0.957) explains that 95.7% of variance in PE fit can be predicted by need-supplies fit, personality congruence, and goal congruence together. The 'b' value for these variables indicates that for every unit of change in NSF, PF, and GF, there will be 1.567, 1.326, and 1.751 unit changes in PE fit perceptions respectively in the same direction.

The equation at this stage will be: PEF = 13.069 + 1.567(NSF) + 1.326(PF) + 1.751(GF)

Complementary fit is the fourth significant variable entered in the analysis with the R value 0.989 which is significant at 0.001 level (F= 7669.042 for 4, 696 df). That means the strength of the interaction between the four independent variables put together to the dependent variable is 98.9%. The R square value (0.978) implies that need-supplies fit, personality congruence, goal congruence, and complementary fit together contribute 97.8% of the variance in PE fit. The proportion of contribution of these variables to the PE fit is shown by the 'b' value, ie., for every unit change in NSF, PF, GF, and CF there will be 1.368, 1.409, 1.491, and 1.217 unit changes in overall PE fit perceptions.

Table 4.22

Multiple regression analysis (stepwise) for dimensions of PE fit

Independent variable		Multiple regression (R)	F value for R	R square	SE for R	Partial regression coefficient 'b'	Constant	Beta coefficient (β)
Need supplies fit	NSF	0.911	3416.21 (1,699)	0.830	24.75	3.186(NSF)	65.394	0.911
Personality congruence	PF	0.956	3747.462 (2,698)	0.915	17.54	1.999(NSF) 1.619(PF)	25.578	0.572 0.447
Goal congruence	GF	0.978	5176.447 (3,697)	0.957	12.46	1.567(NSF) 1.326(PF) 1.751(GF)	13.069	0.448 0.366 0.282
Complementary fit	CF	0.989	7669.042 (4,696)	0.978	8.96	1.368(NSF) 1.409(PF) 1.491(GF) 1.217(CF)	5.442	0.391 0.389 0.240 0.162
Value congruence	VF	0.996	17790.919 (5,695)	0.992	5.30	1.170(NSF) 1.226(PF) 1.132(GF) 1.151(CF) 0.992(VF)	0.291	0.335 0.338 0.182 0.153 0.192
Demand abilities fit	DAF	1.000		1.000	0.000	1.000(NSF) 1.000(PF) 1.000(GF) 1.000(CF) 1.000(VF) 1.000(DAF)	-1.330E-013	0.286 0.276 0.161 0.133 0.194 0.155

The equation will be: PEF = 5.442 + 1.368(NSF) + 1.409(PF) + 1.491(GF) + 1.217(CF)

The fifth variable entered into the analysis is VF (value congruence). The R value (0.996) is found to be significant at 0.001 level (F=17790.919 for 5, 695 df) which shows that the strength of the relationship between the predictive variables put together to the dependent variable is 99.6%. And the value of R square (0.992) indicates that 99.2% of the variance in PE fit can be accounted by need-supplies fit, personality congruence, goal congruence, complementary fit, and value congruence together. The 'b' value makes it clear that every unit of change in these five sub

dimensions of PE fit namely; need-supplies fit, personality congruence, goal congruence, complementary fit, and value congruence are together accounted for 1.170, 1.226, 1.132, 1.151, and 0.992 unit changes in one's PE fit perceptions respectively.

The equation of regression at this stage will be: PEF = 0.291 + 1.170(NSF) + 1.226(PF) + 1.132(GF) + 1.151(CF) + 0.992(VF)

The next contributing factor of PE fit perceptions is DAF (demand-abilities fit). The R value (1.000) significant at 0.001 level indicates that these six sub dimensions of PE fit put together 100% of strength to their relationship with PE fit perceptions. The R square value (1.000) also proves that 100% of PE fit can be predicted by these six variables together. The contribution of each variable to this prediction can be understood from the 'b' value, which shows that for every unit of change in any one of these variables can account for one unit of change at same direction in the overall PE fit.

The equation at this point will be: PEF = -1.330E-013 + 1.000(NSF) + 1.000(PF) + 1.000(GF) + 1.000(CF) + 1.000(VF) + 1.000(DAF)

Thus, from these regression analyses (Table 4.18 to 5.22) it is clear that the sub-dimensions of fit were predicting each level of fit in a different way. Their capacity in predicting each level was different in respective of their contributing value to the criterion variable. In all the five cases (PJ fit, PO fit, PG fit, PS fit, and PE fit) need-supplies fit lies in the first in predicting the degree of fit. It shows the importance of perceived need-satisfaction from one's work environment in determining various levels of fit. While considering personality congruence, it can be seen that even though it holds second place in PJ fit, PO fit and PE fit, its position moved to third in the case of PG fit and fifth in determining the level of PS fit. The importance of value congruence in response to the contribution towards various levels of fit was found to be increasing in the cases of relational fit dimensions in comparison to the rational fit dimensions. The dimension goal congruence secured third position in predicting all levels of fit except person supervisor fit (sixth position). Likewise all the sub-dimensions of fit were contributing differently to

various levels of fit. Hence, it is important to consider each level of fit separately while discussing on the degree of fit at work.

3. Determining the predictive capacity of various contributors of PE fit

This section deals with various psychological factors which help to predict the degree of fit at work place. These factors namely, institutional socialization experience, proactive personality, self-esteem, self-efficacy, Big five personality factors and public service motivation were initially identified as the contributors of fit by the investigator through different processes like pilot study and reviewing of related literature. Here, through stepwise multiple regression, the researcher attempted to determine the predictive capacity of these variables on various levels of fit separately.

a. Determining the predictive capacity of contributors of PJ fit

Under this section, institutional socialization experience, proactive personality, self-esteem, self-efficacy, public service motivation variables and Big five personality factors were kept as independent (predicting) variables and person job fit was considered as the dependent (criterion) variable. Stepwise multiple regression was done to select the set of variables that best predict person job fit. Six variables were identified as contributors of PJ fit through this analysis. The summary of the results are depicted in Table 4.23.

From Table 4.23, it is seen that the first variable entered into the multiple regression analysis was proactive personality. The R value (0.480) was found to be significant at 0.001 level (F = 208.912 for 1, 699 df). That means the strength of relationship between person job fit and proactive personality was about 48%. The R square value (0.230) indicates that 23% of variance in person job fit can be predicted by proactive personality alone. The partial regression coefficient (1.152) shows that person job fit will change 1.152 units for every unit of change in the proactive personality.

The equation will be: PJF = 48.826 + 1.152 (PPI).

The second variable entered into the analysis was institutional socialization experience (ISE) – the subjective experience of an individual gained through different tactics and processes used to socialize the new comers to the organization. The R value (0.514), significant at 0.001 level (F = 125.057 for 2, 698 df), displays that strength of relationship of these two variables together with person job fit (51.4%). The value of R square was found to be 0.264. That means 26.4% of variance in the perception of PJ fit can be contributed by proactive personality and institutional socialization experience together. the partial regression coefficient value of these two independent variables to person job fit implies that the relationship between them are positive and there will be 0.917 and 0.498 unit changes in the value of PJ fit in accordance with every single unit of change in proactive personality and institutional socialization experience respectively.

The regression equation at this step will be: PJF = 35.038 + 0.917(PPI) + 0.498(ISE).

In the prediction of person job fit, the third variable entered into the regression analysis was self-efficacy, the belief about one's own capabilities and capacities. The R value was found to be 0.525, which is significant at 0.001 level (F = 88.465 for 3, 697 df). This shows that the addition of this third variable into the analysis increased the strength of their relationship with the criterion variable into 52.5%. The R square value (0.276) indicates that the variables proactive personality, institutional socialization experience, and self-efficacy beliefs together predict around 27.6% of variation in person job fit. The partial regression coefficient value highlights the contribution of each of these independent variables to the dependent variable. For every unit of change in proactive personality, institutional socialization experience, and self-efficacy there will be 0.755, 0.392 and 0.346 unit changes in person job fit respectively.

Table 4.23

Multiple Regression Analysis (Step wise) for Person Job fit as dependent variable (Criterion Variable)

Independent Variable		Multiple Regression (R)	F-value for R	R Square	SE for R	Partial Regression Coefficient 'b'	Constant	Beta coefficient (β)
Proactive personality	PPI	0.480	208.912 (1.699)	0.230	13.938	1.152 (PPI)	48.826	0.480
Institutional socialization experience	ISE	0.514	125.057 (2,698)	0.264	13.639	0.917 (PPI) 0.498 (ISE)	35.038	0.382 0.208
Self efficacy	SES	0.525	88.465 (3.697)	0.276	13.537	0.755 (PPI) 0.392 (ISE) 0.346 (SES)	33.411	0.314 0.164 0.146
Conscientiousness	Cons	0.530	67.942 (4,696)	0.281	13.500	0.752 (PPI) 0.287 (ISE) 0.295 (SES) 0.253 (Cons)	31.303	0.313 0.120 0.124 0.092
Commitment to public interest	PSM 2	0.536	56.156 (5,695)	0.288	13.444	0.723 (PPI) 0.397 (ISE) 0.322 (SES) 0.331(Cons) 0.658(PSM2)	32.087	0.301 0.166 0.136 0.121 0.108
Self sacrifice	PSM 4	0.543	48.376 (6,694)	0.295	13.386	0.680 (PPI) 0.359 (ISE) 0.287 (SES) 0.320 (Cons) 0.865(PSM2) 0.694(PSM4)	30.818	0.283 0.150 0.121 0.117 0.142 0.108

The equation at this point will be: PJF = 33.411 + 0.755(PPI) + (0.392(ISE) + 0.346(SES)

The fourth variable entered into the analysis in terms of contribution to the criterion variable was conscientiousness, the prominent factor of Big five personality which is highly related to the career success. The R value (0.530) is significant at 0.0012 level (F = 67.942 for 4, 696 df), which implies that the strength of relationship of these contributing factors with person job fit is increased about to 53% by the entry of conscientiousness into the equation. The R square value (0.281) indicates that around 28.1% of variance in PJ fit can be accounted by these four

predictors together. The individual contribution of each variable are clearly listed through 'b' value such as 0.752 (proactive personality), 0.287 (institutional socialization experience), 0.295 (self-efficacy), and 0.253 (conscientiousness) respectively. That means there will be 0.752, 0.287, 0.295 and 0.253 unit changes in PJ fit in accordance with each unit of change in proactive personality, institutional socialization experience, self-efficacy and conscientiousness.

The equation for this will be: PJF = 31.303 + 0.752(PPI) + 0.287(ISE) + 0.295(SES) + 0.253(Cons).

The next variable entered into the regression analysis was commitment to public interest (PSM2), the second dimension of public service motivation. The R value (0.536) shows that these five predictors together increased their strength of relationship with PJ fit into 53.6%. The R square value (0.288) suggests that about 28.8% of variance in person job fit can be contributed by these five variables together. The partial regression coefficient indicates that for every unit of change in proactive personality, institutional socialization experience, self-efficacy, conscientiousness and commitment to public interest; there will be 0.723, 0.397, 0.322, 0.331 and 0.658 unit changes in the perception of PJ fit.

Hence the equation at this stage will be: PJF = 32.08 + 0.723(PPI) + 0.397(ISE) + 0.322(SES) + 0.331(Cons) + 0.658(PSM2).

The last variable entered into the analysis was self-sacrifice, the fourth sub-dimension of public service motivation. The R value (0.543) is significant at 0.001 level (F = 48.376 for 6, 694 df), which implies that the total strength of the relationship between the criterion variable and the predictors increased into 54.3% at this stage. The R square value was found to be 0.295. it shows that 29.5% of variance in total PJ fit perceptions can be accounted by these six contributing factors together. The individual contributions of these variables can be explained by the value of 'b'. Every single unit of change in proactive personality, institutional socialization experience, self-efficacy, conscientiousness, commitment to public interest and self-sacrifice can account for 0.680, 0.359, 0.287, 0.320, 0.865 and 0.694 unit changes in the perception of person job fit respectively.

The equation at this point will be: PJF = 30.818 + 0.680(PPI) + 0.359(ISE) + 0.287(SES) + 0.320(Cons) + 0.865(PSM2) + 0.694(PSM4).

From Table 4.23, it is clear that even though the above mentioned factors were contributing 29.5% of variance in PJ fit, there will be some other important factors which can increase the level of fit with one's job that are yet to be identified. Any way it is shown that proactive personality trait, the socialization experience of the employee at work, the level of self-efficacy beliefs, the degree of conscientiousness, the commitment of the person towards public affairs and the willingness to sacrifice for others wellness are very important factors in determining one's compatibility to the police job.

b.   Determining the predictive capacity of contributors of PO fit

Under this section the same set of independent variables were considered as the predicting factors for PO fit perceptions. A multiple regression analysis (stepwise) was carried out to determine the predictive capacity of each variable to the criterion variable. The results were summarized in Table 4.24. Here also, it can be seen that out of total 13 predictors six were found to be as predicting the PO fit perceptions. But in determining the level of PO fit, their position was changed in the equation in comparison with the PJ fit and also self-esteem was added and the personality factor conscientiousness was removed from the equation.

While considering Table 4.24, the first factor entered into the analysis was proactive personality. The R value (0.476) was found to be significant at 0.001level (F = 204.72 for 1,699 df). It shows that the relationship between proactive personality and person organization fit was about 47.6%. The R square value (0.227) explains that around 22.7% of variance in the criterion variable is accounted by the contribution of proactive personality. From the 'b' value it is clear that 1.134 unit changes in PO fit can be predicted by every single unit of change in proactive personality. That means a proactive employee may experience high compatibility with his organization along with his perception of PJ fit. From this it can be assumed that proactive individuals who are entering into the police force may seek active measures to get acquainted easily with the new environment and they may also try to

do something to gain control over the situation. Hence, they may feel comfortable and perceiving themselves as matching employees in terms of person job and person organization fit.

Table 4.24

Multiple Regression Analysis (Step wise) for Person organization fit as dependent variable

Independent Variable		Multiple Regression (R)	F-value for R	R Square	SE for R	Partial Regression Coefficient 'b'	Constant	Beta coefficient (β)
Proactive personality	PPI	0.476	204.723 (1,699)	0.227	13.861	1.134 (PPI)	46.127	0.476
Institutional Socialization experience	ISE	0.532	137.571 (2,698)	0.283	13.358	0.833 (PPI) 0.638 (ISE)	28.460	0.350 0.269
Self-sacrifice	PSM 4	0.550	100.730 (3,697)	0.302	13.182	0.743 (PPI) 0.480 (ISE) 1.067(PSM4)	25.296	0.312 0.202 0.167
Self efficacy	SES	0.559	78.879 (4,696)	0.312	13.102	0.608 (PPI) 0.405 (ISE) 0.934 (PSM4) 0.311 (SES	24.231	0.255 0.170 0.146 0.132
Commitment to public interest	PSM2	0.566	65.30 (5,695)	0.320	13.036	0.567 (PPI) 0.531 (ISE) 1.161 (PSM4) 0.340 (SES) 0.709 (PSM2)	25.189	0.238 0.223 0.182 0.145 0.117
Self esteem	RSES	0.572	56.356 (6,694)	0.328	12.970	0.590 (PPI) 0.449 (ISE) 1.114(PMS 4) 0.275 (SES) 0.905 (PSM2) 0.273 (RSES)	22.992	0.247 0.189 0.174 0.117 0.150 0.117

The equation at this stage will be: POF = 46.127 + 1.134(PPI).

The second variable entered into the analysis was institutional socialization experience. The R value (0.532) indicates that the strength of relationship between these two independent variables and PO fit was 53.2%. The R square value (0.283) makes it clear that the addition of second variable increased the predictive variance in person organization fit from 22.7% to 28.3%. That means 28.3% of variance in PO fit perceptions can be predicted by proactive personality and institutional socialization experience together. The partial regression coefficient value of these two independent variables to the dependent variable shows that the relationship between them are positive and there will be 0.833 and 0.638 unit changes in the value of person organization fit in accordance with each unit of change in proactive personality and institutional socialization experience.

The regression equation at this point will be: POF = 28.460 + 0.833(PPI) + 0.638(ISE).

From the Table 4.24, it is clear that as like in the prediction of PJ fit, here also the first two variables which are contributing highly to the PO fit were proactive personality and institutional socialization experience of the employees. Hence, it can be assumed that considering the degree of applicants' proactivity in the selection program as well as the adoption of better policies and tactics to socialize the new comers during the training programs are very essential components in determining the employees' level of person job and person organization fit.

The third variable entered into the analysis was self-sacrifice – one of the sub-dimensions of public service motivation. The R value (0.550) is found to be significant at 0.001 level (F = 100.73 for 3, 697 df). That means the strength of relationship between these independent variables and PO fit increased into 55% by the addition of this third variable into the equation. The R square value (0.302) proves that about 30.2% of variance in PO fit can be predicted by these three contributors together. The individual contributions of each variable can be picked out separately from the partial regression coefficient value. It shows that every single unit of change in proactive personality, institutional socialization experience,

and self-sacrifice is accountable for 0.743, 0.480, and 1.067 unit changes in PO fit perceptions.

The equation at this step will be: POF = 25.296 + 0.743(PPI) + 0.480(ISE) + 1.067(PSM4).

In comparison with PJ fit, in this case of PO fit prediction, self-sacrifice secured the third place in the stepwise regression analysis which was the last one in predicting the person job fit perceptions. From this it is clear that the willingness to sacrifice for others' well-being is more important in predicting the congruence with one's organization than with his/her job. Thus, it can be believed that in a public service organization like police department, employees' willingness to help others by sacrificing the self is very crucial in determining their fit with the organization.

The fourth variable entered into the analysis was self-efficacy. The R value (0.559) suggests that the strength of relationship between these four predicting variables and person organization fit was about 55.9%. The r square value (0.312) shows that around 31.2% of variance in PO fit can be predicted by proactive personality, institutional socialization experience, self-sacrifice, and self-efficacy beliefs together. The 'b' value of these four predicting variables proves that 0.608, 0.405, 0.934, and 0.311 unit changes in person organization fit can be accounted by each unit of change in proactive personality, institutional socialization experience, self-sacrifice, and self-efficacy respectively.

So the equation at this stage will be: POF = 24.231 + 0.608(PPI) + 0.405(ISE) + 0.934(PSM4) + 0.311(SES).

The next variable entered into the regression analysis was commitment to public interest, the second dimension of public service motivation. The R value (0.566) was found to be significant at 0.001 level, which indicates that the addition of the commitment to public interest as the fifth variable into the equation increased the strength of relationship between these five independent variables and person organization fit into 56.6%. The R square value (0.320) implies that about 32% of variance in person organization fit can be accounted by these five variables together.

The 'b' value of these independent variables are clearly mentioning the independent contributions of each variable like 0.567 (proactive personality), 0.531 (institutional socialization experience), 1.161 (self-sacrifice), 0.340 (self-efficacy), and 0.709 (commitment to public interest). That means for every single unit of change in proactive personality, institutional socialization, self-sacrifice, self-efficacy, and commitment to public interest; there will be 0.567, 0.531, 1.161, 0.340 and 0.709 unit changes in the perception of person organization fit respectively.

The regression equation at this point will be: POF = 25.189 + 0.567(PPI) + 0.531(ISE) + 1.161(PSM4) + 0.340(SES) + 0.709(PSM2).

The last variable entered into the analysis was self-esteem. The R value (0.572) is an indicator of the strength of relationship between the predictors and criterion variable and this relationship is found to be significant at 0.001 level (F = 56.356 for 6, 694 df). The obtained R square value at this stage was 0.328 which means that 32.8% of variance in PO fit can be contributed by proactive personality, institutional socialization experience, self-sacrifice, self-efficacy, commitment to public interest, and self-esteem together. The partial regression coefficient value of these six independent variables reveals that every single unit of change in these variables are responsible for 0.590, 0.449, 1.114, 0.275, 0.905, and 0.273 unit changes in PO fit perceptions respectively.

The equation will be: POF = 22.992 + 0.590(PPI) + 0.449(ISE) + 1.114(PSM4) + 0.275 (SES) + 0.905(PSM2) + 0.273(RSES).

Thus, the present analysis has clearly shown there are six independent variables which are contributing to the PO fit. All these variables were expressing a positive relationship with the criterion variable which means that an increase in any one of them may leads to improved fit perception with one's organization.

c.   Determining the predictive capacity of contributors of PG fit

To determine the predictive capacity of the above mentioned independent variables on person group fit, a multiple regression analysis (stepwise) was carried out. Here also six variables were found to be contributing towards person group fit.

But the difference lies in the order and the second dimension of public service motivation (commitment to public interest) was replaced by the first dimension, ie., attraction to policy making. The summary of the results were displayed in Table 4.25.

In the regression analysis, the first variable entered as the predictor was proactive personality. From the R value (0.472) it is clear that the relationship between proactive personality and person group fit was stronger about 47.2% and this relationship is significant at 0.001 level (F = 200.34 for 1, 699 df). The R square value was found to be 0.223. That means, proactive personality trait of a person can determine around 22.3% of variance in his/her perception of fit with their work group. The partial regression coefficient value (1.126) sheds light on the independent contribution that can be made by each unit of change in the proactive personality. That means for every unit of change in this variable, there will be 1.126 unit changes in person group fit towards same direction.

The regression equation at this stage will be: PGF = 45.747 + 1.126(PPI).

In this case also the second variable entered into the analysis was institutional socialization experience. The value of R (0.541) is significant at 0.001 level (F = 144.436 for 2, 698 df), which means that the strength of relationship between person group fit and these two independent variables increased into 54.1% by the addition of the second variable into the regression analysis. The R square value (0.293) suggests that about 29.3% of variation in person group fit can be produced by proactive personality and institutional socialization experience together. the 'b' value of these two independent variables highlight the separate contribution of each variable into the criterion variable such as 0.789 unit by proactive personality trait and 0.713 unit changes by institutional socialization experience.

The third factor in the prediction of person group fit was self-efficacy – the belief about one's own skills and capabilities. The R square value (0.311) depicts that proactive personality, institutional socialization experience and self-efficacy put together can account for around 31.1% of variance in the perception of person group fit. The individual contribution of each variable can be understood from the partial

regression coefficient. That means for every single unit of change in proactive personality, institutional socialization experience, and self-efficacy; there will be 0.591, 0.583 and 0.423 unit changes in the amount of person group fit.

Table 4.25

Multiple Regression Analysis (Step wise) Person group fit as dependent variable

Independent Variable		Multiple Regression (R)	F-value for R	R Square	SE for R	Partial Regression Coefficient 'b'	Constant	Beta coefficient (β)
Proactive personality	PPI	0.472	200.340 (1, 699)	0.223	13.910	1.126 (PPI)	45.747	0.472
Institutional socialization experience	ISE	0.541	144.436 (2, 698)	0.293	13.278	0.789 (PPI) 0.713 (ISE)	26.017	0.331 0.300
Self efficacy	SES	0.558	104.795 (3, 697)	0.311	13.117	0.591 (PPI) 0.583 (ISE) 0.423 (SES)	24.027	0.248 0.245 0.180
Self Esteem	RSES	0.565	81.639 (4, 696)	0.319	13.045	0.619 (PPI) 0.454 (ISE) 0.342 (SES) 0.272 (RSES)	21.286	0.260 0.191 0.145 0.177
Attraction to policy making	PSM1	0.569	66.593 (5, 695)	0.324	13.010	0.658 (PPI) 0.534 (ISE) 0.370 (SES) 0.293 (RSES) 0.672 (PSM 1)	23.648	0.276 0.225 0.157 0.126 0.089
Self sacrifice	PSM4	0.575	57.022 (6, 694)	0.330	12.959	0.634 (PPI) 0.498 (ISE) 0.343 (SES) 0.262 (RSES) 0.892 (PSM1) 0.644(PSM4)	23.115	0.266 0.209 0.145 0.112 0.118 0.101

The equation at this point will be: PGF = 26.017 + 0.789(PPI) + 0.713(ISE).

The regression equation at this step will be: PGF = 24.027 + 0.591(PPI) + 0.583(ISE) + 0.423(SES).

The next variable entered into the analysis was RSES (self-esteem). The R value was found to be 0.565, which is significant at 0.001 level (F = 81.639 for 4, 696 df). Hence, it is clearly shown that the addition of self-esteem into the equation

as fourth predictor for person group fit enhanced its strength of relationship with these independent variables into 56.5%. The R square value (0.319) makes it clear that 31.9% of variance in person group fit can be predicted by proactive personality, institutional socialization experience, self-efficacy, and self-esteem together.

The equation for regression at this stage will be: PGF = 21.286 + 0.619(PPI) + 0.454(ISE) + 0.342(SES) + 0.272(RSES).

The fifth one entered into the regression analysis was attraction to policy making – the first dimension of public service motivation. Here the R value (0.569) denotes that the strength of relationship between these predictors and criterion variable was about 56.9%. The R square value (0.324) implies that the addition of attraction to policy making into the equation improved the predictability of person group fit into 32.4% at this stage. From the 'b' value, it is assumed that every single unit of change in proactive personality, institutional socialization experience, self-efficacy, self-esteem, and attraction to policy making can exert 0.658, 0.534, 0.370, 0.293, and 0.672 unit changes in the same direction on person group fit.

The equation will be: PGF = 23.648 + 0.658(PPI) + 0.534(ISE) + 0.370(SES) + 0.293(RSES) + 0.672(PSM1).

The final variable entered into the analysis was self-sacrifice, the fourth sub-dimension of public service motivation. The R value was found to be 0.575 which indicates that the strength of relationship between these predictors and criterion variable at this stage was about 57.5%. The R square value (0.330) proves that around 33% of variance in person group fit can be predicted by these six independent variables together. The individual contribution of each variable can be detected from the 'b' value. There will be 0.634, 0.498, 0.343, 0.262, 0.892 and 0.644 unit changes the person group fit along with every single unit of change in proactive personality, institutional socialization experience, self-efficacy, self-esteem, attraction to policy making and self-sacrifice respectively.

The equation for regression will be: PGF = 23.115 + 0.634(PPI) + 0.498(ISE) + 0.343(SES) + 0.262(RSES) + 0.892(PSM1) + 0.644(PSM4).

Thus, from Table 4.25 it is clear that proactive personality, institutional socialization experience, self-efficacy beliefs, self-esteem, attraction to public policy making and self-sacrifice are proved to be the contributors of person group fit perceptions of law enforcement officers.

d.   Determining the predictive capacity of contributors of PS fit

To identify the predictive capacity of certain selected independent variables like proactive personality, institutional socialization experience, self-esteem, self-efficacy, public service motivation variables and Big five factors of personality on the person supervisor fit; a stepwise multiple regression analysis was carried out. The obtained results were summarized in Table 4.26. From the results it is observed that among these 13 variables only six were found to be predicting to the person supervisor fit.

The first variable among them was self-efficacy. The R value was found to be 0.437 which is significant at 0.001 level. That means the relationship between self-efficacy and person supervisor fit was stronger about 43.7%. The R square value (0.191) implies that about 19.1% of variance in person supervisor fit can be contributed by self-efficacy alone. From the 'b' value it is clear that every unit of change in self-efficacy can predict 1.074 unit changes in person supervisor fit.

The equation at this stage will be: PSF = 46.469 + 1.074(SES).

In comparison with other types of fit, in person supervisor fit self-efficacy became the most important variable in terms of its predictive power., where as in all other three types like person job fit, person organization fit, and person group fit; the position of self-efficacy in the prediction of fit was third or fourth. From this it is clear that one's belief about his own capabilities is more important in determining his level of congruence with his supervisor than other forms of fit.

The second important variable in the prediction of PS fit was institutional socialization experience – the same factor as like in the other three levels of fit. Here the R value (0.498) suggests that the strength of relationship between these two independent variables and person supervisor fit was about 49.8%. The R square

value (0.248) explains that about 24.8% of variance in the criterion variable can put by self-efficacy and institutional socialization experience together. The partial regression coefficient proves that there will be 0.714 and 0.697 unit changes in person supervisor fit perceptions in accordance with one unit of change in self-efficacy and institutional socialization experience.

Table 4.26

Multiple Regression Analysis (Step wise) Person supervisor fit as dependent variable

Independent Variable		Multiple Regression (R)	F-value for R	R Square	SE for R	Partial Regression Coefficient 'b'	Constant	Beta coefficient (β)
Self Efficiency	SES	0.437	164.718 (1, 699)	0.191	14.801	1.074(SES)	46.469	0.437
Institutional socialization experience	ISE	0.498	115.260 (2, 698)	0.248	14.276	0.714(SES) 0.697 (ISE)	28.140	0.290 0.281
Proactive personality	PPI	0.525	88.323 (3, 697)	0.275	14.025	0.455(SES) 0.584 (ISE) 0.529 (PPI)	23.634	0.185 0.26 0.213
Self Esteem	RSES	0.535	69.750 (4, 696)	0.286	13.931	0.360(SES) 0.433 (ISE) 0.562 (PPI) 0.318(RSES)	20.427	0.147 0.175 0.226 0.131
Commitment to public interest	PSM2	0.541	57.435 (5, 695)	0.292	13.880	0.380 (SES) 0.539 (ISE) 0.543 (PPI) 0.394(RSES) 0.654(PSM2)	21.091	0.155 0.217 0.28 0.163 0.104
Self Sacrifice	PSM 4	0.549	49.869 (6, 694)	0.301	13.803	0.343 (SES) 0.498 (ISE) 0.491 (PPI) 0.374(RSES) 0.886(PSM2) 0.802(PSM4)	19.700	0.139 0.201 0.197 0.154 0.141 0.120

The equation will be: PSF = 28.140 + 0.714(SES) + 0.697(ISE).

The next significant variable entered into the analysis was proactive personality. This independent variable was moved from first to the third position in the prediction of supervisor fit in comparison to the other forms of fit like person

job, person organization, and person group fit where it occupies the first position. The R value of this variable (0.525) was found to be significant at 0.001 level. From this it is clear that the addition of this variable into the equation enhanced the strength of relationship between these predictors and person supervisor fit into 52.5%. The R square value (0.275) suggests that the contribution of these three independent variables put together into the criterion variable was about 27.5%.

The regression equation at this point will be: PSF = 23.634 + 0.455(SES) + 0.584(ISE) + 0.529(PPI).

The fourth important variable entered into the regression analysis was self-esteem. The R value (0.535) denotes the strength of relationship between these four independent variables and person supervisor fit. The R square was found to be 0.286. It shows that about 28.6% of variations in person supervisor fit can be accounted by self-efficacy beliefs, institutional socialization experience, proactive personality, and self-esteem together. The 'b' value of these four variables list out the individual contributions of each variable separately. That is, every single unit of change in self-efficacy, institutional socialization experience, proactive personality, and self-esteem are responsible for about 0.360, 0.433, 0.562 and 0.318 unit changes respectively in person supervisor fit perceptions.

The equation at this point will be: PSF = 20.427 + 0.360(SES) + 0.433(ISE) + 0.562(PPI) + 0.318(RSES).

The fifth one entered into the regression analysis was commitment to the public interest – the commitment of the person towards citizen welfare. The R square value (0.292) shows that the addition of the fifth variable into the equation improved the predictability to 29.2%. Each variable's contribution was clearly mentioned under the 'b' value column in Table 4.26. From this it is clear that PS fit will change 0.380, 0.539, 0.543, 0.394, and 0.654 units in the same direction in accordance with each single unit of change in self-efficacy, institutional socialization experience, proactive personality, self-esteem and commitment to public interest.

The regression equation for this will be: PSF = 21.091 + 0.380(SES) + 0.539(ISE) + 0.543(PPI) + 0.394(RSES) + 0.654(PSM2).

The last variable entered into the regression analysis in determining the contributors of PS fit was self-sacrifice – the fourth dimension of public service motivation. The R value (0.549) is significant at 0.001 level (F = 49.869 for 6,694 df). That means the strength of relationship between person supervisor fit and these six independent variables at this stage was about 54.9%. From the R square value (0.301) it is observed that 30.1% of variance in the perception of person supervisor fit can be accounted by self-efficacy, institutional socialization experience, proactive personality, self-esteem and the second and fourth sub dimensions of public service motivation together. The partial regression coefficient value indicates that there is a positive and significant relationship between these six variables and the criterion variable. This highlights that for every unit of increment in these six predictors, there will be 0.343, 0.498, 0.491, 0.374, 0.886 and 0.802 unit increments in total PS fit perceptions.

The equation will be: PSF = 19.700 + 0.343(SES) + 0.498(ISE) + 0.491(PPI) + 0.374(RSES) + 0.886(PSM2) + 0.802(PSM4).

e.   **Determining the predictive capacity of contributors of overall PE fit**

A stepwise multiple regression analysis was carried out to determine the predictive capacity of proactive personality, institutional socialization experience, self-efficacy, self-esteem, public service motivation and Big five personality factors on the overall person environment fit. Through the analysis it is found that out of these 13 variables seven factors were contributing to the perception of person environment fit. The summarized results were depicted in Table 4.27.

The first variable entered into the analysis was proactive personality. From the R value (0.495) it is understood that the strength of relationship between proactive personality and person environment fit was about 49.5%. The R square value (0.245) determines the predictability of proactive personality on person environment fit perceptions of the law enforcement officers. That means around

24.5% of variance in person environment fit can be predicted by proactive personality of the officers. From the 'b' value it is clear that there will be 4.496 unit changes in PE fit for every single unit of change in proactive personality.

The equation at this stage will be: PEF = 186.495 + 4.496(PPI).

The proactive personality is found to be an important contributor of all the forms of fit at work including overall work environment fit. It was the first predictor in four cases out of total five. That means proactive personality was the first predictor in regression analysis for person job, person organization, person group and person environment fit.

The second important variable entered into the regression analysis for PE fit was institutional socialization experience, the only variable which secured same position in all the four forms of fit along with overall person environment fit perceptions. The R value increased into 0.555 by denoting the strength of relationship between these two independent variables and person environment fit was increased up to 55.5%. The value of R square (0.308) implies that proactive personality and institutional socialization experience together can contribute around 30.8% of variance in person environment fit perceptions. The partial regression coefficient proves that there will be 3.282 and 2.572 unit changes in PE fit in accordance with each single unit of change in proactive personality and institutional socialization experience.

The regression equation at this point will be: PEF = 115.29 + 3.282(PPI) + 2.572(ISE).

The third variable entered into the analysis was self-efficacy. The R value (0.571) is significant at 0.001 level (F = 112.423 for 3, 697 df), which indicates that 57.1% of relationship exists between these independent variable and the dependent variable person environment fit. The R square value (0.326) shows that the total variance in person environment fit contributed by proactive personality, institutional socialization experience, and self-efficacy together was 32.6%. The partial regression coefficient value indicates that the criterion variable will change 2.52,

2.082 and 1.604 units for every single unit of change in proactive personality, institutional socialization experience, and self-efficacy respectively.

Table 4.27

Multiple Regression Analysis (Step wise) of person environment Fit as dependent variable

Independent Variable		Multiple Regression (R)	F-value for R	R Square	SE for R	Partial Regression Coefficient 'b'	Constant	Beta coefficient (β)
Proactive personality	PPI	0.495	227.116 (1.699)	0.245	52.171	4.496 (PPI)	186.495	0.495
Institutional socialization experience	ISE	0.555	155.424 (2,698)	0.308	49.986	3.282 (PPI) 2..572(ISE)	115.29	0.361 0.284
Self Efficacy	SES	0.571	112.423 (3,697)	0.326	49.368	2.53 (PPI) 2.082 (ISE) 1.604(SES)	107.749	0.279 0.23 0.179
Self sacrifice	PSM4	0.578	87.351 (4,696)	0.334	49.104	2.397 (PPI) 1.74 (ISE) 1.410(SES) 2.655(PSM4)	100.791	0.264 0.193 0.157 0.109
Attraction to policy making	PSM1	0.584	71.895 (5,695)	0.341	48.893	2.536 (PPI) 2.090 (ISE) 1.520 (SES) 3.356(PSM4) 3.208(PSM1)	111.230	0.279 0.231 0.169 0.138 0.111
Self-esteem	RSES	0.590	61.613 (6,694)	0.348	48.681	2.660 (PPI) 1.718 (ISE) 1.277 (SES) 3.026(PSM4) 3.415(PSM1) 0.927(RSES)	103.538	0.293 0.190 0.142 0.124 0.118 0.015
Commitment to public interest	PSM2	0.595	54.186 (7,693)	0.354	48.485	2.48 (PPI) 1.955 (ISE) 1.280 (SES) 3.512(PSM4) 2.166(PSM1) 1.72 (RSES) 2.676(PSM2)	100.880	0.273 0.26 0.143 0.144 0.075 0.132 0.116

Regression equation for this will be: PEF = 107.749 + 2.53(PPI) + 2.082(ISE) + 1.604(SES).

The next important variable entered into the regression analysis was self-sacrifice (PSM4). Multiple correlation (R) was 0.578. The strength of relationship between these four independent variables and PE fit was 57.8%. The R square value was found to be 0.334, which indicates that the addition of self-sacrifice into the equation enhanced the prediction power up to 33.4% at this stage.

The regression equation at this point will be: PEF = 100.791 + 2.397 (PPI) + 1.74 (ISE) + 1.410(SES) + 2.655(PSM4).

The fifth significant factor entered into the regression analysis was attraction to policy making – the first dimension of public service motivation. The R value (0.584) was found to be significant at 0.001 level (F = 71.895) for 5,695df). This shows that the strength of relationship is increased up to 58.4% when attraction to policy making was added to the equation in the prediction of person environment fit. The R square value (0.341) means that 34.1% of variance in person environment fit can be predicted by all these five independent variables together. The 'b' value indicates a positive relationship between these predictors and criterion variable. It is assumed that there will be a hike in the perception of employees' person environment fit in accordance with the increment in proactive personality, positive and better socialization experience at the institutions, high self-efficacy, higher degree of willingness to sacrifice the self for others, and employees' attraction towards policies and policy makers for the general well-being of the public.

The equation at this stage will be: PEF = 111.23 + 2.536(PPI) + 2.090(ISE) + 1.520(SES) + 3.356(PSM4) + 3.208(PSM1).

Another important variable which predicts person environment fit was self-esteem. The R value (0.590) makes it clear that the strength of relationship between the dependent and independent variables will be 59%. The R square was found to be 0.348. That is, all the six variables entered so far can predict 34.8% of variance in person environment fit. The partial regression coefficient explains that for every single unit of change in these six contributors there will be 2.660, 1.718, 1.277, 3.026, 3.415 and 0.927 unit changes in the perception of PE fit respectively.

The equation for regression will be: PEF = 103.538 + 2.660(PPI) + 1.718(ISE) + 1.277(SES) = 3.026(PSM4) + 3.415(PSM1) + 0.927(RSES).

The last variable in the prediction of person environment fit was commitment to the public interest – the second dimension of PSM. The obtained R value (0.595) was found to be significant at 0.001 level (F = 54.186 for 7,693 df), which indicates that there exists 59.5% of relationship between the predictors and the criterion variable. The R square value (0.354) shows that around 35.4% of variance in PE fit perceptions can be accounted by proactive personality, institutional socialization experience, self-efficacy, self-esteem and the first, second and fourth sub-dimension of public service motivation. The independent contribution of each variable can be analyzed from the 'b' value. That means, every single unit of change in these seven contributing factors were accountable for 2.48 (proactive personality), 1.955 (ISE), 1.280 (self-efficacy), 3.512(self-sacrifice), 2.166 (attraction to policy making), 1.720 (self-esteem), and (2.676 (commitment to public interest) unit changes in overall PE fit perceptions accordingly.

For this stage the regression equation will be: PEF = 100.880 + 2.48(PPI) + 1.955(ISE) + 1.280(SES) + 3.512(PSM4) + 2.166(PSM1) + 1.720(RSES) + 2.676(PSM2).

From this it is clear that as identified in the qualitative analysis for pilot study, these six variables namely proactive personality, institutional socialization experience, self-esteem, self-efficacy, public service motivation and personality factors were proved statistically as the psychological contributors of person work environment fit. In contradiction to the earlier results, Big five personality factors could not marked as significant predictors of fit except for person job fit. That too only conscientiousness was found to be predicting the variable in person job fit. In all the other forms of fit including overall PE fit, personality factors were eliminated during the process of stepwise multiple regression analysis. However all the other five variables were identified as significant predictors of person work environment fit.

SECTION 4: DETERMINING THE PREDICTIVE CAPACITY OF CONTRIBUTORS OF PERSONAL EFFECTIVENESS

This part of analysis has been done with a view to identify the predictability of so called contributors of person environment in determining the effectiveness of law enforcement officers. Law enforcement effectiveness is a wide spectrum comprised of officers' ability to focus on their personal as well as departmental objectives, their initiation in the growth and development of themselves and the community to which they extent their service, their talents in building good relationships both in and out of their organization, their morale and commitment in team works, and also their capability to get easily adaptable with the changing nature and challenging demands of their service. This analysis is designed to specifically examine the relative contribution of each of the contributor of person environment fit to the effectiveness of police officers through stepwise multiple regression analyses.

In this section the dependent variable comprises personal effectiveness (PE) and its dimensions and the independent variables include the six predictors of PE fit namely self-efficacy, proactive personality, institutional socialization experience, self-esteem, Big five personality factors and variables of public service motivation. For each dependent variable separate sections were allowed as follows;

a.   Multiple regression analysis: Personal focus as dependent variable

Here, the first dimension of personal effectiveness – personal focus was considered as the dependent variable. In this case the aim was to find out the predictability of independent variables in determining the ability of police officers to focus on their personal as well as departmental objectives with a view that personal focus disposition resembles well-founded self-confidence, optimism and resiliency along with the recognition of one's own emotions, abilities and limits. So, stepwise regression analysis is carried out to find out maximum possible variance in personal focus that can be explained with the help of each independent variable. The summary of results was published in Table 4.28.

The first variable entered into the analysis was self-efficacy (SES). From this it is clear that one's belief about one's own capacities and capabilities is the most important predictor of personal focus (PF). The multiple regression value (R) for this variable is 0.689 and the value is significant at 0.001 level (F = 632.484 for 1, 699 df), which signifies that the strength of the interaction between the dependent and independent variable is 68.9%. The value of R square (0.475) proves that around 47.5% of variance in personal focus can be contributed by the variable self-efficacy. The partial regression coefficient shows that for a unit increment in self-efficacy there will be 0.406 unit increment in personal focus.

The equation for this will be: PF = 5.654 + 0.406(SES).

So, it can be assumed that self-efficacy is an important factor in determining one's level of self-confidence, resiliency and optimism as it is the first predictor of personal focus. Hence, high degree of self-efficacy beliefs is very important for an effective police officer. So the measures taken by the police department to improve the self-efficacy of its officers will automatically ensure the presence of effective employees in the department.

The second most significant variable in the analysis was proactive personality with the R value of 0.703 – significant at 0.001 level (F = 340.27 for 2, 698 df). From this it is clear that the strength of the interaction between the two independent variables put together to the dependent variable is 70.3%. The value of R square (0.494) predicts the variance accounted by self-efficacy and proactive personality together to personal focus as 49.4%. The proportion of contribution to the dependent variable by these independent variables is shown by the value of 'b'. That means for every unit of change in self-efficacy and proactive personality, there will be 0.345 and 0.102 unit changes in personal focus respectively.

The equation at this point will be: PF = 4.212 + 0.345(SES) + 0.102(PPI).

The proactive personality trait reflects one's predisposition to take initiative for active change in the present scenario rather than passively accepting what is happening right now. Here, one's degree of proactivity can contribute highly to the personal focus dimension of one's own effectiveness. As proactivity increases

personal focus also increases and thereby there will be an increment in the level of effectiveness also.

Table 4.28

Multiple Regression Analysis (Step wise) Personal focus as dependent variable

Independent Variable		Multiple Regression (R)	F-value for R	R Square	SE for R	Partial Regression Coefficient 'b'	Constant	Beta coefficient (β)
Self efficacy	SES	0.689	632.484 (1.699)	0.475	2.854	0.406 (SES)	5.654	0.689
Proactive personality	PPI	0.703	340.27 (2,698)	0.494	2.805	0.345 (SES) 0.102 (PPI)	4.212	0.585 0.172
Compassion	PSM3	0.712	238.348 (3.697)	0.506	2.772	0.316 (SES) 0.092 (PPI) 0.235 (PSM3)	2.821	0.536 0.155 0.128
Conscientiousness	Cons	0.716	183.256 (4.696)	0.513	2.755	0.298 (SES) 0.087 (PPI) 0.181 (PSM3) 0.067 (Cons)	1.945	0.507 0.146 0.099 0.098
Openness to Experience	Open	0.720	125.016 (5.695)	0.518	2.741	0.295 (SES) 0.067 (PPI) 0.168 (PSM3) 0.076 (Cons) 0.056 (Open)	-0.679	0.500 0.113 0.092 0.112 0.073
Commitment to public interest	PSM2	0.723	108.426 (6,694)	0.523	2.733	0.298 (SES) 0.062 (PPI) 0.202 (PSM3) 0.092 (Cons) 0.068 (Open) 0.111 (PSM2)	-0.684	0.507 0.104 0.110 0.136 0.089 0.073
Attraction to policy making	PSM1	0.725	95.845 (7,693)	0.526	2.727	0.293(SES) 0.051(PPI) 0.194(PSM3) 0.093(Cons) 0.064(Open) 0.165(PSM2) 0.145(PSM1)	-1.171	0.498 0.086 0.106 0.137 0.083 0.109 0.077

The third factor which predicts personal focus was compassion – the third dimension of public service motivation. The R value (0.712) was significant at 0.001 level (F = 238.348 for 3, 697 df). The R square value (0.506) suggests that the three independent variables put together will contribute about 50.6% of variation in the personal focus. The partial regression coefficient gives an idea about the individual contribution of each of these variables separately. According to the 'b' value, for every unit change in self-efficacy, proactive personality and compassion; there will be 0.316, 0.092 and 0.235 unit changes in personal focus in the same direction.

The equation at this step will be: PF = 2.821 + 0.316(SES) + 0.092(PPI) + 0.235(PSM3).

Compassion motivates individual to help others as it is a part of sensitivity to the sufferings of others and a desire to help or at least see what one can do for others to alleviate their sufferings. As like the etymology of compassion prescribes co-suffering is the core of this feeling. So this component of public service motivation is very important in determining the level of effectiveness through its contribution towards personal focus.

The fourth important factor that entered into the regression analysis was conscientiousness – an important personality trait which highly related with efficient workers. The R value (0.716) suggests that the strength of relationship between these four independent variables with personal focus is 71.6% at this stage and is significant at 0.01 level. The R square value (0.513) denotes that these four independent variables together can contribute around 51.3% of variance in personal focus. The partial regression coefficient explains that for every unit of change in self-efficacy, proactive personality, compassion and conscientiousness; there will be 0.298, 0.087, 0.181, and 0.067 unit changes in personal focus respectively.

The regression equation at this step will be: PF = 1.945 + 0.298(SES) + 0.087(PPI) + 0.181(PSM3) + 0.067(Cons).

Conscientious individuals exhibit self-discipline as well as they will act dutifully, efficiently, carefully and systematically with deliberate plans. So in a

profession like policing where there is no predetermined structure for their job; conscientious individual can focus their concentration highly on their personal as well as departmental objectives because of their orderly and systematic nature of dutifulness.

The fifth significant factor in the prediction of personal focus was openness to experience – the fifth domain in the five factor model of personality comprising of six facets including active imagination, preference for variety, aesthetic sensitivity, intellectual curiosity, unconventionality and attentiveness to inner feelings. The R value (0.720) was found to be significant at 0.05 level (F = 125.016 for 5, 695 df). That means the strength of the interaction between the five variables put together to the dependent variable is 72%. The value of R square (0.518) explains the predictive power of these five contributors together such that 51.8% of variance in personal focus can be accounted by these five variables altogether. The proportion of individual contribution by these five variables to the personal focus is displayed under partial regression coefficient. At this stage 0.295, 0.067, 0.168, 0.076 and 0.056 unit increments will be there in accordance with each unit of increment in self-efficacy, proactive personality, compassion, conscientiousness and openness to experience respectively.

The equation at this point will be: PF = -0.679 + 0.295(SES) + 0.067(PPI) + 0.168(PSM3) + 0.076(Cons) + 0.056(Open).

A police officer with a high level of openness to experience will often enjoy an occupation like policing as he can venture beyond his comfort zone, can seek out new unconventional and unfamiliar experiences, can embrace different cultures and practices and they can more likely to grab the new opportunities comparatively in a well manner than routine kind of workers.

The next important variable entered into the analysis was commitment to public interest with the R value of 0.723. That shows that the strength of the interaction between these six independent variables put together to the dependent variable is 72.3%. The value of R square (0.523) implies that the variance accounted by self-efficacy, proactive personality, compassion, conscientiousness, openness to

experience, and commitment to public interest together for personal focus is 52.3%. From the 'b' value it is understood that for every unit of change in these six contributing factors, there will be 0.298, 0.062, 0.202, 0.092, 0.068 and 0.111 unit changes in personal focus respectively.

The equation for this regression will be: PF = -0.684 + 0.298(SES) + 0.062(PPI) + 0.202(PSM3) + 0.092(Cons) + 0.068(Open) + 0.111(PSM2).

An employee with high degree of commitment to public interest can always uphold the public interest over and above the personal interest and definitely ensure the effective, efficient, honest and economic usage of all government resources and powers of their service particularly by avoiding wastage of these resources and public funds. These kinds of employees will be an asset to the department as they may more steadily concentrate on positive outcomes and may strongly identify with the kind of work they are doing.

The last significant variable entered into the analysis was attraction to policy making- the first dimension of public service motivation. The R value (0.725) is significant at 0.05 level (F = 95.845 for 7, 693 df), which shows that the strength of relationship between these seven predicting variables all together with personal focus is 72.5%. The R square value (0.526) resembles the amount of prediction by these seven independent variables together. That means 52.6% of variance in personal focus can be accounted by these seven variables all together. The independent contribution of each variable is shown by 'b' value. ie., every unit of increment in self-efficacy, proactive personality, compassion, conscientiousness, openness to experience, commitment to public interest and attraction to policy making can account for 0.293, 0.051, 0.194, 0.064, 0.165 and 0.145 unit increments in the level of personal focus.

The equation for this will be: PF = -1.171 + 0.293(SES) + 0.051(PPI) + 0.194(PSM3) + 0.093(Cons) + 0.064(Open) + 0.165(PSM2) + 0.145(PSM1).

Attraction to policy making, being a rational dimension of public service motivation (Perry, 1996), is based highly on a calculative intellectual assessment of

situations and consequent actions. Hence, whether it is an Aristotelian (good-based) or Machiavellian (power-based) concern, these kind of employees maximizes their personal gain through their influence on policy makers and the active participation in the process of policy formulation by using their proximity to the policy makers either directly or indirectly. So along with other variables attraction to policy making is an important predictor of personal focus dimension of individual effectiveness.

b.   Multiple regression analysis: Personal growth as dependent variable

In this section of analysis, personal growth was considered as the dependent variable and the self-esteem, self-efficacy, proactive personality, institutional socialization experience, public service motivation variables and the Big five personality factors were taken as the independent variables in order to determine their predictive power on the criterion variable (personal growth). Stepwise multiple regression analysis was carried out to find out the maximum possible variance in personal growth that can be exerted by these independent variables. The summary of the multiple regression analysis is given in Table 4.29.

The first variable entered in the analysis was self-efficacy – the most important contributor of personal growth (PG). The R value for this variable is found to be 0.712 and is significant at 0.001 level (F = 719.397 for 1, 699 df). It signifies that the strength of the interaction between self-efficacy and personal growth is 71.2%. The R square value (0.507) denotes that 50.7% of variance in personal growth can be contributed by self-efficacy alone. The partial regression coefficient shows that for a unit increment in self-efficacy there will be 0.457 unit increment in personal growth.

The equation for this will be: PG = 9.042 + 0.457(SES).

Personal growth consisting of activities that improve one's awareness and identity, develop talents and potential, enhance quality of life and achieve one's dreams and aspirations. Self-efficacy beliefs enable the individual to understand the

present condition about one's own skills and capabilities and help to work more for personal growth and development.

Table 4.29

Multiple Regression Analysis (Step wise) for the Personal growth as dependent variable

Independent Variable		Multiple Regression (R)	F-value for R	R Square	SE for R	Partial Regression Coefficient 'b'	Constant	Beta coefficient (β)
Self efficacy	SES	0.712	719.397 (1,699)	0.507	3.017	0.457 (SES)	9.042	0.712
Self-esteem	RSES	0.744	433.111 (2,698)	0.554	2.873	0.382 (SES) 0.156 (RSES)	5.754	0.595 0.245
Attraction to policy making	PSM1	0.761	319.4 (3,697)	0.579	2.793	0.338 (SES) 0.124 (RSES) 0.389 (PSM1)	3.257	0.527 0.196 0.188
Compassion	PSM3	0.768	250.603 (4,696)	0.590	2.757	0.322 (SES) 0.109 (RSES) 0.288 (PSM1) 0.232 (PSM3)	2.853	0.501 0.172 0.140 0.133
Conscientiousness	Cons	0.771	203.945 (5,695)	0.595	2.744	0.311 (SES) 0.085 (RSES) 0.269 (PSM1) 0.216 (PSM3) 0.066 (Cons)	2.335	0.484 0.134 0.130 0.124 0.090

The second most significant variable in the analysis was self-esteem (RSES). The R value (0.744) indicates that the strength of interaction between these two independent variables together with personal growth is 74.4%. The value of R square (0.554) implies that 55.4% of variance in personal growth can be contributed by the variables self-efficacy and self-esteem together. The proportion of

contribution to the dependent variable by these independent variables is shown by the value of 'b'. ie., for every unit of change in self-efficacy and self-esteem there will be 0.382 and 0.156 unit changes in personal growth.

The equation at this point will be: PG = 5.754 + 0.382(SES) + 0.156(RSES).

The third important variable in the prediction of personal growth was attraction to policy making – the first dimension of public service motivation. The R value was 0.761, which is significant at 0.001 level (F = 319.4 for 3, 697 df). That means the strength of interaction between these three independent variables put together is 76.1%. The value of R square (0.579) predicts the variance accounted by self-efficacy, self-esteem and attraction to policy making together to personal growth, which is 57.9%. The individual contribution of these variables separately can be marked from the given 'b' value. It shows that for every unit of increment in self-efficacy, self-esteem and attraction to policy making; there will be 0.338, 0.124 and 0.389 unit increments in personal growth.

The equation for this will be: PG = 3.257 + 0.322(SES) + 0.124(RSES) + 0.389(PSM1).

Attraction to policy making denotes the motivation to improve decision making for the public welfare. As a way of life, thinking, feeling and acting for the benefit of self development and improvement; personal growth can be enhanced by their direct/indirect involvement in such kind of policy making activities because of their attraction towards politicians and policy makers.

The fourth important variable entered into the analysis was compassion – the third dimension of public service motivation. The R value (0.768) indicates the strength of interaction between these four independent variables put together into the dependent variable is 76.8%. The value of R square was found to be 0.590. That means around 59% of variance in personal growth can be predicted by self-efficacy, self-esteem, attraction to policy making and compassion together. The 'b' value explains that every unit of change in these four independent variables are

accountable for 0.322 (self-efficacy), 0.109 (self-esteem), 0.288 (attraction to policy making) and 0.232 (compassion) unit changes in personal growth.

The equation will be: PG = 2.853 + 0.322(SES) + 0.109(RSES) + 0.288(PSM1) + 0.232(PSM3).

The final factor in the contribution of personal growth was conscientiousness. The R value (0.771) is significant at 0.01 level (F = 203.945 for 5, 695 df). That means at this stage the strength of interaction between these five independent variables and the dependent variable is increased into 77.1%. The R square value (0.595) predicts that around 59.5% 0f variance in personal growth can be accounted by these five contributors together. From the value of 'b', it is clear that each unit of change in self-efficacy, self-esteem, attraction to policy making, compassion and conscientiousness can predict 0.311, 0.085, 0.269, 0.216 and 0.066 unit changes in personal growth in the same direction. That means an increase in any one of these can make a corresponding unit of increase in personal growth.

The equation for regression at this stage will be: PG = 2.335 + 0.311(SES) + 0.085(RSES) + 0.269(PSM1) + 0.216(PSM3) + 0.066(Cons).

Thus from Table 4.29, it is clear that among the selected independent variables, self-efficacy, self-esteem, first and third dimension of public service motivation and conscientiousness were identified as the predictors of personal growth – the second dimension of personal effectiveness. All together these five factors together can contribute 59.5% to the personal growth.

c.   Multiple regression analysis: team effectiveness as dependent variable

In this analysis, team effectiveness was considered as the dependent variable and self-efficacy, self-esteem, proactive personality, institutional socialization experience, public serve motivation variables and Big Five personality factors were taken as the independent variables. Team effectiveness resembles the employees' morale and commitment towards his work group and his/her ability to deal effectively with his team members through cohesion and involvement. A step wise regression analysis is carried out to pick out the predicting variables which can

contribute maximum possible variance in team effectiveness. The results were summarized in Table 4.30.

The first variable entered into the analysis was self-efficacy with an R value of 0.674, which is significant at 0.001level (F = 581.861 for 1, 699 df). It shows that in this case also as like in personal focus and personal growth, self-efficacy is the most important variable in the prediction of team effectiveness (TE). The R value signified the strength of the interaction between self-efficacy and team effectiveness as 67.4%. The value of R square (0.454) denotes that 45.4% of variance in team effectiveness can be predicted by the variable self-efficacy alone. The partial regression coefficient explains that every single unit of change in self-efficacy can produce 0.476 unit changes in team effectiveness.

The equation at this point will be: TE = 11.744 + 0.476(SES).

Self-efficacy is one's belief in one's own ability to succeed in specific situations or accomplish a task. One's sense of self-efficacy can play a major role in how a person may approach other members of his group. In a profession like policing everything is highly depended on team work. High self-efficacy beliefs of the employees can contribute well to the effective performance of this team.

The second most important factor entered into the analysis was institutional socialization experience (ISE). The R value (0.719) implies that the strength of relationship between these two independent variables and the dependent variable is 71.9%. The R square value (0.517) suggests that the amount of prediction that can be made to the dependent variable with the help of these two independent variables. That means around 51.7% of variance in team effectiveness can be explained by the contribution of self-efficacy and institutional socialization experience together. The 'b' value suggests that for every single unit of change in these two predictors there will be 0.368 and 0.209 unit changes in the team effectiveness.

The equation at this stage will be: TE = 6.232 + 0.368(SES) + 0.209(ISE).

Institutional socialization is the process of adopting various measures and techniques in order to familiarize the new comers into the organization. The

individuals' personal experience during this process, especially during training period in the police department enables them to get adjusted with the new environment and co-workers and thereby enhancing their performance at work. Along with their efficacy beliefs their experiences from this socialization process help them to have a better understanding about the nature of team work in police organizations and promote their effectiveness.

Table 4.30

Multiple Regression Analysis (Step wise) for Team effectiveness as dependent variable

Independent Variable		Multiple Regression (R)	F-value for R	R Square	SE for R	Partial Regression Coefficient 'b'	Constant	Beta coefficient (β)
Self efficacy	SES	0.674	581.861 (1,699)	0.454	3.492	0.476 (SES)	11.744	0.674
Institutional Socialization experience	ISE	0.719	374.045 (2,698)	0.517	3.287	0.368 (SES) 0.209 (ISE)	6.232	0.521 0.294
Self-sacrifice	PSM4	0.733	270.122 (3.697)	0.538	3.219	0.336 (SES) 0.165 (ISE) 0.327(PSM4)	5.234	0.476 0.231 0.171
Proactive personality	PPI	0.740	210.428 (4.696)	0.547	3.187	0.294 (SES) 0.149 (ISE) 0.299(PSM4) 0.092 (PPI)	4.538	0.416 0.209 0.156 0.129
Self-esteem	RSES	0.742	169.069 (5,695)	0.550	3.180	0.281 (SES) 0.129 (ISE) 0.280(PSM4) 0.098 (PPI) 0.047(RSES)	4.117	0.398 0.181 0.146 0.137 0.067
Commitment to public interest	PSM2	0.745	143.923 (6,694)	0.554	3.167	0.284(SES) 0.151(ISE) 0.326(PSM4) 0.090(PPI) 0.063(RSES) 0.163(PSM2)	4.189	0.402 0.212 0.170 0.126 0.090 0.090
Attraction to policy making	PSM1	0.747	124.641 (7,693)	0.557	3.159	0.279(SES) 0.141(ISE) 0.303(PSM4) 0.080(PPI) 0.065(RSES) 0.217(PSM2) 0.180(PSM1)	3.658	0.395 0.198 0.158 0.111 0.093 0.120 0.079

The third significant factor that predict team effectiveness was self-sacrifice – the fourth dimension of public service motivation. The r value was found to be 0.733 which is significant at 0.001 level (F = 270.122 for 3, 697df). That means the strength of relationship between independent variables and the dependent variable increased up to 73.3% by this stage. The R square value (0.538) is an indicator of the percentage of prediction that can be made by these three independent variables together towards team effectiveness. ie., around 53.8% of variance in this criterion variable can be accounted by self-efficacy, institutional socialization experience, and self-sacrifice together. The individual contribution of each variable is listed out in the 'b' value. From this it is observed that around 0.336 units by self-efficacy, 0.165 by ISE, and 0.327 by self-sacrifice can be predicted in team effectiveness for every single unit of change in these three variables accordingly.

The regression equation at this step will be: TE = 5.234 + 0.336(SES) + 0.165(ISE) + 0.327(PSM4).

Self-sacrifice is highly related with the willingness for giving up of one's own personal interests or wishes in order to help others or for the benefits of others. So the self-sacrificing nature of employees may contribute highly to the effectiveness of work group as it ensures the compromise and cooperation from the part of team members.

The fourth important variable entered into the analysis was proactive personality. The value of multiple regression (0.740) indicates that the strength of interaction between these four independent variables and the dependent variable is 74%. From the R square value (0.547) it can be assumed that around 54.7% of variance in team effectiveness can be predicted by self-efficacy, institutional socialization experience, self-sacrifice and proactive personality together. The 'b' value gives a clear idea regarding the direction and degree of contribution of each variable. In this case every single unit of increment in these four independent variables can predict 0.294, 0.149, 0.299, and 0.092 unit increments in the total team effectiveness score.

The equation for this will be: TE = 4.538 + 0.294(SES) + 0.149(ISE) + 0.299(PSM4) + 0.092(PPI).

Proactive personality is an individual disposition related with displaying proactive behaviors to enact positive situational changes. So in a profession like policing where innovativeness and active involvement is essential for better results, this kind of employees can act steadily for effective environmental change and they may be also able to motivate their team members for the same as they desire for a situational control over their environment.

The next important variable in the prediction of team effectiveness was self-esteem. The R value (0.742) is found to be significant at 0.05 level (F = 169.069 for 5, 695 df). It shows that the strength of the relationship these independent variables put together to the dependent variable is 74.2%. The value of R square (0.550) indicates that around 55% of variance in team effectiveness can be predicted by self-efficacy, institutional socialization experience, self-sacrifice, proactive personality, and self-esteem all together. The 'b' vale suggests that about 0.281, 0.129, 0.280, 0.098, and 0.047 units increase in team effectiveness can be accounted by each unit of increase in self-efficacy, institutional socialization experience, self-sacrifice, proactive personality trait and self-esteem respectively.

Here the regression equation will be: TE = 4.117 + 0.281(SES) + 0.129(ISE) + 0.280(PSM4) + 0.098(PPI) + 0.047(RSES).

The sixth variable entered into the analysis was commitment to the public interest – the second dimension of public service motivation – with an R value of 0.747. That means the addition of a sixth variable into the equation enhanced the strength of interaction between dependent and independent variables into 74.5%. The R square value (0.554) implies that these six independent variables together can contribute around 55.4% of variance in the criterion variable team effectiveness. The proportion of contribution by each variable can be marked from the 'b' value. ie., each and every unit of change in self-efficacy, institutional socialization experience, self-sacrifice, proactive personality, self-esteem and commitment to public interest;

there will   be 0.284, 0.151, 0.326, 0.090, 0.063 and 0.163 unit changes in team effectiveness respectively.

The equation at this stage will be: TE = 4.189b+ 0.284(SES) + 0.151(ISE) + 0.326(PSM4) + 0.090(PPI) + 0.063(RSES) + 0.163(PSM2).

Employees who ascribe more weight to the public interest and those who are motivated by their commitment towards public service may develop a kind of personal identification with their fellow team members more easily and hence may contribute well towards the effective functioning of their group members.

The last variable entered into the analysis was attraction to policy making – the first component of public service motivation. The R value (0.747) was found to be significant at 0.05 level (F = 124.641 for 7,693 df). So in this stage the strength of relationship between independent variables and the criterion variable is 74.7%. The R square value (0.557) proves that all these seven independent variables together can predict 55.7% of variance in team effectiveness. The proportion of contribution to the dependent variable by these seven independent variables is shown by the value of 'b'. That means for every unit of increment in self-efficacy, institutional socialization experience, self-sacrifice, proactive personality, self-esteem, commitment to public interest and the attraction to policy making; there will be respectively 0.279, 0.141, 0.303, 0.080, 0.065, 0.217 and 0.180 unit increments in the overall amount of team effectiveness.

As argued by Seagal and Horne (1997) it is essential to understand the individual dynamics in order to increase team performance. Thus from this analysis it is understood that around 55.7% of variance in team effectiveness can be contributed by self-efficacy, institutional socialization experience, proactive personality, self-esteem and public service motivation.

d.   Multiple regression analysis: Relationships as dependent variable

Under this section, the Relationships (PR) dimension of personal effectiveness was considered as the dependent variable and the same 13 independent variables as like in other dimensions were kept as the predicting factors in order to

determine their predictive power on Relationships dimension. Maintaining good interpersonal relationship with other fellow-workers as well as with the community to which they are extending their service is an important and fundamental component of law enforcement effectiveness. Improving police-public relationships has important, positive and long-lasting implications for both officers' and public well-being. Without the support and cooperation of the public, the work of police is not complete. In such a scenario, the knowledge about the factors that can help to increase better and positive relationships with others is very crucial. Here the researcher attempted to find out the maximum possible contribution that can be explained with the help of these selected 13 variables through a stepwise multiple regression analysis. The summary of results was displayed in Table 4.31.

The first variable entered into the analysis was self-efficacy, with an R value of 0.636 which is significant at 0.001 level (F = 474.856 for 1, 699 df). That means the most important variable in determining officers' relationships dimension is their efficacy belief and this factor has around 63.6% stronger relationship with the criterion variable. The value of R square (0.405) signifies that about 40.5% of variance in this relationships dimension can be contributed by self-efficacy alone. From the value of 'b' it is understood that for every single unit of increment in self-efficacy, there will be 0.476 unit increment in this dimension.

The equation for this will be: PR = 11.713 + 0.476(SES).

The second most important variable in the prediction of relationships dimension was same as like in the prediction of team effectiveness – ie., institutional socialization experience. The R value (0.689) implies that the strength of interaction among these two independent variables put together to the criterion variable is 68.9%. The R square value was found to be 0.474 at this stage. That means self-efficacy and institutional socialization experience together can predict almost 47.4% of the total variance in relationships. In the case of team effectiveness it was 0.517 at this stage. Even though both these two dimensions of personal effectiveness were deals with other fellow human beings, in comparison to the team effectiveness in the case of relationships the range of inter relation is wide as it incorporates the outer

world of policing also. The individual contribution of each one can be separately identified from the 'b' value. Here for every unit of change in these two variables, there will be 0.335 and 0.234 unit changes in relationship in the same direction.

The equation for regression at this point will be: PR = 5.564 + 0.355(SES) + 0.234(ISE).

Table 4.31

Multiple Regression Analysis (Step wise) for Relationships as dependent variable

Independent Variable		Multiple Regression (R)	F-value for R	R Square	SE for R	Partial Regression Coefficient 'b'	Constant	Beta coefficient (β)
Self efficacy	SES	0.636	474.856 (1,699)	0.405	3.863	0.476 (SES)	11.713	0.636
Institutional socialization experience	ISE	0.689	315.088 (2,698)	0.474	3.632	0.355 (SES) 0.234 (ISE)	5.564	0.475 0.310
Self-sacrifice	PSM4	0.703	226.855 (3,697)	0.494	3.566	0.322 (SES) 0.187 (ISE) 0.341(PSM4)	4.527	0.430 0.248 0.168
Commitment to public interest	PSM2	0.707	173.419 (4,696)	0.499	3.551	0.319(SES) 0.157(ISE) 0.286(PSM4) 0.180(PSM2)	4.363	0.427 0.208 0.141 0.094
Compassion	PSM3	0.709	140.295 (5,695)	0.502	3.542	0.308(SES) 0.146(ISE) 0.264(PSM4) 0.154(PSM2) 0.164(PSM3)	3.929	0.412 0.193 0.130 0.080 0.710

The third variable entered into the analysis was also the same as in the team effectiveness – self-sacrifice. Here the R value (0.703) signifies that the strength of interaction between these three independent variables and the dependent variable is 70.3%. The R square value was observed to be 0.494, which means that around 49.4% of variance in relationships dimension can be contributed by self-efficacy, institutional socialization, and self-sacrifice together.

The equation at this point will be: PR = 4.527 + 0.322(SES) + 0.187(ISE) + 0.341(PSM4).

The next important factor entered into the analysis was commitment to the public interest with an R value (0.707) significant at 0.01 level (F = 173.419 for 4, 696 df), which implies that the addition of commitment to public interest as the fourth predictor variable into the equation enhanced the strength of relationship between independent variables and dependent variable into 70.7%. The value of R square (0.499) suggests that these four independent variables together can contribute around 49.9% of variance in the relationships dimension of personal effectiveness. The proportion and direction of contribution to the dependent variable by these independent variables are shown in the value of 'b'. ie., for every single unit of increase in self-efficacy, institutional socialization experience, self-sacrifice, and commitment to public interest; there will be 0.319, 0.157, 0.286, and 0.180 unit increase in the perception of relationships respectively.

The regression equation at this stage will be: PR = 4.363 + 0.319(SES) + 0.157(ISE) + 0.286(PSM4) + 0.180(PSM2).

Those police officers with high motivation and commitment towards public affairs and welfare can develop and maintain positive police-community relationships along with good interpersonal relationships with their fellow officers.

The final important and significant factor in the prediction of relationships dimension was compassion – the third dimension of public service motivation dealing with the emotional understanding of others' pain. The R value (0.709) was found to be significant at 0.05 level (F = 140.295 for 5, 695 df). The value of R square (0.502) indicates that around 50.2% of variance in this dimension can be predicted by self-efficacy, institutional socialization experience, self-sacrifice, commitment to public interest, and compassion together. The individual contribution of each of these factors can be picked out from the value of 'b'. It shows that approximately 0.308, 0.146, 0.264, 0.154, and 0.164 unit increments in relationships dimension of personal effectiveness can be accounted by these five variables respectively.

Here the equation will be: PR = 3.989 + 0.308(SES) + 0.146(ISE) + 0.264(PSM4) + 0.154(PSM2) + 0.164(PSM3).

From this analysis it is clear that as expected the public service motivation and socialization tactics plays a crucial role along with their self-efficacy beliefs in the development and maintenance of good interpersonal relationship by the officers both in and out of the department. All the sub-variables of PSM except the attraction to policy making were identified as the contributors of this fourth dimension of personal effectiveness which reflects the police-community interaction. As attraction to policy making is related with their interests in the discussions and development of policies, it can be assumed that here in this case of explaining the dimension of relationships other three dimensions of PSM are seems to be important than attraction to policy making. Hence, officers with high level of self-efficacy and public service motivation, especially those who are high in last three dimensions, as well as with better and positive socialization experiences can create a friendly and harmonious atmosphere inside the police stations to ensure the public cooperation and thereby to enhance better police-community relationships.

e. Multiple regression analysis: Personal adaptability as dependent variable

Under this section the personal adaptability (PA) dimension of the personal effectiveness was considered as the dependent variable. Personal adaptability reflects the changes in behavior or approach when needs arise to achieve a particular goal. It is one's ability to adjust one's own personal attributes in accordance with the needs and demands of the situation. A stepwise regression analysis was carried out to determine the maximum possible variance in personal adaptability that can be explained with the help of these independent variables. The results were given in Table 4.32.

The first variable entered into the analysis was self-efficacy. The multiple regression (R) value of this variable is found to be 0.681 which is significant at 0.001 level (F = 603.88 for 1, 699 df). That means the strength of relationship between self-efficacy and personal adaptability is 68.1%. The value of R square (0.463) proves that almost 46.3% of variance in personal adaptability can be predicted by this single variable. The value of 'b' argues that for every unit of

increment in self-efficacy, there will be 0.527 unit increment in personal adaptability.

The regression equation for this will be: PA = 7.109 + 0.529(SES).

Table 4.32

Multiple Regression Analysis (Step wise) for personal adaptability as dependent variable

Independent Variable		Multiple Regression (R)	F-value for R	R Square	SE for R	Partial Regression Coefficient 'b'	Constant	Beta coefficient (β)
Self efficacy	SES	0.681	603.888 (1,699)	0.463	3.795	0.527 (SES)	7.109	0.681
Self-sacrifice	PSM4	0.744	433.332 (2,698)	0.553	3.463	0.408 (SES) 0.709(PSM4)	5.401	0.527 0.338
Institutional socialization experience	ISE	0.763	323.535 (3,697)	0.580	3.354	0.348 (SES) 0.560(PSM4) 0.164 (ISE)	2.078	0.450 0.367 0.210
Compassion	PSM3	0.765	245.262 (4,696)	0.583	3.345	0.337(SES) 0.531(PSM4) 0.148 (ISE) 0.162(PSM3)	1.627	0.436 0.253 0.190 0.067
Self-esteem	RSES	0.766	197.817 (5,695)	0.584	3.338	0.328(SES) 0.516(PSM4) 0.130(ISE) 0.151(PSM3) 0.047(RSES)	1.278	0.424 0.246 0.167 0.063 0.062

Thus, as like in all the other sub-dimensions of personal effectiveness, in the case of personal adaptability also, self-efficacy is proved to be the top most significant variable in determining their prediction. That means, an individual's belief about his own abilities is a very important component of all aspects of effectiveness. So this finding is supporting the statement made by Bandura (1994) that people with high assurance in their own capabilities approach difficult tasks and challenges to be faced rather than as threats to be avoided.

The second most important variable in the prediction of personal adaptability was self-sacrifice – the fourth dimension of public service motivation. The strength

of the interaction between these two independent variables put together to the dependent variable is suggested by the R value (0.744) as 74.4%. The value of R square (0.553) predicts the amount of variance accounted by self-efficacy and self-sacrifice together to the personal adaptability, ie., 55.3%. The partial regression coefficient indicates that for every unit of change in these two variables can contribute about 0.408 and 0.709 unit changes in personal adaptability respectively.

Here the regression equation will be: PA = 5.401 + 0.408(SES) + 0.709(PSM4).

The third significant factor in the prediction of personal adaptability was institutional socialization experience with an R value of 0.763. That means the strength of interaction between these three independent variables and the personal adaptability is 76.3%. The R square value (0.580) implies self-efficacy, self-sacrifice and institutional socialization together can predict around 58% of variance in personal adaptability. That means a person with high self-efficacy, willingness to sacrifice the self for others' well-being and better socialization experience can determine a good amount of his adaptability to the ever changing and challenging demands of police organizations. From the 'b' value it is clear that for every single unit of increase in these three independent variables there will be 0.348, 0.560 and 0.164 units increase in the perception of individuals' ability to get adapt with the environmental demands.

The equation at this stage will be: PA = 2.078 + 0.348(SES) + 0.560(PSM4) + 0.164(ISE).

Good and proper socialization process and tactics can foster the easiness to get adjusted with the new situations. In the police organizations, especially in Kerala police, they are providing nine months intensive training to their newly recruited candidates. This training period is highly meant for socializing the new comers into the organizational structure and culture of the police department. The key to successful police force lies in the process of effective training programs. It should impart all the necessary skills and attitudes to be a good officer for the entire

department. An effective training and socialization program can contribute highly to the personal adaptability of the officers.

The next important variable in the prediction of personal adaptability was compassion – the third dimension of public service motivation. The R value (0.765) was found to be significant at 0.05 level (F = 245.262 for 4, 696 df). It shows that the addition of the fourth variable into the equation enhanced the strength of relationship between independent variables and dependent variable into 76.5%. Even though the difference is very small that difference will be there in 95% of the cases. The value of R square (0.583) proves that these four independent variables together can contribute almost 58.3% of variance in the criterion variable – personal adaptability. The proportion of contribution by each independent variable to the dependent variable is shown by the value of 'b'. That means, every single unit of change in self-efficacy, self-sacrifice, institutional socialization experience, and compassion respectively can exert 0.337, 0.531, 0.148, and 0.162 unit changes in personal adaptability in the same direction.

So, the equation will be: PA = 1.627 + 0.337(SES) + 0.531(PSM4) + 0.148(ISE) + 0.162(PSM2).

Compassionate police officers as influenced by their motive to help others may encourage themselves and others to get adaptable with the police culture in order to do the right things for upholding the law and rights of civilians. They may get easily adjusted with the police culture as they may have high sense of duty to focus on the mission of policing. As they are ready to accept the notion that policing is not just a job but the police can have a meaningful purpose in the society; they may try hard to get into that mission as early as possible.

The last and final variable entered into the analysis was self-esteem. The R value (0.766) was found to be significant at 0.05 level (F = 197.817 for 5, 695 df). So it is clear that at this stage the strength of relationship between independent variables and the dependent variable is 76.6%. The R square value (0.584) predicts the maximum possible variance in personal adaptability that can be made by these five independent variables altogether as 58.4%. The partial regression coefficient

value suggests that for every single unit of increment in self-efficacy, self-sacrifice, institutional socialization experience, compassion and self-esteem; there will be 0.328, 0.516, 0.130, 0.151 and 0.047 unit increments in personal adaptability score.

Thus, the equation at this point will be: PA = 1.278 + 0.328(SES) + 0.516PSM4) + 0.130(ISE) + 0.151(PSM3) + 0.047(RSES).

Not all individuals can adapt to change easily. Those who can adapt are able to change their thinking, behavior and attitude when dealing with an uncertain event. Through this analysis it is clear that certain individual factors can contribute to their level of adaptability. These factors include self-efficacy, self-sacrifice, institutional socialization experience, compassion and self-esteem. Atac, Dirik and Tetik (2018) found that career adaptability was significantly predicted by self-esteem and the boosting of one's self-esteem can enhance career adaptability. In this analysis also it is proved that the level of self-esteem can predict the adaptability of an officer to various uncertain situations throughout his life.

f.   Multiple regression analysis: Personal effectiveness as dependent variable

Here, the overall personal effectiveness was considered as the dependent variable. To determine the maximum possible variance in personal effectiveness that can be produced by self-efficacy, self-esteem, proactive personality, institutional socialization experience, public service motivation and Big five personality factors; a step wise multiple regression analysis was carried out. Through this the researcher aimed at identifying the possible prediction of police effectiveness with the help of these contributors of person environment fit which are explained in the previous section. The summary of results was shown in Table 4.33.

Table 4.33

Multiple Regression Analysis (Step wise) for Personal effectiveness as dependent variable

Independent Variable		Multiple Regression (R)	F-value for R	R Square	SE for R	Partial Regression Coefficient 'b'	Constant	Beta coefficient (β)
Self-efficacy	SES	0.746	877.190 (1,699)	0.557	13.991	2.342 (SES)	48.261	0.746
Institutional Socialization Experience	ISE	0.786	564.722 (2.698)	0.618	12.994	1.867(SES) 0.920(ISE)	24.063	0.595 0.290
Self-sacrifice	PSM4	0.802	418.352 (3.697)	0.643	12.572	1.710(SES) 0.699(ISE) 1.612(PSM4)	19.151	0.545 0.221 0.189
Openness to experience	Open	0.805	319.979 (4.696)	0.648	12.496	1.628(SES) 0.606 (ISE) 1.548(PSM4) 0.358 (Open)	13.647	0.519 0.192 0.182 0.087
Compassion	PSM3	0.806	258.408 (5,695)	0.650	12.461	1.591 (SES) 0.553 (ISE) 1.442(PSM4) 0.339 (Open) 0.602(PSM3)	12.257	0.507 0.175 0.169 0.083 0.062
Self-esteem	RSES	0.808	216.979 (6,694)	0.652	12.434	1.568(SES) 0.497(ISE) 1.391(PSM4) 0.279(Open) 0.569(PSM3) 0.185(RSES)	11.776	0.499 0.157 0.163 0.068 0.058 0.060
Attraction to policy making	PSM1	0.809	187.377 (7,693)	0.654	12.406	1.544(SES) 0.439(ISE) 1.260(PSM4) 0.247(Open) 0.535(PSM3) 0.184(RSES) 0.619(PSM1)	10.163	0.492 0.139 0.148 0.060 0.055 0.059 0.061

The first variable entered into the analysis was self-efficacy with an R value of 0.746 which is significant at 0.001 level (F = 877.190 for 1, 699 df). It shows that as like in all the five sub dimensions of personal effectiveness, in the prediction of overall personal effectiveness (PE) also, self-efficacy is proved to be the first and

most important predictor of effectiveness among law enforcement officers. The value of R square (0.557) denotes that almost 55.7% of variance in personal effectiveness can be contributed by the variable self-efficacy alone. That means a person with high self-efficacy will be highly effective in terms of their perception about their own effectiveness at work. The 'b' value suggests that every single unit of increase in self-efficacy can exert 2.342 units increase in personal effectiveness.

The equation at this stage will be: PE = 48.261 + 2.342(SES).

The second significant variable in the prediction of personal effectiveness was institutional socialization experience. The R value (0.786) signifies that the strength of the interaction between the two independent variables put together to the dependent variable is 78.6%. The value of R square (0.618) implies that self-efficacy and institutional socialization experience together predicts around 61.8% of variance in personal effectiveness. The proportion of contribution by these two variables to the criterion variable is depicted in the 'b' value. That means, there will be 1.867 and 0.920 unit increments in personal effectiveness respectively in accordance with each single unit of change in self-efficacy and institutional socialization experience in the positive direction.

Here, the equation for regression will be: PE = 24.063 + 1.867(SES) + 0.920(ISE).

Socialization tactics that encourage social interactions with established organizational members will enhance personal effectiveness as the socialized new comers may get more accurate understanding on the goals, values, resources or skill sets that they have to develop in order to meet the organizational objectives and can work hard for their achievement by avoiding ambiguous role confusions. Thus the socialization experience of an individual can determine his level of performance at work on later stages.

The third important variable entered into the analysis was self-sacrifice – the fourth dimension of public service motivation. The value of R (0.802) suggests that by the addition of this third variable in to the equation, the strength of relationship

between these independent variables and the dependent variable is raised into 80.2%. The value of R square is found to be 0.643 at this stage which indicates that around 64.3% of variance in personal effectiveness can be predicted by self-efficacy, institutional socialization experience, and self-sacrifice together. The individual contribution of each variable can be understood separately from the 'b' value. ie., for every unit of change in self-efficacy, institutional socialization experience and self-sacrifice; there will be 1.710, 0.699 and 1.612 unit changes in personal effectiveness.

The equation for this will be: PE = 19.151 + 1.710(SES) + 0.699(ISE) + 1.612(PSM4).

Despite the risk of their own safety, the police officers have to serve the public in all the circumstances as they are obliged to safeguard the lives of public. The law enforcement officers have been challenged by various threats like violent gang and extremist group activity and many other scenarios related with different issues. But in all the situations an effective officer is supposed to work without any delay by sacrificing many personal preferences. In the words of policemen, in the life of a police obeying comes first than questioning the logic or making suggestions itself implies the amount of sacrifices expected from the part of police officers by their superiors.

The next important factor in the prediction of personal effectiveness was openness to experience – a Big five personality factor dealing with individual's intellectual curiosity and tendency to explore the unfamiliar and unusual happenings in the surroundings. The R value (0.805) was found to be significant at 0.01 level (F = 319.979 for 4, 696 df). That means the strength of relationship between these four independent variables and the dependent variable is 80.5% at this stage. The R square value (0.648) proves that around 64.8% of variance in personal effectiveness can be predicted by self-efficacy, institutional socialization experience, self-sacrifice and openness to experience together.

The regression equation at this step will be: PE = 13.647 + 1.628(SES) + 0.606(ISE) + 1.548(PSM4) + 0.358(Open).

Openness to experience is a desired quality for effective police officers as it reflects their imaginative capacity, preferences for variety, and curiosity about the surroundings. A person with a high level of openness to experience may enjoy trying new things as they are very open-minded. So such kind of individuals will be an asset to the law enforcement agencies because of their readiness to adventurous activities and flexible attitude. Thus from this analysis it is proved that openness to experience is a significant predictor of effectiveness among law enforcers.

The fifth significant variable entered into the analysis was compassion – the third dimension of public service motivation. The R value was found to be 0.806 which is significant at 0.05 level. So the strength of interaction between these independent variables and the dependent variable is 80.6% at this stage. The value of R square 0.650) suggests that these five independent variables together can account for 65% of variance in personal effectiveness altogether. The proportion of the contribution to the criterion variable by these five independent variables put together is shown in the value of 'b'. From this it is understood that for every unit of change in self-efficacy, institutional socialization experience, self-sacrifice, openness to experience and compassion; there will be 1.591, 0.553, 1.442, 0.339 and 0.602 unit changes in personal effectiveness.

The equation for regression at this stage will be: PE = 12.257 + 1.591(SES) + 0.553(ISE) + 1.442(PSM4) + 0.339(Open) + 0.602(PSM3).

Compassionate individuals can understand the emotionality of others' due to their problems and sufferings. The compassion motivates people to go out of their comfort zone to alleviate the sufferings or pain of civilians who are approaching them for help in different ways. These sorts of individuals are highly motivated by the desire to help others with a sympathetic consciousness of others' distress. Thus compassion is proved to be an essential component for effective policing as it can enhance one's level of effectiveness.

The sixth important variable entered into the analysis was self-esteem. The R value (0.808) signifies that at this stage the strength of relationship between these six

independent variables and the dependent variable is improved into 80.8%. The value of R square (0.652) indicates that around 65.2% of variance in the criterion variable personal effectiveness can be accounted by self-efficacy, institutional socialization experience, self-sacrifice, openness to experience, compassion and self-esteem together. The individual contribution of each variable to the dependent variable is shown separately in the value of 'b'. That means for every unit of change in self-efficacy, institutional socialization experience, self-sacrifice, openness to experience, compassion and self-esteem; there will be 1.568, 0.497, 1.391, 0.279, 0.569 and 0.185 unit changes in personal effectiveness respectively.

The equation at this point will be: PE = 11.776 + 1.568(SES) + 0.497(ISE) + 1.391(PSM4) + 0.279(Open) + 0.569(PSM3) + 0.185(RSES).

The last independent variable entered into the analysis was attraction to policy making – the first dimension of public service motivation. The R value (0.809) is significant at 0.05 level (F = 187.377 for 7, 693 df). That means the strength of interaction between these independent variables and dependent variable is 80.9% at this stage. The value of R square (0.654) indicates that the maximum possible variance in personal effectiveness that can be explained with the help of these seven independent variables together is 65.4%. The partial regression coefficient value reflects the individual contribution of each of these variables separately. ie., every single unit of increment in self-efficacy, institutional socialization experience, self-sacrifice, openness to experience, compassion, self-esteem and attraction to policy making; there will be 1.544, 0.439, 1.260, 0.247, 0.535, 0.184, and 0.619 unit increments in personal effectiveness.

Here, the regression equation for this will be: PE = 10.163 + 1.544(SES) + 0.439(ISE) + 1.260(PSM4) + 0.247(Open) + 0.535(PSM3) + 0.184(RSES) + 0.619(PSM1).

So through this analysis it is very clear that around 65.4% of variance in personal effectiveness can be predicted by these seven variables together. So the

increase in any one of these can contribute to the enhancement of overall effectiveness. Among these variables self-efficacy is found to be the most powerful predictor of personal effectiveness and all its sub dimensions. A police officer with high self-efficacy beliefs may have the feeling that he is capable of exercising personal control over his behaviors, thinking and emotions. Effective police officers believe that they can make difference in public's lives, and they can act in ways that demonstrate this belief. So what an officer believes about his capability is a strong predictor of police effectiveness.

SECTION 5: DETERMINING THE MODERATING EFFECT OF PERSON ENVIRONMENT FIT ON THE RELATIONSHIP BETWEEN PERSONAL EFFECTIVENESS AND ITS PREDICTORS

Most of us are highly familiar with the analysis and interpretation of interaction effects between categorical independent variables (eg., experimental conditions) in factorial analysis of variance (ANOVA) and the predictive power of the independent variables in multiple regression. Moderated regression analysis is a kind of multiple regression analyses with an interaction. The effect of a moderating variable is characterized statistically as an interaction that influences the direction and /or strength of the relationship between dependent and independent variables. That means, the moderated regression analysis is used to identify the factors that change the relationship between independent and dependent variables (Moss, 2016). This analysis is used to determine whether the relationship between two variables depends on (is moderated by) the value of a third variable.

In this section, moderated regression analyses are carried out to determine the moderating effects of fit variables on the relationship between the criterion variable personal effectiveness and its predictors. Thus, person-job fit, person-organization fit, person-group fit, person-supervisor fit and overall person-environment fit were considered as the moderators to identify their influence on the relationship between dependent variable personal effectiveness and the independent variables such as institutional socialization experience, self-efficacy, self-esteem, public service motivation and openness to experience which were already identifies as the predictors of personal effectiveness in the previous section (Table 4.33). The results were described in detail under the following sub-sections;

a. The moderating effect of person-job fit on the predictors of personal effectiveness

Five different moderation analyses were carried out under this section. In each one person-job fit was considered as the moderator variable and the overall

personal effectiveness was kept as the outcome or dependent variable. The independent variables were changed in each one to understand the separate moderating effect of person-job fit on each of their relationship with the criterion variable. From these analyses it is recognized that person-job fit act as a moderator for this predictor-criterion relationship except for public service motivation. The detailed description of the analyses and the findings are discussed as follows.

i.   **The moderating effect of person-job fit on institutional socialization and personal effectiveness**

Moderated regression analysis was carried out to calculate the moderating effect of person-job fit on the relationship between institutional socialization experience and personal effectiveness. From the multiple regression analysis (Table 4.33) institutional socialization experience was identified as an important predictor of law enforcement effectiveness. In this section the researcher is trying to find out whether this predictor-criterion relationship between institutional socialization experience and personal effectiveness is moderated by the perceived match between the person and his job. The results were summarized in the Table 4.34.

Table 4.34

Analysis of moderate regression of person-job fit on institutional socialization experience and personal effectiveness.

	Model	R	R Square	Adjusted R Square	R Square Change	F Change	Significance of F Change
1.	zISE	0.600	0.360	0.359	0.360	393.295	0.000
2.	zISE, zPJF	0.642	0.413	0.411	0.053	62.639	0.000
3.	zISE, zPJF, zISE x zPJF	0.666	0.443	0.441	0.031	38.424	0.000

Dependent variable: Personal Effectiveness ($p < 0.001$)

As shown in Table 4.34, in the first step of the model zISE (Z score of ISE) was entered and the R square shows that 36% of personal effectiveness can be predicted by institutional socialization experience alone. In the second step, where

zPJF was also entered with zISE, the R square increased in to 0.413. That means, in this step, 41.3% of personal effectiveness can be predicted by ISE and person-job fit together. In the third step (zISE, zPJF, zISE x zPJF), the combined and interaction effect of institutional socialization experience and person-job fit on personal effectiveness was assessed. From the R square value (0.443) it is clear that 44.3% of personal effectiveness can be accounted by the combined and interaction effect of ISE and person-job fit on personal effectiveness. This indicates that there exists a moderating effect of person-job fit on the relationship between institutional socialization experience and personal effectiveness.

To find out the significance in the differences in R square values in every step, the F values were calculated and the changes in F values at each step were displayed in the Table 4.34 as an indicator of their significance. The significance of the moderation effect can be assumed from the value of F change in the third step of the model. Here, the F change at this step is 38.424 which is significant at 0.001 level. That means person-job fit expressed a significant moderating effect on the relationship between institutional socialization experiences and personal effectiveness as there is a significant change in the existing relationship between these two variables through their interaction with person-job fit. Thus it can be concluded that even though employees' socialization experiences contribute highly to their overall effectiveness, their perceived match between themselves and their job has an important role in determining this relationship between one's socialization experience and personal effectiveness.

ii.   **The moderating effect of person-job fit on self-efficacy and personal effectiveness**

A moderated regression analysis was carried out to determine the moderating influence of person-job fit on the relationship between self-efficacy and personal effectiveness. As shown in Table 4.35, in the first step of the model zSES was entered and the R square shows that 55.7% of personal effectiveness can be accounted by zSES (standardized self-efficacy) alone. In the next step, when zPJF was also entered with zSES, the prediction increased into 57.7%. In the final step,

where moderation effect is visible, it is shown that 58.5% of personal effectiveness can be predicted by the combined and interaction effect of self-efficacy and person-job fit on personal effectiveness. That means, person-job fit is a significant (0.01 level) moderator of the relationship between self-efficacy and personal effectiveness.

Table 4.35

Analysis of moderate regression of person-job fit on Self-efficacy and personal effectiveness.

	Model	R	R Square	Adjusted R Square	R Square Change	F Change	Significance of F Change
1.	zSES	0.746	0.557	0.556	0.557	877.19	0.000
2.	zSES, zPJF	0.760	0.577	0.576	0.021	33.84	0.000
3.	zSES, zPJF, zSES x zPJF	0.765	0.585	0.584	0.008	13.992	0.003

Dependent variable: Personal Effectiveness ($p < 0.01$)

The F values were calculated in order to find out the significance in the changes in R square values at each step. The value of F change is determining the level of significance in the obtained results. From the table it is clear that F change in every stage (877.19, 33.84, & 13.992 respectively) is significant at 0.01 level. That means, the person-job fit is acting as a significant moderator on the relationship between self-efficacy and personal effectiveness. Thus, it is clear that, an employees' perception of congruence with his/her job can have a significant impact on the predictive power of self-efficacy on his/her level of effectiveness. So that it can be assumed that a person with high self-efficacy beliefs who is having good fit with his/her job may perform more effectively than a person with same level of self-efficacy with poor fit perceptions about the job.

iii. **Moderating effect of person-job fit on self-esteem and personal effectiveness**

Table 4.36

Analysis of moderate regression of person-job fit on self-esteem and personal effectiveness.

	Model	R	R Square	Adjusted R Square	R Square Change	F Change	Significance of F Change
1.	zRSES	0.517	0.267	0.266	0.267	254.935	0.000
2.	zRSES, zPJF	0.599	0.358	0.356	0.091	99.027	0.000
3.	zRSES, zPJF, zRSES x zPJF	0.605	0.366	0.364	0.008	8.854	0.003

Dependent variable: Personal Effectiveness (p< 0.01)

Person-job fit refers to the match between job requirements and individual skills and knowledge. In order to determine the extent to which person job fit influences the relationship between self-esteem and personal effectiveness, a moderated regression analysis was carried out. From Table 4.36, it is clear that there exists a moderating effect for person-job fit in the prediction of personal effectiveness by self-esteem. In the first step of the model (zRSES), the R square shows that 26.7% of personal effectiveness can be predicted by self-esteem alone. The final step depicts the moderation effect of perceived match between the person and his job on the relationship between self-esteem and personal effectiveness. At this stage the R square was found to be 0.366 and the F change (8.854) is significant at 0.01 level. So it is clear that person job fit can act as a potential moderator on the relationship between self-esteem and personal effectiveness. By having high fit with the job, individuals with high self-esteem can excel in their career and perform effectively. However, people with high levels of self-esteem who are experiencing a mismatch between them and their job may become ineffective and unsuccessful. Thus, this finding provides a realization that even though certain desired qualities like high self-esteem are essential for effective functioning at work, individuals'

compatibility with the job is an essential component that can strengthen this relationship.

iv. **Person-job fit as a moderator of the relationship between openness to experience and personal effectiveness**

From the previous section of multiple regression analysis (Table 4.33), it is clear that openness to experience can promote effectiveness at work due to their intellectual curiosity and readiness to seek out new and unconventional experiences. In this section a moderated regression analysis was carried out to examine the possibility that person job fit may interact with openness to experience to determine the effectiveness. This analysis was done based on the assumption that all behaviours are a function of the characteristics of the situation and the person. So it is assumed that there will be a potential influence for the perception of congruence with one's job on the predictability of personal effectiveness by openness to experience. The results were summarized in Table 4.37.

Table 4.37

Analysis of moderate regression of person-job fit on openness to experience and personal effectiveness.

	Model	R	R Square	Adjusted R Square	R Square Change	F Change	Significance of F Change
1.	zOpen	0.527	0.278	0.277	0.278	269.214	0.000
2.	zOpen, zPJF	0.596	0.356	0.354	0.078	84.134	0.000
3.	zOpen, zPJF, zOpen x zPJF	0.608	0.369	0.367	0.014	15.158	0.000

Dependent variable: Personal Effectiveness ($p < 0.001$)

In the first step of the model, the R square (0.278) denotes that 27.8% of personal effectiveness can be explained by openness to experience (F change = 269.214, $p<0.001$). In the second step, the R square change was 0.0.078 and in the final step, where the combined and interaction effect of person-job fit and openness to experience on personal effectiveness is shown, the R square change was 0.014.

Here the F change (15.158) is significant at 0.001 level which means that as expected person-job fit has a significant moderating effect on the relationship between openness to experience and law enforcement effectiveness.

From this, it is evident that openness to experience and person-job fit interacted in the prediction of personal effectiveness. That means the relationship between openness to experience and personal effectiveness was stronger for persons experiencing good fit with their job than for those who are experiencing low fit with their job requirements. This suggests that police officers perceiving low congruence with their job may become ineffective even when that person was highly opened to variety of experiences. Thus, it can be concluded that the perceived match between one's personal attributes and the requirements of his/her job can moderate the relationship between openness to experience and the level of effectiveness at work.

b.   Person-organization fit as a potential moderator of the linkage between personal effectiveness and its predictors

In this section also, five different moderation analyses were carried out to determine the interaction of person-organization fit with the predictors of personal effectiveness in explaining one's level of effectiveness. The detailed description of the analyses and the findings are discussed as follows.

i.   The moderating effect of person-organization fit on institutional socialization experiences and personal effectiveness

This section examined the moderating influence of perceived person-organization fit on the relationship between institutional socialization experience and personal effectiveness to determine whether the relation between an individual's socialization experiences and his level of effectiveness was facilitated or negated by his perception of congruence with his organization. The summary of results was displayed in Table 4.38.

Table 4.38

Analysis of moderate regression of person-organization fit on institutional socialization experience and personal effectiveness.

	Model	R	R Square	Adjusted R Square	R Square Change	F Change	Significance of F Change
1.	zISE	0.600	0.360	0.359	0.360	393.295	0.000
2.	zISE, zPOF	0.654	0.428	0.427	0.068	83.101	0.000
3.	zISE, zPOF, zISE x zPOF	0.675	0.455	0.453	0.027	34.879	0.000

Dependent variable: Personal Effectiveness (p< 0.001)

From the first step of the model, it is clear that institutional socialization experiences can predict 36% of personal effectiveness (F change = 393.295, p<0.001). Through socialization experiences employees receive clarity about the organizations values and how they should respond to various situations (Van Maanen & Schein, 1979). So such experiences may enable them to act effectively under various circumstances. In the second step of the model, the R square improved by 0.068 ($R^2 = 0.428$) when person-organization fit was added into the model. And again in the next step, the R square became 0.455 which implies that 45.5% of personal effectiveness can be accounted by the combined and interaction effect of institutional socialization experience and person organization fit (F change = 38.879, p<0.001). From this it is understood that person-organization fit has a significant moderating influence on the linkage between institutional socialization experience and personal effectiveness.

When new employees enter an organization, they initially lack identification with their job and the activities going on around them due to their ambiguity and anxiety about the performance and expectations. How the hired organizations treat their new comers in the initial period of working offers clear signals to new employees about what is expected of them to be effective. Thus organizations' socialization practices provide individual experiences to each employee and enable

them to be more productive and effective in their endeavours. Although organizations may implement similar kinds of socialization tactics to process the new comers in the desired way, employees may differ in their identification with the organization as well as level of performance. A possible reason behind this difference along with individual uniqueness is their perceived compatibility between themselves and their organization. This implies that employees' subjective feeling about their match between their personal attributes and the organizational culture can have a moderating influence on the predictive power of ISE for personal effectiveness. That means, those who are experiencing better fit with their organization may benefit more from socialization practices towards effective functioning than those who are not experiencing congruence with their institutional values and culture.

ii. **The moderating effect of person-organization fit on self-efficacy and personal effectiveness**

In this section a moderate regression analysis was carried out to examine the moderating effect of person-organization fit on the relationship between self-efficacy and personal effectiveness (Table 4.39). Self-efficacy is defined as one's belief about how well he/she can execute different actions required to deal effectively with prospective situations (Bandura, 1982). From the regression analysis (Table 4.33) it is observed that self-efficacy is the most important predictor of personal effectiveness. Individuals who perceive high self-efficacy activate themselves with sufficient effort to produce successful outcomes, where as those who perceive themselves as less efficacious are likely to cease their efforts intentionally and may fail on the task (Bandura, 1986).

From the moderation analysis also (Table 4.39), it is clear that self-efficacy can predict 55.7% (R square = 0.557) of the personal effectiveness (F change = 877.19, p<0.001). However, through this moderated regression analysis, the researcher aimed to examine the moderating effect of person-organization fit in the prediction of personal effectiveness by self-efficacy. That effect is clearly displayed in the model depicted in Table 4.39.

Table 4.39

Analysis of moderate regression of person-organization fit on Self-efficacy and personal effectiveness.

	Model	R	R Square	Adjusted R Square	R Square Change	F Change	Significance of F Change
1.	zSES	0.746	0.557	0.556	0.557	877.19	0.000
2.	zSES, zPOF	0.768	0.591	0.589	0.034	57.933	0.000
3.	zSES, zPOF, zSES x zPOF	0.778	0.606	0.604	0.015	26.79	0.000

Dependent variable: Personal Effectiveness ($p< 0.001$)

In the final step of the model, where the combined and interaction effect of self-efficacy and person-organization fit is shown, the R square value (0.606) explains that 60.6% of personal effectiveness can be accounted by the interaction of these variables. The value of F change (26.79) significant at 0.001 level denotes that person-organization fit can monitor the influence of self-efficacy on the level of effectiveness at work. That means the similarity/congruence with organizational goals and values can influence the linkage between the person's level of self-efficacy and the effectiveness at work. Thus, it is pointing out to the importance of fit with organization in determining the effectiveness even for highly efficacious employees.

iii.   **Person-organization fit as a moderator of the relationship between self-esteem and personal effectiveness**

Self-esteem can be defined as the extent to which people value themselves and it is the evaluative component of self-knowledge. From the previous section of regression results (Table 4.33), it can be assumed that self-esteem can boost effective performance at work. Early researches also support this observation about self-esteem that people who feel better about themselves perform better at work (eg., Judge & Bono, 2001). But some researchers like Baumeister, Campell, Krueger and Vohs (2003) also pointed out to the highly variable linkage between self-esteem and

performance by stating that the relevance of self-esteem to work performance varies substantially due to the differences in demands of various occupations.

Table 4.40

Analysis of moderate regression of person-organization fit on Self-esteem and personal effectiveness.

	Model	R	R Square	Adjusted R Square	R Square Change	F Change	Significance of F Change
1.	zRSES	0.517	0.267	0.266	0.267	254.935	0.000
2.	zRSES, zPOF	0.617	0.381	0.379	0.114	127.999	0.000
3.	zRSES, zPOF, zRSES x zPOF	0.624	0.390	0.387	0.009	10.486	0.001

Dependent variable: Personal Effectiveness (p< 0.01)

Here, the researcher made an attempt to identify the moderating role of person-organization fit perceptions on the linkage between self-esteem and personal effectiveness through a moderated regression analysis. The results were summarized in Table 4.40. In the first step of the model, the R square value was found to be 0.267 which is significant at 0.001 level (F = 254.935). That means in this model self-esteem alone can contribute around 26.7% of personal effectiveness. And in the final step of this model, the R square was found to be 0.390 which implies that 39% of personal effectiveness can be accounted by the interaction and combined effect of self-esteem and person organization fit. That means, even though there is a significant relationship between self-esteem and personal effectiveness, this relationship can negate or improve by the effect of perceived congruence between the employees and their organization. So that it can be summarized that employees with high self-esteem will perform more effectively when they are experiencing a good amount of congruence between themselves and their organization in terms of their personality, values, goals, needs and abilities than those who are experiencing less congruence.

iv.   **Moderating effect of person-organization fit on public service motivation and personal effectiveness**

In order to determine the moderating influence of person-organization fit on the relationship between public service motivation and personal effectiveness, a moderated regression analysis was carried out. Here, the objective of the researcher was to examine the process of person organization fit through which public service motivation affects the level of effectiveness. The summary of the model is depicted in Table 4.41.

Table 4.41

Analysis of moderate regression of person-organization fit on public service motivation and personal effectiveness.

	Model	R	R Square	Adjusted R Square	R Square Change	F Change	Significance of F Change
1.	zPSM	0.637	0.405	0.404	0.405	476.464	0.000
2.	zPSM, zPOF	0.692	0.478	0.477	0.073	97.703	0.000
3.	zPSM, zPOF, zPSM x zPOF	0.699	0.488	0.486	0.010	13.368	0.000

Dependent variable: Personal Effectiveness (p< 0.001)

From the first step of the model again it is proved that public service motivation can predict 40.5% (R square = 0.405) of personal effectiveness which is significant at 0.001 level (F = 476.464). Public service motivation reflects individuals' value or attitude that motivates them to engage in activities that benefit society. Many past researchers has established the relationship between public service motivation and work related positive outcomes (eg., Naff & Crum, 1999; Kim, 2005; Bright, 2007; Taylor, 2007). So there is no doubt on the influence of public service motivation that can exert on employees effectiveness. Anyhow, the process through which PSM affects employee effectiveness has received less attention. To date, researchers have concentrated exclusively on one such process – the role of person organization fit – which offers some insight into the way how

PSM affects employee outcomes (Bright, 2008; Kim, 2012; Gould-Williams, Mostafa & Bottomley, 2013; Wright & Pandey, 2008).

Through this model, the researcher intended to build on these studies and examined the moderation effect of shared values and other attributes as encapsulated by person-organization fit on the relationship between the intense desire to serve the public and employee effectiveness. From the model displayed in Table 4.41, it is clear that person-organization fit has a significant moderating influence on the relationship between public service motivation and personal effectiveness. The change in R square value (0.077 in second step and 0.027 in the third step) of the model is significant at 0.001 level (F change is 95.836 & 34.861 respectively) which implies that when employees believe that their personal values and attributes are matching with the organization's values and culture, they may anticipate the opportunities to satisfy their intrinsic motives to serve the public in such organizations and act accordingly. Thus it can be assumed that even though the relationship between public service motivation and effectiveness is complicated, one such possible explanation for this is the moderating role of person-organization fit on PSM in determining employees' effectiveness. That means highly motivated employees to serve the public will perform more effectively when they feel that their values and goals are matching with those of their organization than those who are experiencing less congruence with their organizations.

v.   **The moderating effect of person-organization fit on openness to experience and personal effectiveness**

Another moderated regression analysis was carried out to examine the moderating effect of person-organization fit on determining the predictive capacity of the big five personality factor openness to experience on personal effectiveness as this relationship between openness to experience and effectiveness is already established in the previous section (Table 4.33). The openness to experience often named as intellect is the fifth domain of big five personality factors consisting of the traits like being imaginative, curious, original, intelligent, broad-minded and artistically sensitive. Thus, such kind of individuals are expected to be highly

motivated to learn new experiences and more readily prepared to explore unfamiliar and unconventional events and ideas in their surroundings. Barrick and Mount (1991) identified openness to experience as a valid predictor of the training proficiency among different occupations including policing. Apart openness to experience was confirmed as an important predictor of organizational commitment and overall job attitude (Susan & Jayan, 2013).

Table 4.42

Analysis of moderate regression of person-organization fit on openness to experience and personal effectiveness.

	Model	R	R Square	Adjusted R Square	R Square Change	F Change	Significance of F Change
1.	zOpen	0.527	0.278	0.277	0.278	269.214	0.000
2.	zOpen, zPOF	0.620	0.385	0.383	0.107	121.212	0.000
3.	zOpen, zPOF, zOPen x zPOF	0.637	0.406	0.404	0.021	24.920	0.000

Dependent variable: Personal Effectiveness ($p < 0.001$)

From the first raw of the model depicted in Table 4.42, it is clear that around 27.8% of personal effectiveness can be accounted by openness to experience domain of bi five personality factors. The confusing result of earlier researchers like Barrick and Mount (1991) on the relationship between openness to experience and effective performance can be explained to some extent by the next two rows of this model. ie., in the model it is displayed that person-organization fit is interacting with openness to experience to have an influence on the personal effectiveness. The differences in the R square (from 0.278 to 0.406) suggest that there exists a moderating influence of person-organization fit on the prediction of employee effectiveness by openness to experience. That means the perceived match between the employee and his organization can have a significant role in determining the effectiveness by personality variables like openness to experience.

Past researches also argued for other individual difference variables and external conditions that moderate the relationship between personality traits and performance to determine the conditions that facilitate or constrain the impact of personality on effective performance (eg., Barrick, Mitchell & Stewart, 2003; Judge & Kristof-Brown, 2004; Barrick, Parks & Mount, 2005). Thus through this moderated regression analysis, the researcher also tried to add something to this kind of effects in the sense that person-organization fit or the perceived compatibility between the person and his organization is identified as a potential moderator that can determine the role of openness to experience on the level of employee effectiveness among the law enforcement officers. Thus it can be assumed that employees with this trait will perform effectively in such sort of occupations where their personality is highly matching with the demands and provisions of their current organization.

Through these sub sections, as hypothesised, it is proved that person-organization fit is a significant moderator on the linkage between personal effectiveness and its contributors. So these findings may shed light to the continuous question asked by personnel researchers regarding the different conditions under which employees can excel at their performance to some extent and also conveying an important message that the congruence between the employee and the organization is very essential to perform effectively even among desired and well-qualified candidates.

c. Person-group fit as a moderator between personal effectiveness and its contributors

Given an increased emphasis on team works in police departments, it is very crucial to select candidates based on their ability to contribute effectively to a given work team. Person-group fit can be used as an indicator of the effective and cohesive team performance by an employee as it focuses on the interpersonal compatibility between individuals and their work groups (Werbel & Gilliland, 1999). Hence, under this section, the researcher aimed to examine the role of person-group (PG) fit as a moderator on the relationship of the independent variables (institutional

socialization experiences, self-efficacy, self-esteem, public service motivation, and openness to experience) with the dependent or criterion variable personal effectiveness. The detailed descriptions of the analyses were explained as follows:-

i)   **The moderating effect of person-group fit on institutional socialization experience and personal effectiveness**

In this section, a moderated regression analysis was done to identify the interaction between person-group fit and institutional socialization experience in the prediction of personal effectiveness. Already, the moderating influences of rational fit dimensions (PJ fit & PO fit) were explained in the previous sections (Table 4.34 & 5.38). Here, the aim was to determine the role of interpersonal congruence with co-workers encapsulated by person-group fit on the relationship between institutional socialization experience and employee effectiveness. The relationship of the newcomers with other co-workers may have a strong influence on employees' personal experiences about different socialization tactics because the support system and co-operation from the part of other fellow employees at work can facilitate easy adaptation and identification from the part of newcomers.

Thus, through this moderated regression analysis (Table 4.43), the investigator tried to establish a link between person-group fit and institutional socialization experience in the prediction of personal effectiveness. From the table (5.43) it is clear that the R square value from the first stage (0.360) changed significantly through the last stage (0.464). Again the significance of this improvement can be determined by the obtained F values in each stage. The F change in third stage (49.019) is significant at 0.001 level. Thus it is proved that person-group fit can play a significant moderating role on the relationship between individuals' socialization experiences and their level of effectiveness at work.

Table 4.43

Analysis of moderate regression of person-group fit on institutional socialization experience and personal effectiveness.

	Model	R	R Square	Adjusted R Square	R Square Change	F Change	Significance of F Change
1.	zISE	0.600	0.360	0.359	0.360	393.295	0.000
2.	zISE, zPGF	0.653	0.426	0.424	0.066	79.938	0.000
3.	zISE, zPGF, zISE x zPGF	0.681	0.464	0.461	0.038	49.019	0.000

Dependent variable: Personal Effectiveness (p< 0.001)

Person-group fit – a relational dimension of person environment fit – is a less unexplored area of fit in comparison to the rational dimensions (Kristof-Brown, Zimmerman & Johnson, 2005). But, past researchers had identified co-workers as an important source of many positive work outcomes like job satisfaction and employee performance (eg., Smith, Kendall & Hullin, 1969; Warr, Cook & Wall, 1979) and many recognized satisfaction with co-workers as an important element for effective functioning of the employees at work (eg., Kalliath, Bluedorn & Strube, 1999; Manikandan & Jayan, 2002; Susan & Jayan, 2013).

Thus it can be assumed that person-group fit as referred to the interpersonal compatibility among the members of a work group likely enhance co-worker supports especially from the initial stage onwards. Consistent with Byrne's (1971) similarity-attraction hypothesis, co-workers who perceive congruence with one another in terms of their personal needs, values and attitudes may find it easier to work together more collaboratively and coherently than with dissimilar co-workers. Locke (1976) also explained that co-workers will be more satisfied with one another when they perceive a match/similarity with one another. So this finding from moderated regression analysis is an addition to the existing knowledge which highlights the importance of person-group fit in determining the employee effectiveness through institutional socialization experiences. That means, employees may benefit more from the socialization practices and tactics towards their better

performance when they feel congruence with their fellow employees than those who are experiencing a mismatch with their co-workers. Thus, it can be concluded that congruent group may enhance social support and co-operation among members and that in turn facilitate better adaptation and identification with the new environment and thus such employees may perform more effectively on later stages.

ii) **The moderating effect of person-group fit on the relationship between self-efficacy and personal effectiveness**

Under this section a moderated regression analysis was carried out to identify the moderating role of person-group fit on the determination of personal effectiveness by self-efficacy. From previous literature and through this research work also self-efficacy has proved as a major factor that can predict work-related effectiveness. Being mere state-like and dynamic construct that can change over time with new information, experience, and learning it may be highly beneficial to incorporate this with human resource development and management practices for improved performance. Through this moderation analysis, the researcher tried to examine the interplay of person-group fit with self-efficacy beliefs in the prediction of employee effectiveness and the observed results were summarized in Table 4.44.

Table 4.44

Analysis of moderate regression of person-group fit on self-efficacy and personal effectiveness.

	Model	R	R Square	Adjusted R Square	R Square Change	F Change	Significance of F Change
1.	zSES	0.746	0.557	0.556	0.557	877.19	0.000
2.	zSES, zPGF	0.768	0.589	0.588	0.033	55.284	0.000
3.	zSES, zPGF, zSES x zPGF	0.776	0.602	0.600	0.013	21.872	0.000

Dependent variable: Personal Effectiveness ($p < 0.001$)

Table 4.44 explains that even though self-efficacy (zSES) can significantly predict 55.7% of personal effectiveness among law enforcement officers (F change = 877.19, p<0.001), the interaction of self-efficacy with person-group fit can improve this prediction up to 60.2%. That means the combined and interaction effect of person-group fit with self-efficacy can predict around 60.2% of personal effectiveness among the police officers. This result explains that the perceived congruence with co-workers can play an important role in the relationship between self-efficacy and personal effectiveness. That means, the employees with high self-efficacy beliefs may perform more effectively when they can experience a match between themselves and their group members than those who perceive incongruence with their group members.

A perceived similarity among group members in terms of their needs, values, goals, personality, and other attributes should result in a more positive affective reaction among members that can be expressed through feelings of attachment and commitment to the team and social cohesion (Werbel & Johnson, 2001; Seong, Kristof-Brown, Park, Hong & Shin, 2015). In general, a strong sense of cohesion and attachment among members is believed to facilitate their participation towards their common goals and which in turn improve team effectiveness. Hence, it can be concluded that person-group fit is an important construct that can affects the relationship between self-efficacy beliefs and employee effectiveness through moderation process.

iii) **Person-group fit as a moderator for the relationship between self-esteem and personal effectiveness**

Here, the moderated regression analysis was carried out to determine the moderating effect of person-group fit on the prediction of personal effectiveness by self-esteem. Self-esteem refers to the extent to which people value or appreciate themselves. Person with high self-esteem are generally motivated to perform effectively on a task in order to maintain their positive self-image and self-worth (Korman, 1970). In the previous section, where the predictors of personal effectiveness were discussed (Table 4.33) also, self-esteem was identified as a

significant predictor of employee effectiveness. The present analysis attempted to find out the role of person-group fit as a moderator in this predictive relationship between self-esteem and personal effectiveness. The summary of results is given in Table 4.45.

Table 4.45

Analysis of moderate regression of person-group fit on Self-esteem and personal effectiveness.

	Model	R	R Square	Adjusted R Square	R Square Change	F Change	Significance of F Change
1.	zRSES	0.517	0.267	0.266	0.267	254.935	0.000
2.	zRSES, zPGF	0.615	0.378	0.377	0.111	124.669	0.000
3.	zRSES, zPGF, zRSES x zPGF	0.625	0.391	0.389	0.013	14.825	0.000

Dependent variable: Personal Effectiveness ($p < 0.001$)

In the first step of the model, zRSES was entered and the R square was found to be 0.267 with an F change of 254.935 significant at 0.001 level. It shows that around 26.7% of personal effectiveness can be contributed by self-esteem alone. In the second step of the model, when zPGF was also entered with zRSES the R square was changed into 0.378 with an F change of 124.669, significant at 0.001 level and in the third step, where the interaction effect of both these two variables are calculating, the R square value became 0.391 with an F change of 14.825 which is also significant at 0.001 level. It shows that the combined and interaction effect of self-esteem and person-group fit on personal effectiveness is 39.1%. That means the interplay of person-group fit with self-esteem can make significant change in the prediction of personal effectiveness by self-esteem. From this it is clear that person-group fit is a significant moderator of the relationship between self-esteem and personal effectiveness.

From these results, it is clear that the congruence with one's working team can affect the influence of their self-esteem in the prediction of personal effectiveness. The employees with high self-esteem may become more effective when they experience a match between themselves and their team at work in terms of their values, goals, needs, skills, personality traits and other attributes than those who are experiencing less fit with their work groups. Thus, it could be assumed that the administrators must try to form work teams based on their similarities in certain things like their goals and values in order to benefit maximum from each members of the group.

iv)   The moderating effect of person-group fit on public service motivation and personal effectiveness

Public service motivation refers to the intrinsic desire or motive of the individual to do good for others in the society. Many past empirical researches found a positive link between public service motivation and employee performance especially in the service organizations running for the public (Brewer & Seldon, 2000; Kim, 2005; Park & Rainey, 2008). Perry and Wise (1990) observed that a person with greater public service motivation will be more committed towards the organization. The contributors of personal effectiveness described in this research (Table 4.33) also found that public service motivation is an important predictor of officer's effectiveness in law enforcement organizations.

Through this section, the researcher tried to find out the moderating influence of person-group fit on the prediction of personal effectiveness by the level of public service motivation. Person-group fit – the perceived interpersonal congruence among the group members – is proved as an important factor that can affect many work related outcomes (Ferris, Youngblood & Yates, 1985; Werbel & Gilliland, 1999; Kristof-Brown, Jansen & Colbert, 2002; Kristof-Brown, Zimmerman & Johnson, 2005). But the process in which how this compatibility with one's work group is influencing the performance effectiveness is not clear in many of these studies. Here, the researcher made an attempt to identify the moderating effect of person-group fit by its interplay with public service motivation in

determining employee effectiveness through a moderated regression analysis and the results were summarized in Table 4.46.

Table 4.46

Analysis of moderate regression of person-group fit on public service motivation and personal effectiveness.

	Model	R	R Square	Adjusted R Square	R Square Change	F Change	Significance of F Change
1.	zPSM	0.637	0.405	0.404	0.405	476.464	0.000
2.	zPSM, zPGF	0.694	0.482	0.481	0.077	103.730	0.000
3.	zPSM, zPGF, zPSM x zPGF	0.707	0.500	0.498	0.018	24.897	0.000

Dependent variable: Personal Effectiveness ($p < 0.001$)

From the Table 4.46 it is understood that even though public service motivation alone can determine 40.5% of personal effectiveness, its interaction with person-group fit can contribute around 50% of personal effectiveness. That means the combined and interaction effect of person-group fit and public service motivation can account for 50% of employee effectiveness. It proves the significant moderating effect of interpersonal compatibility with one's work group on public service motivation in the explanation of personal effectiveness. From this it is clear that people with high level of public service motivation may perform more effectively when they can experience a good match between themselves and their work groups than those who are with less compatibility experiences with one's working team. Hence, as expected, it is proved that the influence of public service motivation on employee effectiveness can negate or facilitate by the amount of congruence that employee can experience with his work group.

v)   **The moderating role of person-group fit on the relationship between openness to experience and personal effectiveness**

Although the importance of openness to experience in predicting employee effectiveness is established in the previous section (Table 4.33), many past researches reported that it is difficult to draw any firm conclusions about the true nature of the effect of openness to experience on effective performance (Barrick & Mount, 1991; Lepine, Colquitt & Erez, 2000). Hence, the investigator decided to examine the moderating influence of person-group fit on the impact of openness to experience on personal effectiveness. The results of moderated regression analysis were displayed in Table 4.47.

Table 4.47

Analysis of moderate regression of person-group fit on openness to experience and personal effectiveness.

	Model	R	R Square	Adjusted R Square	R Square Change	F Change	Significance of F Change
1.	zOpen	0.527	0.278	0.277	0.278	269.214	0.000
2.	zOpen, zPGF	0.623	0.388	0.386	0.110	125.117	0.000
3.	zOpen, zPGF, zOPen x zPGF	0.642	0.412	0.409	0.024	28.507	0.000

Dependent variable: Personal Effectiveness (p< 0.001)

In the first row of the Table 4.47, it is mentioned the predictive capacity of openness to experience on personal effectiveness. Here the R square value (0.278) indicates that 27.8% of personal effectiveness can be accounted by this domain of big five personality. The second row explains the amount of influence on personal effectiveness that can be made by openness to experience and person-group fit. Here, the change in R square value (0.110) denotes that around 11% of increase in personal effectiveness can be explained by the addition of person-group fit into the equation. And in the final step of the model, the R square value increased up to

0.412 with an F change of 28.507 which is significant at 0.001 level. That means the combined and interaction effect of person-group fit and openness to experience can contribute around 41.2% of personal effectiveness.

Thus throughout this section (Part c) it is explained that person-group fit – the interpersonal compatibility between the person and his/her work group – has an important and significant role as a moderator for the predictors of personal effectiveness like institutional socialization experience, self-efficacy, self-esteem, public service motivation, and openness to experience in their determination of overall personal effectiveness. That means this predictor-criterion relationship between these five variables and employee effectiveness can be either enhanced or degraded by the affect of perceived congruence with work group in organization. Thus, these results are suggesting that person-group fit can be considered as a significant moderating factor on the relationship between personal effectiveness and its predictors.

d. Person-supervisor fit as a moderator of the linkage between personal effectiveness and its predictors

Although research on person-environment fit has proliferated over the past two decades, the topic of person-supervisor fit has ignored relative to other types of fit like person-job and person-organization fit. However, in a more recent review, Kristof-Brown, Zimmerman & Johnson, (2005) expanded the domains of fit to include the match between employees and their supervisors. Person-supervisor fit is the perceived match or compatibility between the employee and their leaders or supervisors. It is the perceived similarity between the values, personality traits, goals, needs and demands of the person and that of the supervisor at work.

Past researches suggest that people are more attracted to those with whom they are similar and they may evaluate such people more favourably than less similar people (Byrne, 1971). Person-supervisor fit can be portrayed as value congruence, personality similarity, goal congruence, demand-abilities fit, need-supplies fit or complementary fit between the supervisor and the subordinate.

Kristof-Brown, Zimmerman and Johnson (2005) found a positive relationship between person-supervisor fit and many work related outcomes such as job satisfaction, supervisor satisfaction, and job performance. In the previous section of correlation matrix (Table 4.16) of this research also supported a positive relationship between person-supervisor congruence and personal effectiveness. In this section, the investigator's aim was to examine the moderating effect of person-supervisor fit on the relationship between personal effectiveness and its contributors. The detailed descriptions of the results were given as follows:-

i)   **The moderating effect of person-supervisor fit on the relationship between institutional socialization experience and personal effectiveness**

In this section, the moderated regression analysis was carried out to identify the role of person-supervisor fit as a moderator for the relationship between institutional socialization experience and personal effectiveness. Here the intention was to check whether the relationship between the independent variable ISE and dependent variable personal effectiveness can be either improved or hindered by the interplay of person-supervisor fit. The results were summarized in Table 4.48.

Table 4.48

Analysis of moderate regression of person-supervisor fit on institutional socialization experience and personal effectiveness.

	Model	R	R Square	Adjusted R Square	R Square Change	F Change	Significance of F Change
1.	zISE	0.600	0.360	0.359	0.360	393.295	0.000
2.	zISE, zPSF	0.661	0.437	0.436	0.077	95.836	0.000
3.	zISE, zPSF, zISE x zPSF	0.681	0.464	0.462	0.027	34.861	0.000

Dependent variable: Personal Effectiveness ($p < 0.001$)

The first step of the model shows the prediction of employee effectiveness by institutional socialization experience and the second step denotes the total

prediction of personal effectiveness by ISE and PS fit. The final step of the model depicts the combined and interaction effect of person-supervisor fit and institutional socialization experience in the determination of personal effectiveness. At this step the R square value was found to be 0.464 which denotes that 46.4% of personal effectiveness can account by the interplay of person-supervisor fit with institutional socialization experience in determining the employee effectiveness. The change in R square value as shown in Table 4.48 (0.027) clearly explains that person-supervisor fit can moderate the relationship between institutional socialization experience of the employees and their personal effectiveness.

Every employee's relationship with their supervisor is very important in many job related outcomes. Thus, as like other forms of fit, person-supervisor fit also can determine effective performance of employees in different ways. The amount of congruence experiencing with one's supervisor is important because that feeling may enhance satisfaction with the supervisor and social support that can be earned from the supervisors. Thus this congruence can influence the effect of institutional socialization experience on employee effectiveness as employees may feel more comfortable with and committed towards congruent supervisor. Institutional socialization experiences of the employees are mainly based on the organizational policies and practices adopted to welcoming and educate the new members about the organization's way of life, its values and objectives. In an organization like police department, the role of supervisor is inevitable in determining each employee's personal experiences about different aspects of the organization. So a congruent supervisor can determine the amount of benefits that an employee can have from the socialization policies of the organization towards their effective functioning. Hence, the formulated hypothesis that the relationship between institutional socialization experience and personal effectiveness can moderate by person-supervisor fit is accepted.

ii)   The moderating effect of person-supervisor fit on self-efficacy and personal effectiveness

Given its influential role on performance at work, it is very essential for employees and human resource professionals to understand the role of self-efficacy in the work place. A number of studies in this direction provide strong support for the positive relationship of person's efficacy beliefs about the self in his ability to perform particular tasks with many work related outcomes like effectiveness, job performance, creativity, reduced uncertainty and stress at work (Propst & Koester, 1998; Gong, Huang & Farh, 2009; Guerrero, 2009). However, Schunk (1995) argued that self-efficacy alone can not improve the performance if the individual is not having the appropriate sets of skills and knowledge and Chopin, Danish, Seers and Hook (2013) observed that individuals having mentor were more likely to exhibit better political skills than the one who did not have a mentor, whereas the presence of a mentor did not made any differences in their levels of leadership self-efficacy in a study where they tried to examine the relationship between mentoring, leadership self-efficacy and political skills. From these it can be assumed that even though the presence of a supervisor (congruent supervisor) can not affect the level of one's self-efficacy, it can determine their level of effectiveness and work related outcomes through self-efficacy beliefs. Hence, in this section a moderated regression analysis was carried out to determine the moderating role of person-supervisor fit on the relationship between self-efficacy beliefs and personal effectiveness.

Table 4.49

Analysis of moderate regression of person-supervisor fit on self-efficacy and personal effectiveness.

	Model	R	R Square	Adjusted R Square	R Square Change	F Change	Significance of F Change
1.	zSES	0.746	0.557	0.556	0.557	877.19	0.000
2.	zSES, zPSF	0.774	0.598	0.597	0.042	72.862	0.000
3.	zSES, zPSF, zSES x zPSF	0.785	0.617	0.615	0.018	32.838	0.000

Dependent variable: Personal Effectiveness ($p < 0.001$)

The results depicted in Table 4.49 shows that self-efficacy alone can determine 55.7% of personal effectiveness. Here the F value (877.19) is significant at 0.001 level which denotes that this difference in personal effectiveness by self-efficacy can happen in more than 99% of the cases. From the R square values (0.557, 0.598 and 0.617 respectively) displayed in the model for each step, it can be assumed that around 61.7% of personal effectiveness can be accounted by the interplay between person-supervisor fit and self-efficacy. That means the influence of self-efficacy on employee effectiveness can be moderated significantly by the perception of congruence with one's supervisor.

Thus as supporting evidence to the observations of Schunk (1995) and Chopin, Danish, Seers and Hook (2013), this moderation analysis found out that the role of self-efficacy on personal effectiveness can be changed significantly by the interplay of person-supervisor fit. Here, this analysis proved that employees with high self-efficacy may perform more effectively if they can experience a good amount of fit with their supervisor. Likewise the employees may become less effective when they are experiencing lesser congruence with their supervisors even though they possess a high degree of self-efficacy beliefs. Hence, it can be concluded that the benefits of high self-efficacy beliefs may reflect more on employee effectiveness when employees are able to perceive high degree of congruence with their supervisors with respect to both parties' personality traits, values, goals, needs and demands.

iii)   **The moderating effect of person-supervisor fit on self-esteem and personal effectiveness**

Self-esteem refers to a person's appraisal of his own value and worth (Rosenberg, 1965). Literature on self-esteem supports a number of work-related outcomes of high self-esteem like success in the career, job satisfaction, organizational commitment and organizational citizenship behaviours (Dodgson & wood, 1998; Judge & Bono, 2001; Bowling, Eschleman, Wang, Kirkendall & Alarcon, 2010). High level of self-esteem will ensure a feeling of worthiness and positive value among the police officers which in turn contribute to their

effectiveness (Firdousiya & Jayan, 2018). In the previous section of multiple regression (Table 4.33) also it is proved that self-esteem can predict employee effectiveness to a some extent. Under this section, the researcher moved to a further analysis by checking the moderating effect of person-supervisor fit on this relationship between self-esteem and personal effectiveness through a moderated regression analysis and the results were summarized in Table 4.50.

Table 4.50

Analysis of moderate regression of person-supervisor fit on self-esteem and personal effectiveness.

	Model	R	R Square	Adjusted R Square	R Square Change	F Change	Significance of F Change
1.	zRSES	0.517	0.267	0.266	0.267	254.935	0.000
2.	zRSES, zPSF	0.621	0.386	0.384	0.118	134.473	0.000
3.	zRSES, zPSF, zRSES x zPSF	0.630	0.397	0.394	0.011	13.028	0.000

Dependent variable: Personal Effectiveness ($p < 0.001$)

The R square value (0.267) depicted in the first row of the table supports the above mentioned findings that self-esteem alone can predict around 26.7% of personal effectiveness. The rest part of the model denotes the amount of personal effectiveness that can be explained with the help of self-esteem and person-supervisor fit together. Specifically, the third row of the model is a clear evident for the moderating role of person-supervisor fit on the impact of employee self-esteem on their level of effectiveness. Here, the R square value (0.397) explains that around 39.7% of personal effectiveness can account by the combined and interaction effect of person supervisor fit and self-esteem. Person-supervisor fit comprised of the interpersonal congruence with one's supervisor is a kind of dyadic congruence coming under the relational domain of fit. From previous researches on person-environment fit and leader-member exchange (LMX) literature, it can be assumed that when a superior and subordinate are congruent in their personality attributes,

personal values and goals they tend to work together on similar goals to improve their work environment and that in turn facilitate dyadic relationships among themselves (Dienesh & Liden, 1986; Kristof-Brown, Zimmerman & Johnson, 2005). Through this moderated regression analysis, the researcher contend that the person-supervisor fit is a key determinant of the extent to which employees' (subordinates') self-esteem is related to their level of effectiveness. That means this result proved that perceived congruence with one's supervisor can moderate the role of self-esteem on employee effectiveness. One possible explanation for this is employees with higher degree of fit with supervisors may have a better understanding of what their supervisors are demanding from their part because communications among them will be smoother than those who are experiencing less congruence and also because of their need satisfaction on a greater extent through this dyadic interpersonal congruence with their supervisors. Thus, employees with high self-esteem will perform more effectively when they are experiencing high degree of interpersonal congruence with their supervisors than those who experience less amount of fit with their supervisors.

iv)   The moderating effect of person-supervisor fit on public service motivation and personal effectiveness

In order to determine the moderating effect of person-supervisor fit on the relationship between public service motivation and personal effectiveness, a moderated regression analysis was carried out. Here, the aim of the researcher was to identify the underlying effect of person-supervisor fit as a moderator on the influence that can exert by public service motivation on employee effectiveness. The summary of the model is displayed in Table 4.51.

Table 4.51

Analysis of moderate regression of person-supervisor fit on public service motivation and personal effectiveness.

	Model	R	R Square	Adjusted R Square	R Square Change	F Change	Significance of F Change
1.	zPSM	0.637	0.405	0.404	0.405	476.464	0.000
2.	zPSM, zPSF	0.704	0.495	0.493	0.090	123.817	0.000
3.	zPSM, zPSF, zPSM x zPSF	0.717	0.514	0.512	0.019	27.556	0.000

Dependent variable: Personal Effectiveness ($p < 0.001$)

In the first step of the model zPSM was entered and the value of R square (0.405) with an F value of 476.464 significant at 0.001 level denotes that around 40.5% of personal effectiveness among law enforcement officers can be accounted by public service motivation. Public service motivation is an umbrella term used to explain a person's intrinsic motivation to help others or to do good for the public in different ways and forms. Apart from the findings of past researches, from the meaning of this itself, it can assume that such kind of motivation to serve the public may enhance sincere efforts to improve one's performance in a profession like policing. Anyhow, the other influencing factors of this positive relationship between public service motivation and employee effectiveness has to be identified. As an effort in this direction, the researcher through this section proved the moderating role of person-supervisor fit on the prediction of personal effectiveness by the degree of public service motivation among employees. From the model explained in Table 4.51, this effect is clear as the R square value (0.514) of the combined and interaction effect of person-supervisor fit on PSM in determining the level of effectiveness is significant at 0.001 level with an F change of 25.556. That means around 51.4% of personal effectiveness can be explained by the interplay of person-supervisor fit on public service motivation among law enforcement officers. It shows that even though the employee is having high degree of PSM, his/her perceived congruence with the supervisor can determine their level of effectiveness

at work. ie., the employees with high level of public service motivation may perform more effectively when they can experience a match with their supervisors than those who are experiencing a mismatch in terms of their personality, values and goals, thus it can be concluded that person supervisor fit has a significant moderating effect on the relationship between public service motivation and personal effectiveness like person-organization and person-group fit.

v)   The moderating effect of person-supervisor fit on openness to experience and personal effectiveness

Here, the moderated regression analysis was carried out to determine the role of person-supervisor fit as a moderator on the relationship between openness to experience and personal effectiveness. Openness to experience is one of the factors in the five factor model of human personality characterized by fantasy, aesthetic sensitivity, intellectual curiosity, novelty preferences and attentiveness to one's inner feelings. Those who are high on this domain were more likely to exhibit goal directed behaviours and hates routine works. So they can excel highly in a profession like policing where the predictability of work nature is highly impossible.

The results shown in Table 4.52 prove this positive relationship between openness to experience and personal effectiveness. The R square value (0.277) when standardized openness to experience was entered in to the equation explains that around 27.7% of personal effectiveness can be explained by this personality domain. Moreover, from the model, it is clear that this predictive relationship of openness to experience on employee effectiveness is increased significantly (R square = 0.423) when the person-supervisor fit was added as a moderator into the equation. That means around 42.3% of personal effectiveness can be predicted by the combined and interaction effect of person-supervisor fit and openness to experience.

Table 4.52

Analysis of moderate regression of person-supervisor fit on openness to experience and personal effectiveness.

	Model	R	R Square	Adjusted R Square	R Square Change	F Change	Significance of F Change
1.	zOpen	0.527	0.278	0.277	0.278	269.214	0.000
2.	zOpen, zPSF	0.635	0.404	0.402	0.126	147.118	0.000
3.	zOpen, zPSF, zOPen x zPSF	0.651	0.423	0.421	0.020	23.601	0.000

Dependent variable: Personal Effectiveness ($p < 0.001$)

Whatever qualities an individual is possessing may negate or facilitate by the environment in which he lives. Specifically in a working environment many individual and organizational factors are interact each other to determine their influence on an employee's behaviour at work. Through this analysis it is proved that employees high on openness to experience domain of personality can perform more effectively when they perceive high congruence with their supervisors than those who are experiencing less congruence. In other words, it can be suggested that the perceived congruence with one's supervisor can determine an employee's level of effectiveness through openness to experience.

Thus, person-supervisor fit is identified as a potential moderator of all the predictors of personal effectiveness in determining their relationship between themselves and personal effectiveness. That means as like we are gardening healthy plants with many organic fertilizers for ensuring soil nutrients to save plants from nutrient deficiency and stop growing; it is essential to provide proper working environment to nourish the employees for maximum potential. Person-supervisor fit is such a desired condition in a working environment, especially in the police organizations where accountability and power of hierarchy is highly visible; in order to ensure the maximum output from the part of employees even with desired qualities.

e. **The role of person-environment fit as a moderator in the relationship between personal effectiveness and its contributors**

The match between employees and their work environments in a broader sense encapsulated as person-environment fit is one of the most widely researched topics in organizational behaviour for past two decades (Cable & Judge, 1996; Kristof, 1996; Cable & DeReu, 2002; Kristof-Brown, Zimmerman & Johnson, 2005). Understanding person-environment fit is important because of its greater influence on work related outcomes from the very beginning of organizational life such as the decision to join in an organization to the end like employee turnover (O'Reilly, Chatman & Caldwell, 1991; Cable & Judge, 1996). Moreover, throughout this research, the investigator is trying to explain a wide variety of chances and causes both theoretical and experimental to support this large and diverse set of positive outcomes at work through the perception of fit. In this section the objective was to identify the moderating role of person-environment fit on the relationship between personal effectiveness and its predictors. The detailed descriptions of the results were given as follows:-

i) **The moderating effect of person environment fit on institutional socialization experience and personal effectiveness**

Under this section, a moderated regression analysis was carried out to find out the role of person-environment fit as a moderator in the prediction of personal effectiveness by institutional socialization experience. Socialization is fundamental to every organization and its employees because the primary goals of socialization are to ensure the continuity of organizational values and to provide new comers with a clear framework for responding to their work environment and to enable co-ordination with co-workers (Jones, 1986). Thus it is not surprising to believe that better socialization policies and tactics helps to develop effective employees. However, the earlier studies proved that individuals differ to a greater extent from benefiting out of various socialization tactics (Van Maanen & Shein, 1979; Jones, 1986). Thus through this analysis, the objective was to determine the role of person-

environment fit on the effects of institutional socialization experience on employee effectiveness.

Table 4.53

Analysis of moderate regression of person-environment fit on institutional socialization experience and personal effectiveness.

	Model	R	R Square	Adjusted R Square	R Square Change	F Change	Significance of F Change
1.	zISE	0.600	0.360	0.359	0.360	393.295	0.000
2.	zISE, zPEF	0.661	0.437	0.435	0.076	94.732	0.000
3.	zISE, zPEF, zISE x zPEF	0.686	0.471	0.468	0.034	44.843	0.000

Dependent variable: Personal Effectiveness ($p < 0.001$)

From the model depicted in Table 4.53, it is understood that person-environment fit moderates the relationship between institutional socialization experience and personal effectiveness. here, the changes in R square from first step (0.360) to 0.437 in second and 0.471 in the third step explains that even though ISE alone can account for 36% of personal effectiveness, the combined and interaction effect of PE fit and ISE can predict 47.1% of personal effectiveness. This increase in the value of personal effectiveness is a proof for the moderating role of person-environment fit on the effect of institutional socialization experience on personal effectiveness. That means person-environment fit moderated significantly the relationship between institutional socialization experience and personal effectiveness among law enforcement officers. The value of F change at each step (393.295, 94.732 and 44.843 respectively) highlights the level of significance for this moderating influence of person-environment fit on institutional socialization experience in determining employee effectiveness.

From this it is clear that employees' benefit of their socialization experiences is moderating by their perception of congruence with work environment. The

concept of PE fit is largely affected by the proposition of Lewin (1938) that behaviour is a function of the person and the environment in which he interacts. From this it is understood that individuals may flourish in an environment that fits with their personal attributes and they may face more difficulties and challenges when their environment conflicts with their values, goals and needs. Thus, person-environment fit can be considered as a fulcrum concept which is assumed to have an influence on a wide variety of psychological phenomena either directly or indirectly. Through this moderated regression analysis, it is proved that the correspondence between the persons and the characteristics of their work environment can facilitate or weaken the effect of ISE on personal effectiveness. Hence, it can be concluded that person-environment fit is a significant moderator of the relationship between institutional socialization experience and personal effectiveness. That means employees with better socialization experiences may perform more effectively when they experience high degree of compatibility with their work environment.

ii)   **The moderating effect of person environment fit on self-efficacy and personal effectiveness**

Self-efficacy beliefs refers to the level of confidence a person has in his ability to execute certain courses of action to achieve specific outcomes (Bandura, 1997). Efficacy expectations are said to influence many work-related positive outcomes including task accomplishment and effective performance (Sadri & Robertson, 1993; Bandura, 1997; Stajkovic & Luthans, 1998) although a variety of conditions like the knowledge, task complexity, cognitive ability, learning skills, adaptability, etc… (Lent & Hackett, 1987; Zimmerman, Bandura & Martinez-Pons, 1992; Bandura, 1997; Lane, Lane & Kyprianou, 2004) were appear to influence the effect size. Under this section a moderated regression analysis was tried out to examine the moderating effect of person-environment fit on the relationship between self-efficacy and personal effectiveness and the results were summarized in Table 4.54.

Table 4.54

Analysis of moderate regression of person-environment fit on Self-efficacy and personal effectiveness.

	Model	R	R Square	Adjusted R Square	R Square Change	F Change	Significance of F Change
1.	zSES	0.746	0.557	0.556	0.557	877.19	0.000
2.	zSES, zPEF	0.770	0.594	0.592	0.037	63.787	0.000
3.	zSES, zPEF, zSES x zPEF	0.781	0.609	0.608	0.016	27.747	0.000

Dependent variable: Personal Effectiveness (p< 0.001)

The obtained results suggest that even though self-efficacy (zSES) is significantly predicting 55.7% of personal effectiveness among law enforcement officers (F change = 877.19, p<0.001), the combined and interaction effect of person environment fit and self-efficasy can enhance this prediction up to 60.9%. That means the interplay of person environment fit with self-efficacy can account for around 60.9% of employee effectiveness among police personnel at all ranks. It shows that the perceived compatibility with one's work environment can play an important and significant role on the relationship between self-efficacy beliefs and personal effectiveness. in other words, the employees with high self-efficacy beliefs may perform more effectively when they can experience a fit between themselves and their overall work environment than those who are experiencing a lack of fit.

Perceived congruence among the employees in terms of their personality traits, values, goals, needs and abilities with different levels of work environment might result in more positive affective reaction towards the organization and there by enhance organizational commitment, identification with the organization, and organizational citizenship behaviours (Kristof-Brown, Zimmerman & Johnson, 2005; Firdousiya & Jayan, 2016b). Thus a strong sense of identification with one's work role may facilitate employees' active efforts towards organizational goals and objectives which results in performance effectiveness. Hence, it can be summarized

from the model depicted in Table 4.54 that the positive relationship between self-efficacy and personal effectiveness can be moderated by the degree of congruence that an employee can experience with his working environment.

iii)   Person environment fit as a moderator for the relationship between self-esteem and personal effectiveness

Here, the researcher tried out to identify the moderating effect of person environment fit perceptions on the prediction of personal effectiveness by self-esteem. For this purpose a moderated regression analysis was carried out by using SPSS and the observed results were displayed in Table 4.55. Self-esteem can be defined as an individual's overall subjective evaluation of his own worth and value. Self-esteem is proved to be helpful in many occupations as high self-esteem generally motivates for task accomplishment in order to maintain their positive view of the self. But the modest correlation between self-esteem and performance in many studies (Baumeister, et al., 2003) highlight the role of other variables or conditions in the prediction of effective performance and career success by self-esteem. In the moderated regression analysis, zRSES was entered in the first step and the R square value (0.267) was found to be significant at 0.001 level (F change = 254.935). It shows that around 26.7% of personal effectiveness among law enforcement officers can be accounted by the level of employee's self-esteem. In the next step, when zPEF was also entered into the model along with zRSES, the R square was increased in to 0.392 with an F change of 142.957 and again in the third step, when the interaction between self-esteem and person environment fit was calculated , the R square value increased into 0.404 (F change = 13.741, p<0.001). From this it is clear that 40.4% of personal effectiveness can be explained by the combined and interaction effect of person-environment fit and self-esteem. That means the interplay between person environment fit and self-esteem can produce significant change in the values of personal effectiveness of an employee. Hence, person-environment fit is proved as a significant moderator of prediction of personal effectiveness by self-esteem.

Table 4.55

Analysis of moderate regression of person-environment fit on Self-esteem and personal effectiveness.

	Model	R	R Square	Adjusted R Square	R Square Change	F Change	Significance of F Change
1.	zRSES	0.517	0.267	0.266	0.267	254.935	0.000
2.	zRSES, zPEF	0.626	0.392	0.390	0.125	142.957	0.000
3.	zRSES, zPEF, zRSES x zPEF	0.635	0.404	0.401	0.012	13.741	0.000

Dependent variable: Personal Effectiveness (p< 0.001)

Employees with high self-esteem may perform more effectively if they are able to perceive high degree of congruence with their working environment and also the demerits of low self-esteem on employee effectiveness will be high when they are failed to experience a better match with their work environment. That means the perceived compatibility with one's working environment can play an important role on the relationship between employees' self-esteem and level of effectiveness. Thus it shows the importance of fit in the workplace to ensure the maximum output from the part of employees.

iv) The moderating effect of person environment fit on public service motivation and personal effectiveness

Public service motivation is explained as a meaningful predictor of the performance of employees in public organizations (Perry & Wise, 1990; Bright, 2007). Bright (2007) also argued for the missing link that may explain this relationship between public service motivation and performance and tested the role of person-organization fit in this line. Here, the researcher attempted to find out the moderating role of person-environment fit on the relationship between PSM and personal effectiveness among law enforcement officers and a moderated regression analysis was carried out.

Table 4.56

Analysis of moderate regression of person-environment fit on public service motivation and personal effectiveness.

	Model	R	R Square	Adjusted R Square	R Square Change	F Change	Significance of F Change
1.	zPSM	0.637	0.405	0.404	0.405	476.464	0.000
2.	zPSM, zPEF	0.701	0.491	0.490	0.086	118.244	0.000
3.	zPSM, zPEF, zPSM x zPEF	0.712	0.507	0.505	0.016	22.157	0.000

Dependent variable: Personal Effectiveness ($p < 0.001$)

Person-environment fit is a multidimensional construct with many conceptualizations like fit between the needs of employees and the supplies by the environment; the fit between the demands of the environment and the abilities of the person; the fit between values, goals and personality traits of the person and those of the work environment (Chatman, 1989; Edwards & Harrison, 1993; Cable & Judge, 1996; Edwards, 1996; Kristof, 1996). This congruence between employees and their work environment can be achieved in two ways: either supplementary or complementary. Supplementary fit is achieved when individual attributes are similar to those of the environment, whereas complementary fit is achieved when individual characteristics and environmental properties add something to each other in order to fill the gap among themselves and the environment. A considerable amount of research has investigated the direct and indirect role of PE fit on employee outcomes (Edwards, 1991; Kristof, 1996; Verquer, Beehr & Wagner, 2003; Kristof-Brown, Zimmerman & Johnson, 2005; Bright, 2007; Firdousiya & Jayan, 2016b, 2018).

Through the moderation model depicted in Table 4.56, the investigator is trying to explain the moderating role of person-environment fit on the prediction of personal effectiveness by public service motivation. Even though PSM alone can predict 40.7% of personal effectiveness among law enforcement officers, the combined and interaction effect of PE fit and PSM can account for 50.7% of

personal effectiveness. This change in the amount of prediction is due to the moderating effect of PE fit on the relationship between public service motivation and personal effectiveness. That means, by this model, it can be explained that people with high level of public service motivation may perform more effectively when they experience a high degree of fit between themselves and their working environment than those who are with low degree of congruence. In other words, the person-environment fit can play an important and significant role as a missing link between public service motivation and employee effectiveness through this moderation process. Thus it can be explained that PE fit is proved to be a significant moderator in determining the influence of public service motivation on their level of effectiveness among law enforcement officers.

v)   Person environment fit as a moderator for the prediction of personal effectiveness by openness to experience

In this section a moderated regression analysis was carried out to examine the moderating effect of person-environment fit on openness to experience in determining the personal effectiveness. This analysis was done based on the assumption that fit is playing a crucial role in all variables related to effectiveness either directly or indirectly. The observed findings were summarized in Table 4.57.

From the R square values displayed in the model (0.278, 0.398 and 0.421) it is clear that the changes in R square value at each step is a clear indicator of the moderation effect of person-environment fit on this personality dimension in explaining employee effectiveness. The corresponding values of F change (269.214, 139.598 and 26.925 respectively) is significant at 0.001 level at each step and it implies the generalizability of person environment fit as a moderator for the prediction of employee effectiveness by openness to experience.

Table 4.57

Analysis of moderate regression of person-environment fit on openness to experience and personal effectiveness.

	Model	R	R Square	Adjusted R Square	R Square Change	F Change	Significance of F Change
1.	zOpen	0.527	0.278	0.277	0.278	269.214	0.000
2.	zOpen, zPEF	0.631	0.398	0.397	0.120	139.598	0.000
3.	zOpen, zPEF, zOPen x zPEF	0.649	0.421	0.418	0.022	26.925	0.000

Dependent variable: Personal Effectiveness ($p < 0.001$)

Even though openness to experience is related with effective performance, certain conditions can negate or facilitate this influence. Here, through this moderated regression analysis, it is proved that person-environment fit perceptions of employee is such a significant factor that can monitor the influence of employees' tendency to be imaginative, curious, and open-minded to a wide variety of unexpected experiences in determining their level of effectiveness. That means even though police organizations are preferring employees with high score on openness to experience to ensure better and effective performance from the part of officers, their perceptions about the level of fit with their work environment is also very important in determining the role of such personality qualities on employee effectiveness.

Thus, through these five sub-sections, person-environment fit – the perceived match between the person and their work environment – is recognized as an important factor that can monitor the relationship between personal effectiveness and its predictors through the process of moderation. This section of moderated regression analyses suggests that all the dimensions of person-environment fit along with overall fit perceptions can moderate significantly the positive and predictive relationship of independent variables like institutional socialization experience, self-efficacy, self-esteem, public service motivation and openness to experience which were initially identified as the predictors of personal effectiveness. Thus it is

highlighting the fact that even though there are many individual as well as organizational factors that can contribute to employee effectiveness, the effect of such factors can be influenced by a number of other factors. Through this research work, fit and its dimensions were identified as one such important phenomenon that can moderate the relationship between these variables and employee performance. Thus this research supports the fit literature by explaining that to ensure the benefits of all desired qualities at work for maximum and effective outputs, the perception of fit is essential.

SUMMARY & CONCLUSION

The police constitute the largest disciplined force in the country drawn from the community and committed to serve and operate in this milieu. As law enforcers they are expected to provide an environment and conditions congenial to good governance, progress and development. The police man has to be courageous, mentally and physically courteous, precise, painstaking, honest, accurate, a man of character, fearless and just in the discharge of his duties and the use of his powers. Effective law enforcement system is the symbol of good governance and administration of every state as it preserves good order; protects public life; prevent, detect and punish criminal behaviors; promote public health and safety; and pop up societal morals and values.

The effectiveness of police officers in discharging their duty is often a matter of heat debate and also an important objective to which most police administrators would looking for as well. Police effectiveness is highly dependent on the ability of police administrators to obtain the kind of police behavior likely to achieve the organization's objectives without alienating any segment of the community because of its conflictual disputes over police standards and practices. Selection of most suitable candidates, whose personal attributes are congruent with the organization is seems to be a possible solution to enhance the effectiveness of law enforcement officers. So the police organizations must try to find out the most suitable personnel for the accomplishment of its long lasting objectives and try to adopt the best recruitment policy to make sure that the only right fit personnel are selecting to the organization and all the undesired ones are screening out correctly at the beginning of the recruitment process itself.

To assess the suitability of a particular candidate for a particular job, person work environment fit (PE fit) is seemed to be a good approach based on different assumptions about people and what determines their behavior at work. PE fit implies the congruence or compatibility between a person and his/her work environment. It resembles the concept of wearing a 'right sized shoe' as its reflection can found in each and every step. Fit is a desired state being strived for by all social entities, individuals, groups and organizations alike (Ellis &Tsui, 2007) because, when characteristics of people and the work environment are aligned or fit together, positive outcomes result. Individuals who perceive congruence or match between them and their working environment will be successful and effective in their career. So the effectiveness of an employee is a matter of how well he/she fit in to his/her working environment. Keeping and maintaining effective officers is a great challenge for our police department as the effectiveness of our police officers are often questioned by the public and media as well. The most crucial way to make them effective is the encouragement to enhance the personal effectiveness of each and every officer in the force. If the department succeed in their attempt to improve the personal effectiveness of its employees, then the entire force will become effective automatically.

Thus as a small attempt to find out the ways to ensure the effectiveness of law enforcement officers, the researcher tried to identify the potential contributors of person-environment fit and their roles in enhancing the effectiveness of law enforcement officers. Hence, the present study is entitled as "**the psychological contributors of person-work environment fit and its impact on the effectiveness of law enforcement officers"**.

OBJECTIVES OF THE STUDY

- To explore the psychological correlates and contributors of fit perception of law enforcement officers

- To have a general idea on the nature of distribution of the variables under study

- To study the nature and extent of relationship among the variables under study

- To identify the psychological predictors of different levels of person environment fit among the law enforcement officers

- To find out the predictive role of contributors of fit on the personal effectiveness of law enforcement officers

- To check the moderating effect of fit variables on the relationship between personal effectiveness and its predictors

HYPOTHESES

- The variables under study will be distributed normally among the participants

- There will be significant relationship among the study variables

- Variables under study will be able to predict PEF of Law enforcement officers

- Contributors of fit have a significant role in predicting the effectiveness of law enforcement officers

- Person environment fit and its sub variables moderates the relationship between personal effectiveness and its predictors

METHOD

The present study is designed in two phases; a preliminary qualitative exploration (pilot study) and the core part – quantitative descriptive study. The second phase consists of two parts: identification of the psychological contributors of person work environment fit (part 1) and the examination of the impact of person work environment fit and its contributors on the effectiveness of law enforcement officers.

PHASE 1: Preliminary Qualitative Exploration

In order to get familiarized with the nature of work, the organizational structure and culture of Kerala police; and to explore the various factors related with the perception of congruence/fit among them the investigator had gathered data through multiple means and analyzed those data in this phase of qualitative exploration. The details of each method including the participants, procedure, and techniques of data collection were described below;

Stage 1: descriptive interview

Participants: consists of 15 police officers of higher ranks from sub inspector to deputy superintendent of police from Malappuram and Kozhikkode districts. Their ages ranged from 30 to 53 years and were differed on their religion, educational qualification and years of service. Convenient sampling method was used for the selection of participants.

Method for data collection: face to face unstructured qualitative interview including casual talks and general discussions regarding the Kerala police was used to collect the necessary data.

Procedure: all the participants were met quiet personally and informally to seek permission for the interview. The interviews were conducted in a place comfortable to each participant other than their offices. After the assurance of confidentiality of their responses, they were encouraged to share their experiences, perceptions and general opinions and observations regarding policing, their effectiveness, problems faced by them, and qualities of best suited as well as effective employees including their suggestions for improving the overall effectiveness of law enforcement officers.

Stage 2: Semi-structured interview

Participants: includes 60 police officers from selected districts of Kerala ranging from local civil police officers to district superintendent of police. Among the sample, 20 were female police officers.

Measures: a pre-prepared semi-structured interview schedule was used to gather the data needed for the present study. The schedule was prepared by the investigator on the basis of information collected from the first stage.

Procedure: as an extension of previously conducted descriptive interview, face to face personal interviews were conducted for each participant after getting prior permission from the person itself and concerned authority as well. Each session took around 40 to 60 minutes according to the convenience of the participants. The time and place for the interview were fixed by the investigator in accordance with the expediency of each participant. Key note method was used to record the data as the investigator was not permitted to use any recording aids. The collected data were content analyzed.

Stage 3: Focused group discussion

Participants: comprises a total of 22 police personnel of various ranks and positions for three separate discussions. The first group involves 2 DYSPs and 5 civil police officers from various part of the state. The second group consists of 3 commandos of various police camps and 3 DYSPs; and the third one includes an equal number of CIs, SIs, and constables with a total of 9 members.

Procedure: focused group discussions were conducted in three groups at various times convenient to each group. All the members were met personally in advance after fixing appointments and time and venue were fixed in accordance with their convenience. Each session took around a period of two hours. Investigator herself conducted each discussion and took over the role of facilitator in all the three groups. The interaction started with the establishment of rapport, opening up of the topic and revealed the purpose and expectations of investigator through these sessions even though all these were explained individually well in advance during the time of invitation to group discussion itself.

The investigator started the discussion to bring them in to a common focus of the things related with law enforcement effectiveness and role of fit in the development and maintenance of effective employees in police departments.

Problems related with the recruitment, selection, training and appraisal systems of Kerala police were also included in the discussion along with their expected solutions. Key note method was used to record the data generated through discussion and were later analyzed by the researcher to generate the factors related with fit and police effectiveness.

At the end of phase one, the researcher came with many inferences and from that identified certain psychological contributors of person work environment fit. Then searched in the literature for the same and finally selected six psychological variables namely institutional socialization experience, proactive personality, big five personality factors, public service motivation, self-esteem, and self-efficacy beliefs as the contributors of fit.

PHASE 2: Quantitative Descriptive Study

With an objective to identify the psychological predictors of person work environment fit and its impact on the effectiveness of law enforcement officers, the investigator entered into the second phase of her research by utilizing the necessary information generated through the first phase of research and the process of systematic review of literature. Actually the second phase is a testing phase where the researcher tried to prove the identified psychological contributors of fit and its importance in the effectiveness of law enforcement officers with the help of various statistical analyses. For that purpose during this time, the investigator prepared some assessment tools for certain psychological variables under study and collected wide range of data quantitatively and analyzed statistically. So this phase can be further divided in to two: selection, adaptation, and preparation of questionnaires (stage 1); and the testing phase which includes the collection, analysis and interpretation of quantitative data (stage 2)

Stage 1: selection, adaptation and construction of appropriate measures

In this stage the researcher had conducted an extensive search for appropriate measurement tool in the literature and selected suitable measures. Restandardization

of adopted measures were done if found necessary to make them usable in the police force and two measures were developed during this time.

Participant: involves 400 police officers of different ranks from CPO to DYSP (112 females).

Procedure: selected, adopted and prepared items were administered to each participant individually in a face to face interactive session after gaining permission from the participants through proper channel.

The measure to be used for the final stage of testing were fixed in this stage by the researcher

Stage 2: Testing Phase

In this stage, the investigator collected data from various police stations of Kerala and used different statistical analyses for the interpretations of collected data

Participants: includes 701 police officers of all ranks from CPO to DYSP. Among them 200 were female police officers and their age ranged between 25 and 56 years.

Measures: Big five personality inventory (John, Donahue & Kentle, 1991), Rosenberg's self-esteem scale (Rosenberg, 1965), proactive personality inventory (Crant & Kraimer, 1999), Public service motivation scale (Kim, 2010), personal effectiveness inventory (Andros, 1999), Self-efficacy scale (Firdousiya & Jayan, 2010), institutional socialization experience scale (Firdousiya & Jayan, 2015), and perceived person environment fit scale (Firdousiya & Jayan, 2015) were used in the present study.

Procedure: After getting permission from the State police Chief, the investigator personally approached the Superintend of police of various districts and explained the nature and purpose of study in detail. Then the researcher approached the Station house officers (SHO) of selected stations to get an appointment for data collection. Officers who are willing to participate were completed the questionnaires during a face to face interactive session.

Statistical analysis: parametric statistical analyses like Pearson product moment correlation, multiple regression (stepwise), and moderated regression analyses were used to test the tenability of the formulated hypotheses.

TENABILITY OF THE HYPOTHESES

The major hypotheses for the study were formulated on the basis of the objectives of the present investigation. Five major hypotheses were formulated in the present research and on the basis of the results obtained; the tenability of these hypotheses is established.

The first hypothesis proposed that '**the variables under study will be distributed normally among the participants**'.

To verify this hypothesis, descriptive statistics was used and the values from mean, median, mode, skewness and kurtosis for the variables institutional socialization experience, proactive personality, Big five personality factors, public service motivation, self-efficacy, self-esteem and person-environment fit were found to be not much deviated from normality and met the conditions of normal distribution. Thus, the first hypothesis was established.

The second hypothesis states that '**there will be significant relationship among the study variables**'.

In order to verify this hypothesis, Pearson product moment correlation was used and the hypothesis was split into two main heads: inter-correlations and correlation among the variables. This first section of inter-correlation is again divided into four sub hypothesis;

a.   There will be significant relationship among the sub-dimensions of public service motivation.

Positive relationship is found between all the four dimensions of public service motivation.

b.   There will be significant relationship among the sub-dimensions of personality.

Significant positive relationship is found between the five factors of personality except neuroticism. Neuroticism is found to be negatively correlated with all the other four factors.

c.   There will be significant relationship among the sub-dimensions and different levels of person-environment fit.

Highly significant and positive inter-correlation is found between all the dimensions and various levels of person-environment fit

d.   There will be significant relationship among the sub-dimensions of personal effectiveness.

Significant positive correlation is found between all the five dimensions of personal effectiveness along with overall effectiveness.

Thus all these four sub hypotheses were accepted.

The second section of correlation analysis is further classified into the following 28 sub hypotheses;

a.   There will be a significant relationship between the variable institutional socialization experience and proactive personality.

Institutional socialization experience showed significant positive correlation with proactive personality.

b.   There will be a significant relationship between the variable institutional socialization experience and self-efficacy.

Institutional socialization experience showed significant positive correlation with self-efficacy.

c.   There will be a significant relationship between the variable institutional socialization experience and self-esteem.

Institutional socialization experience showed significant positive correlation with self-esteem.

d.   There will be a significant relationship between the variable institutional socialization experience and the dimensions of public service motivation.

Institutional socialization experience showed significant positive correlation with all the dimensions of public service motivation

e.   There will be a significant relationship between the variable institutional socialization and big five personality factors.

Institutional socialization experience showed significant positive correlation with all the factors of personality except neuroticism for which the variable obtained a significant but negative correlation.

f.   There will be a significant relationship between the variable institutional socialization experience and the various levels of person-environment fit.

Institutional socialization experience showed significant positive correlation with all the levels of PE fit.

g.   There will be a significant relationship between the variable institutional socialization experience and the dimensions of personal effectiveness.

Institutional socialization experience showed significant positive correlation with all the dimensions of personal effectiveness.

h.   There will be a significant relationship between the variable proactive personality and self-efficacy.

Proactive personality is found to be positively correlated with self-efficacy.

i.   There will be a significant relationship between the variable proactive personality and self-esteem.

Proactive personality is found to be positively correlated with self-esteem.

j.   There will be a significant relationship between the variable proactive personality and the dimensions of public service motivation.

Proactive personality is found to be positively correlated with all the dimensions of public service motivation.

k.   There will be a significant relationship between the variable proactive personality and the big five personality factors.

Proactive personality is found to be positively correlated with all the personality factors except neuroticism.

l.   There will be a significant relationship between the variable proactive personality and the different levels of PE fit.

Proactive personality is found to be positively correlated with all the four levels of PE fit.

m.   There will be a significant relationship between the variable proactive personality and the dimensions of personal effectiveness.

Proactive personality is found to be positively correlated with personal effectiveness and its sub variables.

n.   There will be a significant relationship between the variable self-efficacy and self-esteem.

Self-efficacy is found to be positively correlated with self-esteem.

o.   There will be a significant relationship between the variable self-efficacy and the dimensions of public service motivation.

Self-efficacy is found to be positively correlated with public service motivation and its sub dimensions.

p.   There will be a significant relationship between the variable self-efficacy and the big five factors of personality.

Self-efficacy is found to be positively correlated with all the big five personality factors except neuroticism. Self-efficacy showed a negative correlation with neuroticism as expected.

q. There will be a significant relationship between the variable self-efficacy and the different levels of PE fit.

Self-efficacy is found to be positively correlated with all the levels of PE fit.

r. There will be a significant relationship between the variable self-efficacy and the dimensions of personal effectiveness.

Self-efficacy is found to be positively correlated with personal effectiveness and its sub factors.

s. There will be a significant relationship between the variable self-esteem and the dimensions of public service motivation.

Self-esteem is found to be positively correlated with all the dimensions of PSM.

t. There will be a significant relationship between the variable self-esteem and the big five factors of personality.

Self-esteem showed significant positive correlation with all the factors of personality except neuroticism for which it obtained a negative correlation.

u. There will be a significant relationship between the variable self-esteem and the different levels of PE fit.

Self-esteem is found to be positively correlated with all the four types of PE fit along with overall PE fit

v. There will be a significant relationship between the variable self-esteem and the dimensions of personal effectiveness.

Self-esteem is found to be positively correlated with personal effectiveness and its sub dimensions.

w. There will be a significant relationship between the dimensions of public service motivation and the factors of big five personality.

PSM and its dimensions were found to be positively correlated with all the personality sub factors except neuroticism.

x. There will be a significant relationship between the dimensions of public service motivation and the different levels of PE fit.

PSM and its dimensions were found to be positively correlated with all the levels of PE fit.

y. There will be a significant relationship between the dimensions of public service motivation and the variables of personal effectiveness.

PSM and its dimensions were found to be positively correlated with personal effectiveness and its sub factors.

z. There will be a significant relationship between the factors of big five personality and different levels of PE fit.

All the personality factors except neuroticism were found to be positively correlated with fit variables and neuroticism is found to be negatively correlated with all the four levels of fit.

aa. There will be a significant relationship between the factors of big five personality and the dimensions of personal effectiveness.

All the personality factors except neuroticism were found to be positively correlated with personal effectiveness and its sub-variables and neuroticism is found to be negatively correlated with all the sub dimensions of personal effectiveness.

bb. There will be a significant relationship between different levels of PE fit and the dimensions of personal effectiveness.

All the fit variables were found to be positively correlated with personal effectiveness and its sub dimensions.

Thus all these sub hypotheses were accepted and hence the second major hypothesis was also proved in the present study.

The third hypothesis is stated as '**the variables under study will be able to predict PE fit perceptions of law enforcement officers'**.

The tenability of this hypothesis was determined with the help of stepwise multiple regression analyses under three sub sections. The first sub section deals with the predictability of PE fit by different levels of fit identified by the researcher and the regression results proved that all the four levels of PE fit together can predict 100% of overall PE fit perceptions of an individual. The second subsection of this hypothesis was to determine the predictive capacity of different correlates of PE fit. For this purpose, the contributions of each content dimension of fit were identified on each level of PE fit separately. These two sections were aimed at establishing the predictive validity of the perceived PE fit scale designed by the investigator during this research work.

The third subsection explained the predictive capacity of various contributors of PE fit and the regression results depicts that Proactive personality trait, institutional socialization experiences, self-efficacy beliefs, conscientiousness, commitment to public interest, and self-sacrifice together contribute 29.5% to the perception of person job fit; proactive personality trait, institutional socialization experiences, self-sacrifice, self-efficacy beliefs, commitment to public interest and self-esteem together predict 32.8% of the person organization fit perceptions; proactive personality trait, institutional socialization experiences, self-efficacy beliefs, self-esteem, attraction to policy making and self-sacrifice all together contribute 33% to the perception of person group fit; self-efficacy beliefs, institutional socialization experiences, proactive personality trait, self-esteem, commitment to public interest, and self-sacrifice together contribute 30.1% of the perception of person supervisor fit; and proactive personality trait, institutional socialization experiences, self-efficacy beliefs, self-sacrifice, attraction to policy

making, self-esteem, and commitment to public interest together predict 35.4% of the overall perception of person work environment fit among law enforcement officers. Thus the third hypothesis was accepted to some extent.

The fourth hypothesis was proposed as '**contributors of fit have a significant role in predicting the effectiveness of law enforcement officers'**.

To verify this hypothesis, stepwise multiple regression analyses were used for the criterion variable personal effectiveness and its sub dimensions keeping the contributors of PE fit as predictors. From the regression results, it is found that self efficacy beliefs, proactive personality, compassion, conscientiousness, openness to experience, commitment to public interest and attraction to policy making together contribute 52.6% to the personal focus; self-efficacy beliefs, self-esteem, attraction to policy making, compassion and conscientiousness together predict 59.5% of the personal growth; self-efficacy beliefs, institutional socialization experiences, self-sacrifice, proactive personality, self-esteem, commitment to public interest and attraction to policy making together contribute 55.7% of the team effectiveness; self-efficacy beliefs, institutional socialization experiences, self-sacrifice, commitment to public interest and compassion all together contribute 50.2% of the relationships dimension of personal effectiveness; self efficacy beliefs, self-sacrifice, institutional socialization experiences, compassion and self-esteem jointly predicts 58.7% of the personal adaptability; and self efficacy beliefs, institutional socialization experiences, self-sacrifice, openness to experience, compassion, self-esteem and attraction to policy making together contribute 65.4% of the personal effectiveness of police officers. Hence, the fourth hypothesis was also accepted substantially.

The fifth hypothesis was stated that '**PE fit and its sub variables moderate the relationship between personal effectiveness and its predictors**'.

In order to verify this hypothesis moderated regression analyses were used and the results proved that the predictive relationship between personal effectiveness and its contributors were moderated significantly by PJ fit, PO fit, PG fit, PS fit and overall PE fit. So, the formulated hypothesis was also accepted.

Thus, the entire five major hypothesis developed in this study were accepted with statistical supports.

MAJOR FINDINGS FROM THE STUDY

Phase 1: preliminary qualitative exploration

An exploration of the construct of PE fit along with its correlates and contributors was done during the pilot study through different methods. Different levels of fit perception were identified: person job fit, person organization fit, person group fit, and person supervisor fit. Various themes, dimensions and conceptualizations of fit were sort out including demand abilities fit, need supplies fit, value congruence, goal congruence, personality fit, and complementary fit. Contributing factors of PE fit such as intense desire to serve the public and community, training and socialization experiences, role clarity, academic ability, agreeableness, emotional stability, extraversion, openness to experience, conscientiousness, job crafting behaviors, self-efficacy beliefs, adaptability, proactive personality, self-esteem, job characteristics belief, work engagement, organizational change, gender, past promotion, years of experience and length of service, etc were identified through content analyses.

An exploration of law enforcement effectiveness was also tried out by the researcher during this phase. Various issues related with police effectiveness were identified. Political favoritism, partiality, increased rate of crimes, improper investigations, corruptions, lack of public trust and support, flaws in existing recruitment, selection, etc., political interference, lack of proper training, work-family spillover, high amount of accountability, lack of freedom or participative decision making, power structures, lack of professionalism, and unscientific and improper ways of division of labour are the major issues discussed in this regard. An attempt to explain the concept of police effectiveness was also made by the researcher at the end of this phase. Officers' efficiency in solving various crimes, ability in maintaining public order and safety, proficiency in ensuring public trust and cooperation, ability to focus on their personal and departmental objectives, initiation in growth and development of themselves and the community to which they extent their service,

talents in building good relationships, morale and commitment in team works, and the capacity to get easily adaptable with the changing nature and challenging demands of their job, etc., were recognized as important elements of police effectiveness. Finally, the variables to the next phase of quantitative examination were identified for testing and establishing the scientific link between identified variables empirically.

Phase 2: quantitative descriptive study

- Institutional socialization experiences and the perception of person environment fit are related each other among the law enforcement officers

- Proactive people perceive better fit with their job, organization, group and supervisor or vice versa

- High self-esteem leads to the perception of good fit with various levels of one's work environment and vice versa.

- One's self-efficacy beliefs are related positively with the perception of good fit between oneself and his/her job, organization, coworkers and supervisors

- Law enforcement officers' level of motivation to serve the public is positively related with their perception of fit

- The Big Five personality factors and the perception of person work environment fit are related each other among law enforcement officers

- Proactive personality trait, institutional socialization experiences, self-efficacy beliefs, conscientiousness, commitment to public interest, and self-sacrifice together contribute 29.5% to the perception of person job fit of law enforcement officers

- Proactive personality trait, institutional socialization experiences, self-sacrifice, self-efficacy beliefs, commitment to public interest and self-esteem together predict 32.8% of the person organization fit perceptions

- Proactive personality trait, institutional socialization experiences, self-efficacy beliefs, self-esteem, attraction to policy making and self-sacrifice all together contribute 33% to the perception of person group fit among law enforcement officers

- Self-efficacy beliefs, institutional socialization experiences, proactive personality trait, self-esteem, commitment to public interest, and self-sacrifice together contribute 30.1% of the perception of person supervisor fit among law enforcement officers

- Proactive personality trait, institutional socialization experiences, self-efficacy beliefs, self-sacrifice, attraction to policy making, self-esteem, and commitment to public interest together predict 35.4% of the overall perception of person work environment fit

- Institutional socialization experiences of the law enforcement officers is related to their perception of personal effectiveness

- Proactive personality and personal effectiveness of law enforcement officers are related each other in such a way that an increase in one leads to a proportionate hike in the other or vice versa

- Police officers with high self-esteem were also shows high personal effectiveness

- High self-efficacy beliefs is leads to heightened personal effectiveness perceptions and vice versa

- An increase in the level of public service motivation of law enforcement officers will leads to increased personal effectiveness perceptions

- The Big Five personality factors of law enforcement officers were related with their personal effectiveness

- An increase in fit variables indicate an increase in the personal effectiveness of law enforcement officers and vice versa

- Self efficacy beliefs, compassion, conscientiousness, openness to experience, commitment to public interest and attraction to policy making together contribute 52.6% to the personal focus of law enforcement officers

- Self-efficacy beliefs, self-esteem, attraction to policy making, self-sacrifice and conscientiousness together predict 59.5% of the personal growth of law enforcement officers

- Self-efficacy beliefs, institutional socialization experiences, self-sacrifice, proactive personality, self-esteem, commitment to public interest and attraction to policy making together contribute 55.7% of the team effectiveness

- 50.2% of the relationships dimension of personal effectiveness of law enforcement officers is predicted by self-efficacy beliefs, institutional socialization experiences, self-sacrifice, commitment to public interest and compassion all together

- Self efficacy beliefs, self-sacrifice, institutional socialization experiences, compassion and self-esteem jointly predicts 58.7% of the personal adaptability perceptions of law enforcement officers

- 65.4% of the personal effectiveness of police officers is predicted by their self efficacy beliefs, institutional socialization experiences, self-sacrifice, openness to experience, compassion, self-esteem and attraction to policy making.

- Person job fit moderates the relationship of institutional socialization experiences, self-efficacy beliefs, self-esteem and openness to experience with the personal effectiveness of law enforcement officers

- Person organization fit act as a moderator in the relationship of institutional socialization experiences, public service motivation, self-efficacy beliefs, self-esteem and openness to experience with the effectiveness of police officers

- The role of institutional socialization experiences, public service motivation, self-efficacy beliefs, self-esteem and openness to experience in the prediction of personal effectiveness of the officers is moderated by their perceived person group fit

- Person supervisor fit can moderate the relationship between personal effectiveness and its contributors (institutional socialization experiences, self-efficacy beliefs, public service motivation, self-esteem and openness to experience)

- Person environment fit have a significant moderating effect on the predictors of personal effectiveness as the impact of these variables on personal effectiveness of law enforcement officers will enhance when considering the congruence of these employees with their work environment

Implications of the study

The findings of the present study will be helpful in each and every human resource processes of Police departments including recruitment, selection, training, placement, performance appraisal and evaluation. The existing police force can make use of this model in order to enhance the fit perception among the officers and thereby to improve their effectiveness. Apart from these, the present model will be very helpful for other human resource professionals also as the link between congruence and effectiveness were well established. At least the study can provide a scientific base for the discussions regarding the effectiveness of our police force. Hence, some specific implications of the present study include;

- To bring awareness on the role of PE fit on employee effectiveness among managers, human resource professionals and employers.

- To bring into focus, and create a ground for policy changes regarding the recruitment, selection, training, placement and performance evaluation of the law enforcement officers to ensure right persons are placed at right place.

- To make valuable suggestions to police administrators to promote employee

effectiveness.

- Through awareness on PE fit and its role on effectiveness can enhance the development and maintenance of more effective and committed employees at work and specifically effective police officers will definitely be an asset to the state and the public.

- This study can shed light on effective law enforcement to some extent.

- To create effective police officers through awareness, proper training and various policies and programs to enhance their congruence with the departmental objectives.

Limitations of the Study and Directions for Future Research

The investigator could not assess the temporal effects of PE fit on effectiveness as it was not a longitudinal type of research. Even though, the perception of one's fit with work environment may subject to change in due course of time, that element was ignored as the researcher can't establish the temporal effect of fit on effectiveness. Another important limitation of the study is that though the researcher is well aware of the problems related with the conceptualization and assessment of fit, in the present study only the subjective measures of fit and effectiveness were used. Objective measures will also be useful. Further, the present study was concentrated only on the comments, observations and self-reports from police officers. It didn't incorporate the information on police effectiveness from the part of its end-users, which is public. Other measurements like supervisor or public ratings on effectiveness of law enforcement officers can be added to get more valid conclusions. It didn't include any demographic variables in the prediction of both PE fit and personal effectiveness and their role on both as the research objective was to identify the psychological predictors of PE fit and its impact on law enforcement effectiveness. Such analyses have to be included in the future research.

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APPENDICES

INFORMATION FORM

സർ,

എന്റെ ഗവേഷണത്തിന്റെ ഭാഗമായി താങ്കളുടെ ഔദ്യോഗിക ജീവിതവു
മായി ബന്ധപ്പെട്ട ചില കാര്യങ്ങൾ അറിയുവാനാഗ്രഹിക്കുന്നു. ഇതോടൊനുബ
ന്ധിച്ച ചോദ്യാവലികളാണ് ചുവടെ ചേർത്തിരിക്കുന്നത്. ഓരോന്നും വായിച്ച്
കൃത്യമായി ഉത്തരങ്ങൾ രേഖപ്പെടുത്തേണ്ടതാണ്. നിങ്ങളിൽ നിന്നും ശേഖരി
ക്കുന്ന വിവരങ്ങൾ രഹസ്യമായി സൂക്ഷിക്കുന്നതും ഗവേഷണത്തിനു വേണ്ടി
മാത്രം ഉപയോഗിക്കുന്നതുമാണ്. താങ്കളുടെ ആത്മാർത്ഥമായ സഹകരണം പ്രതീ
ക്ഷിക്കുന്നു.

Sir,

As part of my research programme, I would like to collect data from you
based on this booklet. This booklet involves certain statements related to your
personal as well as professional life. I can give you the assurance that all the
information gathered from you will be strictly confidential and will be used solely
for the research purpose. Identity of any participant or any personal information
related with this study will not be disclosed to anyone. I request you to read each
statement carefully and to mark your responses against each statement. Your
cooperation will be highly appreciated.

Yours sincerely,

Firdousiya P.C.
Research Scholar
Dept. of Psychology
University of Calicut

Appendix B

BIG FIVE PERSONALITY INVENTORY

നിങ്ങളുടെ ജീവിതവുമായി ബന്ധപ്പെട്ടതോ അല്ലാത്തതോ ആയ ചില കാര്യങ്ങളാണ് താഴെ തന്നിരിക്കുന്നത്. ഓരോ പ്രസ്താവനക്കും 'A, B, C, D, E' എന്നിങ്ങനെ അഞ്ച് ഉത്തരങ്ങളാണുള്ളത്/ മറുപടികളാണുള്ളത്. ഇതിൽ 'A' എന്നത് എല്ലായ്പോഴും ശരിയാണ് എന്നതിനേയും 'B' മിക്കപ്പോഴും ശരിയാണ് എന്നതിനേയും 'C' ഇടയ്ക്കൊക്കെ ശരിയാണ് എന്നതിനേയും 'D' വല്ലപ്പോഴും ശരിയാണ് എന്നതിനേയും 'E' ഒരിക്കലും ശരിയല്ല എന്നതിനേയും പ്രതിനിധീകരി ക്കുന്നു. അവ ഒരോന്നും വായിച്ച് നിങ്ങളുടെ ജീവിതത്തിൽ അത് എത്രത്തോളം ശരിയാണ് എന്നത് അതാത് കോളത്തിൽ (✓) അടയാളത്തിൽ രേഖപ്പെടുത്തുക. ഇവിതെ തെറ്റോ/ശരിയോ ആയ ഉത്തരങ്ങളില്ല.

Given below are some statements related to your personal as well as professional life. For each statement there are five response options in which 'A' denotes 'Always True', 'B' stands for 'Usually True', 'C' denotes 'Sometimes True', 'D' for 'Rarely True' and 'E' indicates 'Never True'. Carefully read each statements and mark your response with a tick [✓] mark in the appropriate column.

Sl. No.	പ്രസ്താവനകൾ	A	B	C	D	E
1.	ഞാൻ ഒരു വാചാലനാണ് / അധികം സംസാരിക്കുന്നയാളാണ്. I see myself as someone who is talkative	☐	☐	☐	☐	☐
2.	മറ്റുള്ളവരിൽ കുറ്റം കണ്ടെത്താനുള്ള പ്രവണത എനിക്കുണ്ട്. I see myself as someone who tends to find fault with others	☐	☐	☐	☐	☐
3.	ഒരു വിട്ടുവീഴ്ചയുമില്ലാതെ ഞാൻ എന്റെ ജോലികൾ പൂർത്തിയാക്കാറുണ്ട്. I see myself as someone who does a thorough job	☐	☐	☐	☐	☐
4.	ഞാൻ ദുർബലനും വിഷണ്ണനുമാണ്. I see myself as someone who is depressed and blue	☐	☐	☐	☐	☐
5.	ഞാൻ മൗലികവും നവീനവുമായ ആശ യങ്ങൾ വെച്ചു പുലർത്തുന്നയാളാണ്. I see myself as someone who is original and comes up with new ideas	☐	☐	☐	☐	☐
6.	ഞാൻ അത്ര തുറന്ന് സംസാരിക്കുന്ന പ്രകൃതക്കാരനല്ല. I see myself as someone who is reserved	☐	☐	☐	☐	☐

Sl. No.	പ്രസ്താവനകൾ	A	B	C	D	E
7.	ഞാൻ നിസ്വാർത്ഥനും മറ്റുള്ളവരെ സഹായിക്കുന്നവനുമാണ് (പരോപകാരിയുമാണ്). I see myself as someone who is helpful and unselfish with others	☐	☐	☐	☐	☐
8.	ഞാൻ അലക്ഷ്യമായും അശ്രദ്ധമായും കാര്യങ്ങളെ സമീപിക്കുന്നയാളാണ്. I see myself as someone who can be somewhat careless	☐	☐	☐	☐	☐
9.	ബുദ്ധിമുട്ടുകളെ തരണം ചെയ്യാൻ എനിക്ക് കഴിയാറുണ്ട്. I see myself as someone who is relaxed and handles stress well	☐	☐	☐	☐	☐
10.	എനിക്ക് വിവിധ മേഖലകളിൽ/ വിഷയങ്ങളിൽ താല്പര്യമുണ്ട്. I see myself as someone who is curious about many different things	☐	☐	☐	☐	☐
11.	ഞാൻ ഊർജ്ജസ്വലനാണ്. I see myself as someone who is full of energy	☐	☐	☐	☐	☐
12.	ഞാൻ മറ്റുള്ളവരുമായി വഴക്കിടാറുണ്ട്. I see myself as someone who starts quarrels with others	☐	☐	☐	☐	☐
13.	ആർക്കും ആശ്രയിക്കാവുന്ന വിശ്വസ്തനായ വ്യക്തിയാണ് ഞാൻ I see myself as someone who is a reliable worker	☐	☐	☐	☐	☐
14.	എനിക്ക് മാനസികപിരിമുറുക്കം അനുഭവപ്പെടാറുണ്ട്. I see myself as someone who can be tense	☐	☐	☐	☐	☐
15.	ഞാൻ നിപുണനും ചിന്താശേഷിയുള്ളവനുമാണ്. I see myself as someone who is ingenious and deep thinker	☐	☐	☐	☐	☐
16.	മറ്റുള്ളവർക്ക് ഉത്സാഹം പകരാൻ എനിക്ക് സാധിക്കാറുണ്ട്. I see myself as someone who generates a lot of enthusiasm	☐	☐	☐	☐	☐

Sl. No.	പ്രസ്താവനകൾ	A	B	C	D	E
17.	ക്ഷമാശീലമുള്ള പ്രകൃതക്കാരനാണ്. I see myself as someone who has a forgiving nature	☐	☐	☐	☐	☐
18.	ഞാൻ അടുക്കും ചിട്ടയും ഇല്ലാത്ത പ്രകൃതക്കാരനാണ്. I see myself as someone who tends to be disorganized	☐	☐	☐	☐	☐
19.	ഒരുപാട് വേവലാതിപ്പെടുന്ന ആളാണ്. I see myself as someone who worries a lot	☐	☐	☐	☐	☐
20.	ഊർജ്ജസ്വലതയോടെ ഭാവനാത്മക മായി കാര്യങ്ങൾ ചെയ്യാൻ എനിക്ക് കഴിയും. I see myself as someone who has an active imagination	☐	☐	☐	☐	☐
21.	ശാന്തപ്രകൃതിക്കാരനാണ്. I see myself as someone who tends to be quiet	☐	☐	☐	☐	☐
22.	സാധാരണയായി എല്ലാത്തിലും വിശ്വാ സമർപ്പിക്കുന്നയാളാണ്. I see myself as someone who is generally trusting	☐	☐	☐	☐	☐
23.	പല കാര്യങ്ങളിലും അലസമായ സമീ പമാണ് എനിക്കുള്ളത്. I see myself as someone who tends to be lazy	☐	☐	☐	☐	☐
24.	ഞാൻ വൈകാരിക ദൃഢതയുള്ളവനും പെട്ടെന്ന് മാനസികമായി തകർന്നടി യാത്തവനുമാണ്. I see myself as someone who is emotionally stable and not easily upset	☐	☐	☐	☐	☐
25.	ഞാൻ തികഞ്ഞ ഒരു അന്വേഷണപടു വാണ്. I see myself as someone who is inventive	☐	☐	☐	☐	☐
26.	പ്രതികരണ മനോഭാവമുള്ള/എന്റെ തായ അഭിപ്രായങ്ങൾ തുറന്നുപറയുന്ന വ്യക്തിയാണ്. I see myself as someone who has an	☐	☐	☐	☐	☐

Sl. No.	പ്രസ്താവനകൾ	A	B	C	D	E
	assertive personality					
27.	എനിക്ക് താല്പര്യമില്ലായ്മ / വിരസത അനുഭവപ്പെടാറുണ്ട്. I see myself as someone who can be cold and aloof	☐	☐	☐	☐	☐
28.	ഏറ്റെടുത്ത ജോലി പൂർത്തിയാക്കുന്ന തിന് നിരന്തരം പരിശ്രമിക്കാറുണ്ട്. I see myself as someone who perseveres until the task is finished	☐	☐	☐	☐	☐
29.	എനിക്ക് ജോലിയിൽ സന്തോഷം കണ്ടെത്താൻ കഴിയാറില്ല I see myself as someone who can be moody	☐	☐	☐	☐	☐
30.	ഞാൻ കലാപരവും സൗന്ദര്യപരവുമായ അനുഭവങ്ങളെ വിലമതിക്കുന്നു. I see myself as someone who values artistic and aesthetic experiences	☐	☐	☐	☐	☐
31.	മറ്റുള്ളവരോട് സ്വതന്ത്രമായി ഇടപഴകു ന്നതിൽ ഞാൻ വിമുഖനാണ്. I see myself as someone who is sometimes shy and inhibited	☐	☐	☐	☐	☐
32.	എല്ലാവരോടും ദയയും പരിഗണനയുമു ള്ളയാളാണ്. I see myself as someone who is considerate and kind to almost everyone	☐	☐	☐	☐	☐
33.	ഞാൻ കാര്യപ്രാപ്തിയോടെ കാര്യങ്ങൾ ചെയ്യാറുണ്ട്. I see myself as someone who does things efficiently	☐	☐	☐	☐	☐
34.	പിരിമുറുക്കമുള്ള സന്ദർഭങ്ങളിലും വളരെ ശാന്തനായിരിക്കാൻ കഴിയാറു ണ്ട്. I see myself as someone who remains calm in tense situations	☐	☐	☐	☐	☐
35.	ഞാൻ ആവർത്തന സ്വഭാവമുള്ള ജോലികളെ ഇഷ്ടപ്പെടുന്നു. I see myself as someone who prefers work that is routine	☐	☐	☐	☐	☐

Sl. No.	പ്രസ്താവനകൾ	A	B	C	D	E
36.	ഞാൻ തുറന്നുസംസാരിക്കുന്നവനും സൗഹാർദ്ദശീലം ഉള്ളയാളുമാണ്. I see myself as someone who is outgoing and sociable	☐	☐	☐	☐	☐
37.	ചിലപ്പോഴൊക്കെ ഞാൻ മറ്റുള്ളവരോട് പരുഷമായി പെരുമാറാറുണ്ട്. I see myself as someone who is sometimes rude to others	☐	☐	☐	☐	☐
38.	ഞാൻ പദ്ധതികൾ ആവിഷ്ക രിക്കുകയും അത് നടപ്പിലാക്കുകയും ചെയ്യാറുണ്ട്. I see myself as someone who makes plans and follows through with them	☐	☐	☐	☐	☐
39.	ഞാൻ പെട്ടെന്ന് വികാരഭരിതനാവാറു ണ്ട്. I see myself as someone who gets nervous easily	☐	☐	☐	☐	☐
40.	എനിക്ക് ആശയങ്ങൾ മനനം ചെയ്യാനും അവ ജീവിതത്തിൽ പ്രതിഫ ലിപ്പിക്കാനും ഇഷ്ടമാണ്. I see myself as someone who likes to reflect and play with ideas	☐	☐	☐	☐	☐
41.	ഞാൻ കലാപരമായ താൽപര്യങ്ങൾ ഇല്ലാത്ത ആളാണ് I see myself as someone who has few artistic interests	☐	☐	☐	☐	☐
42.	മറ്റുള്ളവരുമായി സഹകരിക്കാൻ താൽപര്യമുള്ള ആളാണ്. I see myself as someone who likes to cooperate with others	☐	☐	☐	☐	☐
43.	പെട്ടെന്ന് അസ്വസ്ഥനാകുന്നയാളാണ്. I see myself as someone who is easily distracted	☐	☐	☐	☐	☐
44.	ഞാൻ സാഹിത്യത്തിലും, സംഗീത ത്തിലും, കലയിലും ഒക്കെ ആർജ്ജവമു ള്ളയാളാണ്. I see myself as someone who is sophisticated in art, music, or literature	☐	☐	☐	☐	☐

Appendix C

PERSONAL EFFECTIVENESS INVENTORY

നിങ്ങളുടെ ജീവിതവുമായി ബന്ധപ്പെട്ടതോ അല്ലാത്തതോ ആയ ചില കാര്യങ്ങളാണ് താഴെ തന്നിരിക്കുന്നത്. ഓരോ പ്രസ്താവനക്കും 'A, B, C, D, E' എന്നിങ്ങനെ അഞ്ച് ഉത്തരങ്ങളാണുള്ളത്/ മറുപടികളാണുള്ളത്. ഇതിൽ 'A' എന്നത് എല്ലായ്പോഴും ശരിയാണ് എന്നതിനേയും 'B' മിക്കപ്പോഴും ശരിയാണ് എന്നതിനേയും 'C' ഇടയ്ക്കൊക്കെ ശരിയാണ് എന്നതിനേയും 'D' വല്ലപ്പോഴും ശരിയാണ് എന്നതിനേയും 'E' ഒരിക്കലും ശരിയല്ല എന്നതിനേയും പ്രതിനിധീകരി ക്കുന്നു. അവ ഒരോന്നും വായിച്ച് നിങ്ങളുടെ ജീവിതത്തിൽ അത് എത്രത്തോളം ശരിയാണ് എന്നത് അതാത് കോളത്തിൽ (✓) അടയാളത്തിൽ രേഖപ്പെടുത്തുക. ഇവിടെ തെറ്റോ/ശരിയോ ആയ ഉത്തരങ്ങളില്ല.

Given below are some statements related to your personal as well as professional life. For each statement there are five response options in which 'A' denotes 'Always True', 'B' stands for 'Usually True', 'C' denotes 'Sometimes True', 'D' for 'Rarely True' and 'E' indicates 'Never True'. Carefully read each statements and mark your response with a tick [✓] mark in the appropriate column.

Sl. No.	പ്രസ്താവനകൾ	A	B	C	D	E
1.	എന്റെ അറിവും കഴിവുകളും കൂടു തൽ മെച്ചപ്പെടുത്തുന്നതിനായി ഞാനെ പ്പോഴും പരിശ്രമിക്കാറുണ്ട്. I am always eager to enhance my knowledge and skills	☐	☐	☐	☐	☐
2.	ഈ സ്ഥാപനത്തിൽ ഞങ്ങൾ എന്തു ചെയ്താലും അത് ഏറ്റവും മികച്ചതാ യിത്തന്നെയാണ് വരാറുള്ളത്. Whatever we do in this organization works out to be the best.	☐	☐	☐	☐	☐
3.	ഇവിടെയുള്ള വ്യക്തികൾ തമ്മിൽ നല്ല ഒരു ബന്ധം നിലനിൽക്കുന്നുണ്ട്. There is a good affinity between all the people here	☐	☐	☐	☐	☐
4.	എന്ത് ആവശ്യം വരുമ്പോഴും ഞങ്ങൾ പരസ്പരം സഹായിക്കാറുണ്ട്. We help and support one another whenever necessary	☐	☐	☐	☐	☐
5.	എന്റെ മുൻഗണനകളെക്കുറിച്ച് എനിക്ക് നല്ല ബോധ്യമുണ്ട്. I am well conscious of my priorities	☐	☐	☐	☐	☐

Sl. No.	പ്രസ്താവനകൾ	A	B	C	D	E
6.	എന്റെ ജീവിതം വളരെ നല്ല രീതിയിലാണ് പുരോഗമിച്ചുകൊണ്ടിരിക്കുന്നത്. My life is progressing in a halistic manner	☐	☐	☐	☐	☐
7.	എന്റെ സ്ഥാപനത്തിന്റെ ലക്ഷ്യങ്ങളെ ഞാൻ അറിയുകയും അംഗീകരിക്കുകയും ചെയ്യുന്നു. I understand and accept the vision of my institution	☐	☐	☐	☐	☐
8.	ഇതിലും കൂടുതൽ കാര്യങ്ങൾ ചെയ്യാൻ പറ്റും എന്ന ഉറച്ച വിശ്വാസമെനിക്കുണ്ട്. I am confident that I can make richer contributions	☐	☐	☐	☐	☐
9.	ഓരോ വ്യക്തിക്കും എന്നെ എന്തെങ്കിലും ഒക്കെ പഠിപ്പിക്കാനുണ്ടാകും എന്ന് ഞാൻ വിശ്വസിക്കുന്നു. I believe every one has something to teach me	☐	☐	☐	☐	☐
10.	എന്റെ മേലധികാരിയും സഹപ്രവർത്തകരും എപ്പോഴും എനിക്കൊപ്പം നിൽക്കാറുണ്ട്. The superior and my colleagues are always willing to be my mentors.	☐	☐	☐	☐	☐
11.	എങ്ങനെ വിജയത്തിലെത്തിച്ചേരണം എന്നു ഞങ്ങൾക്ക് നന്നായിട്ടറിയാം. Our institution knows how to attain success	☐	☐	☐	☐	☐
12.	എന്റെ ജീവിതനിലവാരത്തിൽ എനിക്ക് തൃപ്തിയുണ്ട്. I am satisfied with the quality of my life.	☐	☐	☐	☐	☐
13.	ഓരോ തോൽവിയിൽ നിന്നും ഒരുപാട് കാര്യങ്ങൾ പഠിക്കാനുണ്ട്. I learn a lot from every failure	☐	☐	☐	☐	☐
14.	മൂല്യവും സേവനവുമാണ് ഞങ്ങളുടെ പ്രധാന ഉത്തരവാദിത്വങ്ങൾ. Quality and service are our chief obligations	☐	☐	☐	☐	☐

Sl. No.	പ്രസ്താവനകൾ	A	B	C	D	E
15.	ഞങ്ങളുടെ ഡിപ്പാർട്ട്മെന്റിന്റെ ഭാവി വളരെ ശോഭനമാണ്. The future of our organization is really bright.	☐	☐	☐	☐	☐
16.	എന്റെ ജീവിതലക്ഷ്യങ്ങളെ ഞാനെ പ്പോഴും പരിശോധിക്കുകയും അതനു സരിച്ച് മുന്നേറുകയും ചെയ്യാറുണ്ട്. I frequently re-examine my life's goals and progress accordingly.	☐	☐	☐	☐	☐
17.	ഞങ്ങളുടെ സ്ഥാപനത്തിന്റെ ലക്ഷ്യം/ വീക്ഷണം വളരെ വിലയേറിയതാണ്. The mission and vision of our institution are very precious.	☐	☐	☐	☐	☐
18.	ഞാൻ ഈ ഡിപ്പാർട്ട്മെന്റിനായി ചെയ്തിട്ടുള്ള കാര്യങ്ങൾ എല്ലാവരും ഒരുപോലെ അംഗീകരിക്കാറുണ്ട്. My contributions to this institution are appreciated by all.	☐	☐	☐	☐	☐
19.	പോലീസ് സേനയുടെ ഭാഗമാകാൻ കഴിഞ്ഞതിൽ ഞാൻ അഭിമാനിക്കുന്നു. I am proud I could become a part of law enforcement (police department)/Police fource.	☐	☐	☐	☐	☐
20.	എന്തുകാര്യം ചെയ്യുന്നതിനും മുമ്പും ഞാൻ ഒരു രൂപരേഖയുണ്ടാക്കി ചിന്തി ക്കാറുണ്ട് I design everything before hand	☐	☐	☐	☐	☐
21.	ഞങ്ങൾക്കിടയിലുള്ള വ്യത്യാസങ്ങളെ ഞങ്ങൾ തിരിച്ചറിയുകയും അതാണ് ഞങ്ങളുടെ ശക്തി എന്ന നിലയിൽ അതിനെ വിലമതിക്കുയും ചെയ്യാറുണ്ട്. We are conscious of the differences between us and we recognize their value/consider it as a strength	☐	☐	☐	☐	☐
22.	സേവനത്തിന്റെ ഗുണമേൻമക്കാണ് ഞങ്ങളുടെ സ്ഥാപനം മുൻതൂക്കം കൊടുക്കുന്നത്. Our institution gives priority to the quality of its services.	☐	☐	☐	☐	☐

Sl. No.	പ്രസ്താവനകൾ	A	B	C	D	E
23.	ഞാനെന്തോ വിലപ്പെട്ട കാര്യമാണം ചെയ്യുന്നത് എന്ന് എനിക്ക് തോന്നാറു ണ്ട്. I feel I am doing something valuable	☐	☐	☐	☐	☐
24.	എന്റെ ജീവിതത്തിലുണ്ടാകുന്ന ഓരോ പുരോഗതിയും ഞാൻ ശ്രദ്ധിക്കാറുണ്ട്. I note and appreciate the incremental progress in my life.	☐	☐	☐	☐	☐
25.	ഞങ്ങൾ ഉത്തരവാദിത്വങ്ങൾ തുല്യ മായി പങ്കിട്ടെടുത്ത് ഒരു ഗ്രൂപ്പായിട്ടാണ് ജോലി ചെയ്യാറുള്ളത്. We work as a team, making just distribution of the work-load	☐	☐	☐	☐	☐
26.	ടീമിലുള്ള എല്ലാവരും അവരുടെ മികച്ച പ്രകടനം തന്നെയാണ് പുറത്തെടുക്കു ന്നത്. Everyone in our team tries to actualize his/her full potential.	☐	☐	☐	☐	☐
27.	ഇവിടെയുള്ള എല്ലാവരും വിശ്വസി ക്കാൻ കൊള്ളുന്നവരും സ്ഥിരതയുള്ള വരുമാണ്. Everyone in our institution (station) is trustworthy and consistent.	☐	☐	☐	☐	☐
28.	ഞാനൊരു നല്ല കാര്യത്തിനുവേണ്ടി യാണ് എന്റെ കഴിവുകൾ ഉപയോഗി ക്കുന്നത് എന്നെനിക്ക് തോന്നാറുണ്ട്. I feel I am using my talents for a noble cause.	☐	☐	☐	☐	☐
29.	എനിക്ക് എന്റെ സഹപ്രവർത്തകരുടെ സഹായം എപ്പോഴും പ്രതീക്ഷിക്കാവു ന്നതാണ്. I can expect my collegues help at any time.	☐	☐	☐	☐	☐
30.	എന്റെ കൂടെയുള്ളവരെല്ലാം എനിക്ക് വികാര നിർഭരമായ പിന്തുണ നൽകാ റുണ്ട്. My colleagues extend their passionate support to me whenever it is needed.	☐	☐	☐	☐	☐

Sl. No.	പ്രസ്താവനകൾ	A	B	C	D	E
31.	എന്റെ ടീം വിജയിച്ചാൽ മാത്രമേ എനിക്കും വിജയിക്കാനാവൂ. I can excel only if my team excels.	☐	☐	☐	☐	☐
32.	വെല്ലുവിളി എത്ര കടുത്തതാണെങ്കിലും ഞങ്ങൾക്ക് അത് നേരിടാൻ സാധിക്കാറുണ്ട്. No matter how tough the challenge, we can face it.	☐	☐	☐	☐	☐

Appendix D

PUBLIC SERVICE MOTIVATION SCALE

നിങ്ങളുടെ ജീവിതവുമായി ബന്ധപ്പെട്ടതോ അല്ലാത്തതോ ആയ ചില കാര്യങ്ങളാണ് താഴെ തന്നിരിക്കുന്നത്. ഓരോ പ്രസ്താവനക്കും 'A, B, C, D, E' എന്നിങ്ങനെ അഞ്ച് ഉത്തരങ്ങളാണുള്ളത്/ മറുപടികളാണുള്ളത്. ഇതിൽ 'A' എന്നത് എല്ലായ്പോഴും ശരിയാണ് എന്നതിനേയും 'B' മിക്കപ്പോഴും ശരിയാണ് എന്നതിനേയും 'C' ഇടയ്ക്കൊക്കെ ശരിയാണ് എന്നതിനേയും 'D' വല്ലപ്പോഴും ശരിയാണ് എന്നതിനേയും 'E' ഒരിക്കലും ശരിയല്ല എന്നതിനേയും പ്രതിനിധീകരിക്കുന്നു. അവ ഒരോന്നും വായിച്ച് നിങ്ങളുടെ ജീവിതത്തിൽ അത് എത്രത്തോളം ശരിയാണ് എന്നത് അതാത് കോളത്തിൽ (✓) അടയാളത്തിൽ രേഖപ്പെടുത്തുക. ഇവിടെ തെറ്റോ/ശരിയോ ആയ ഉത്തരങ്ങളില്ല.

Given below are some statements related to your personal as well as professional life. For each statement there are five response options in which 'A' denotes 'Always True', 'B' stands for 'Usually True', 'C' denotes 'Sometimes True', 'D' for 'Rarely True' and 'E' indicates 'Never True'. Carefully read each statements and mark your response with a tick [✓] mark in the appropriate column.

Sl. No.	പ്രസ്താവനകൾ	A	B	C	D	E
1.	മറ്റുള്ളരുമായി പൊതുകാര്യങ്ങൾ ചർച്ച ചെയ്യാനും അഭിപ്രായങ്ങൾ പങ്കുവെക്കാനുമൊക്കെ എനിക്കിഷ്ടമാണ്. I like to share my views on public policies with others	☐	☐	☐	☐	☐
2.	നല്ല ആശയങ്ങളെ നിയമമാക്കി മാറ്റാൻ കഴിവുള്ള പൊതു പ്രവർത്തകരെ ഞാൻ ബഹുമാനിക്കുന്നു. I respect public officials who can turn a good idea into law	☐	☐	☐	☐	☐
3.	വ്യക്തി എന്ന നിലയിൽ സാമൂഹിക പ്രശ്നങ്ങൾ പരിഹരിക്കാനുതകുന്ന കാര്യങ്ങളിൽ ശ്രദ്ധിക്കേണ്ടത് അനിവാര്യമാണ്. It is necessary to contribute to activities that tackle social problems	☐	☐	☐	☐	☐
4.	സർക്കാർ ജീവനക്കാരുടെ ധാർമ്മികത എന്നത് അവരുടെ കാര്യക്ഷമതയോളം പ്രാധാന്യമർഹിക്കുന്നതാണ്. Ethical behaviors of public officials is as important as competence	☐	☐	☐	☐	☐

Sl. No.	പ്രസ്താവനകൾ	A	B	C	D	E
5.	എത്രതന്നെ തിരക്കിലാണെങ്കിലും ഓരോരുത്തരും പൊതുജനക്ഷേമത്തിൽ പ്രതിജ്ഞാബദ്ധരായിരിക്കണമെന്ന് ഞാൻ വിശ്വസിക്കുന്നു. I believe everyone has a moral commitment to civic affairs no matter how busy they are	☐	☐	☐	☐	☐
6.	സമൂഹത്തിൽ എന്താണ് സംഭവിച്ചു കൊണ്ടിരിക്കുന്നത് എന്നറിയാൻ പൊതുവെ ഞാൻ വലിയ താല്പര്യമൊന്നും കാണിക്കാറില്ല. It is hard for me to get intensely interested in what is going on in my society.	☐	☐	☐	☐	☐
7.	സമൂഹത്തിൽ വലിയ മാറ്റങ്ങളൊന്നും സൃഷ്ടിക്കില്ലെങ്കിൽപോലും മറ്റുള്ളവരുടെ നന്മയ്ക്കുവേണ്ടി പല നല്ല കാര്യങ്ങളും ചെയ്യാൻ ഞാൻ ശ്രമിക്കാറുണ്ട്. I often try to do some good things even if it will not make a big change in the society.	☐	☐	☐	☐	☐
8.	മറ്റുള്ളവരോട് ആരെങ്കിലും അന്യായമായി പെരുമാറുന്നത് ശ്രദ്ധയിൽ പെട്ടാൽ ഞാൻ പ്രതികരിക്കാറുണ്ട്. I will react when I see other people being treated unfairly	☐	☐	☐	☐	☐
9.	എനിക്ക് വ്യക്തിപരമായി പരിചയമില്ലാത്തവരുടെ ക്ഷേമകാര്യങ്ങളെകുറിച്ച് ഞാൻ ചിന്തിക്കാറില്ല. I seldom think about the welfare of people whom I don't know personally.	☐	☐	☐	☐	☐
10.	സമൂഹത്തിൽ നിന്ന് നമുക്ക് ലഭിക്കുന്നതിനേക്കാൾ അതിലേക്ക് തിരിച്ചു നൽകാൻ നാം ഓരോരുത്തരും ബാദ്ധ്യസ്ഥരാണ്. People should give back to society more than they get from it	☐	☐	☐	☐	☐

Sl. No.	പ്രസ്താവനകൾ	A	B	C	D	E
11.	ആരും പ്രതിഫലം നൽകിയില്ലെ ങ്കിൽപോലും പൊതുജനസേവനത്തിൽ ഞാൻ ആനന്ദം കണ്ടെത്തുന്നു. Serving citizens would give me a good feeling even if no one paid me for it.	☐	☐	☐	☐	☐
12.	സമൂഹനന്മക്കുവേണ്ടി/പൊതുജനനന്മ ക്കുവേണ്ടി നഷ്ടങ്ങൾ ഏറ്റുവാ ങ്ങാൻ/സഹിക്കാൻ ഞാൻ തയ്യാറാണ്. I am prepared to take risk for the good of society	☐	☐	☐	☐	☐

Appendix E

PROACTIVE PERSONALITY INVENTORY

നിങ്ങളുടെ ജീവിതവുമായി ബന്ധപ്പെട്ടതോ അല്ലാത്തതോ ആയ ചില കാര്യങ്ങളാണ് താഴെ തന്നിരിക്കുന്നത്. ഓരോ പ്രസ്താവനക്കും 'A, B, C, D, E' എന്നിങ്ങനെ അഞ്ച് ഉത്തരങ്ങളാണുള്ളത്/ മറുപടികളാണുള്ളത്. ഇതിൽ 'A' എന്നത് എല്ലായ്പോഴും ശരിയാണ് എന്നതിനേയും 'B' മിക്കപ്പോഴും ശരിയാണ് എന്നതിനേയും 'C' ഇടയ്ക്കൊക്കെ ശരിയാണ് എന്നതിനെയും 'D' വല്ലപ്പോഴും ശരിയാണ് എന്നതിനേയും 'E' ഒരിക്കലും ശരിയല്ല എന്നതിനേയും പ്രതിനിധീകരി ക്കുന്നു. അവ ഒരോന്നും വായിച്ച് നിങ്ങളുടെ ജീവിതത്തിൽ അത് എത്രത്തോളം ശരിയാണ് എന്നത് അതാത് കോളത്തിൽ (✓) അടയാളത്തിൽ രേഖപ്പെടുത്തുക. ഇവിതെ തെറ്റോ/ശരിയോ ആയ ഉത്തരങ്ങളില്ല.

Given below are some statements related to your personal as well as professional life. For each statement there are five response options in which 'A' denotes 'Always True', 'B' stands for 'Usually True', 'C' denotes 'Sometimes True', 'D' for 'Rarely True' and 'E' indicates 'Never True'. Carefully read each statements and mark your response with a tick [✓] mark in the appropriate column.

Sl. No.	പ്രസ്താവനകൾ	A	B	C	D	E
1.	എന്റെ ജീവിതരീതി മെച്ചപ്പെടുത്താനുള്ള മാർഗ്ഗങ്ങൾ ഞാൻ സ്ഥിരമായി അന്വേഷിക്കാറുണ്ട്. I am constantly on the lookout for new ways to improve my life	☐	☐	☐	☐	☐
2.	ക്രിയാത്മകമായ മാറ്റത്തിനുവേണ്ടിയുള്ള പ്രബല മായ ഒരു ശക്തി എന്റെ ഉള്ളിലുണ്ട്. I have a powerful force for constructive change	☐	☐	☐	☐	☐
3.	എന്റെ ആശയങ്ങളെ യാഥാർത്ഥ്യമാക്കുന്നതിനേ ക്കാൾ പ്രചോദനമേകുന്ന മറ്റൊന്നില്ല. Nothing is more exciting than seeing my ideas turn into reality.	☐	☐	☐	☐	☐
4.	അവസരങ്ങൾ തിരിച്ചറിയുന്നതിൽ എനിക്ക് മിടു ക്കുണ്ട്. I excel at identifying opportunities	☐	☐	☐	☐	☐
5.	എന്തുതന്നെ തടസ്സങ്ങൾ നേരിട്ടാലും വിശ്വസിക്കുന്ന ഒരാശയം ഞാൻ നടപ്പാക്കുകതന്നെ ചെയ്യും If I believe in an idea, no obstacle will prevent me from making it happen	☐	☐	☐	☐	☐

Sl. No.	പ്രസ്താവനകൾ	A	B	C	D	E
6.	അപ്രിയകരമായ സാഹചര്യങ്ങളെ മെച്ചപ്പെടുത്താൻ ഞാൻ ശ്രമിക്കാറുണ്ട്. If I believe in an idea, no obstacle will prevent me from making it happen.	☐	☐	☐	☐	☐
7.	നല്ലൊരവസരം മറ്റാരെക്കാളും മുമ്പ് തിരിച്ചറിയാൻ എനിക്ക് സാധിക്കും. I can spot a good opportunity long before others can	☐	☐	☐	☐	☐
8.	ഞാൻ എന്തെങ്കിലും ഒന്നിൽ വിശ്വസിച്ചാൽ അത് എത്രതന്നെ വിചിത്രമാണെങ്കിലും/ഒറ്റപ്പെട്ടതാണെങ്കിലും അത് നടപ്പാക്കുക തന്നെ ചെയ്യും. No matter what the odds, if I believe in something I will make it happen.	☐	☐	☐	☐	☐
9.	കാര്യനിർവ്വഹണത്തിനു ഏറ്റവും ഉചിതമായ മാർഗ്ഗമാണ് ഞാൻ സ്വീകരിക്കാറുള്ളത്. I am always looking for better ways to do things	☐	☐	☐	☐	☐

Appendix F

ROSENBERG'S SELF-ESTEEM SCALE

നിങ്ങളുടെ ജീവിതവുമായി ബന്ധപ്പെട്ടതോ അല്ലാത്തതോ ആയ ചില കാര്യങ്ങളാണ് താഴെ തന്നിരിക്കുന്നത്. ഓരോ പ്രസ്താവനക്കും 'A, B, C, D, E' എന്നിങ്ങനെ അഞ്ച് ഉത്തരങ്ങളാണുള്ളത്/ മറുപടികളാണുള്ളത്. ഇതിൽ 'A' എന്നത് എല്ലായ്പോഴും ശരിയാണ് എന്നതിനേയും 'B' മിക്കപ്പോഴും ശരിയാണ് എന്നതിനേയും 'C' ഇടയ്ക്കൊക്കെ ശരിയാണ് എന്നതിനേയും 'D' വല്ലപ്പോഴും ശരിയാണ് എന്നതിനേയും 'E' ഒരിക്കലും ശരിയല്ല എന്നതിനേയും പ്രതിനിധീകരി ക്കുന്നു. അവ ഓരോന്നും വായിച്ച് നിങ്ങളുടെ ജീവിതത്തിൽ അത് എത്രത്തോളം ശരിയാണ് എന്നത് അതാത് കോളത്തിൽ (✓) അടയാളത്തിൽ രേഖപ്പെടുത്തുക. ഇവിതെ തെറ്റോ/ശരിയോ ആയ ഉത്തരങ്ങളില്ല.

Given below are some statements related to your personal as well as professional life. For each statement there are five response options in which 'A' denotes 'Always True', 'B' stands for 'Usually True', 'C' denotes 'Sometimes True', 'D' for 'Rarely True' and 'E' indicates 'Never True'. Carefully read each statements and mark your response with a tick [✓] mark in the appropriate column.

Sl. No.	പ്രസ്താവനകൾ	A	B	C	D	E
1.	പൊതുവെ ഞാൻ സംതൃപ്തനാണ്. On the whole, I am satisfied with myself	☐	☐	☐	☐	☐
2.	ചിലപ്പോഴൊക്കെ എന്നെ ഒന്നിനും കൊള്ളില്ല എന്ന തോന്നൽ എനിക്കു ണ്ട്. At times, I think I am not good at all	☐	☐	☐	☐	☐
3.	എനിക്ക് പല നല്ല ഗുണങ്ങളുമുണ്ടെന്ന് ഞാൻ വിശ്വസിക്കുന്നു. I feel that I have a number of good qualities	☐	☐	☐	☐	☐
4.	മറ്റുള്ളവരെപ്പോലെത്തന്നെ കാര്യങ്ങൾ സമുചിതമായി ചെയ്യാനുള്ള കഴിവെനി ക്കുണ്ട്. I am able to do things as like most other people	☐	☐	☐	☐	☐
5.	അഭിമാനംകൊള്ളത്തക്ക സവിശേഷത കൾ എന്നിലില്ലെന്ന് ഞാൻ കരുതുന്നു. I feel I do not have much to be proud of	☐	☐	☐	☐	☐

Sl. No.	പ്രസ്താവനകൾ	A	B	C	D	E
6.	ചിലപ്പൊഴൊക്കെ തീർത്തും കഴി വുകെട്ടവനാണെന്ന് ഞാൻ കരുതാറു ണ്ട്. I certainly feel useless at times	☐	☐	☐	☐	☐
7.	ഞാൻ സ്വയം വിലമതിക്കുകയും, തുല്യപരിഗണന അർഹിക്കുന്നവാ ണെന്ന വിശ്വാസം വെച്ചു പുലർത്തു കയും ചെയ്യുന്നു. I feel that I'm a person of worth, at least on an equal plane with others	☐	☐	☐	☐	☐
8.	അല്പംകൂടി സ്വാഭിമാനിയായിരുന്നെ ങ്കിൽ എന്നു ഞാൻ ആഗ്രഹിക്കുന്നുണ്ട്. I wish I could have more respect for myself	☐	☐	☐	☐	☐
9.	ഒരു പരാജിതനാണെന്നു ചിന്തിക്കുവാ നുള്ള പ്രവണത എന്നിലുണ്ട്. All in all, I am inclined to feel that I am a failure	☐	☐	☐	☐	☐
10.	ഞാൻ ക്രിയാത്മകമായ സമീപനം വെച്ചുപുലർത്തുന്നയാളാണ്. I take a positive attitude toward myself	☐	☐	☐	☐	☐

Appendix G

SELF EFFICACY SCALE – SHORT FORM

നിങ്ങളുടെ ജീവിതവുമായി ബന്ധപ്പെട്ടതോ അല്ലാത്തതോ ആയ ചില കാര്യങ്ങളാണ് താഴെ തന്നിരിക്കുന്നത്. ഓരോ പ്രസ്താവനക്കും 'A, B, C, D, E' എന്നിങ്ങനെ അഞ്ച് ഉത്തരങ്ങളാണുള്ളത്/ മറുപടികളാണുള്ളത്. ഇതിൽ 'A' എന്നത് എല്ലായ്പോഴും ശരിയാണ് എന്നതിനേയും 'B' മിക്കപ്പോഴും ശരിയാണ് എന്നതിനേയും 'C' ഇടയ്ക്കൊക്കെ ശരിയാണ് എന്നതിനെയും 'D' വല്ലപ്പോഴും ശരിയാണ് എന്നതിനേയും 'E' ഒരിക്കലും ശരിയല്ല എന്നതിനേയും പ്രതിനിധീകരി ക്കുന്നു. അവ ഒരോന്നും വായിച്ച് നിങ്ങളുടെ ജീവിതത്തിൽ അത് എത്രത്തോളം ശരിയാണ് എന്നത് അതാത് കോളത്തിൽ (✓) അടയാളത്തിൽ രേഖപ്പെടുത്തുക. ഇവിതെ തെറ്റോ/ശരിയോ ആയ ഉത്തരങ്ങളില്ല.

Given below are some statements related to your personal as well as professional life. For each statement there are five response options in which 'A' denotes 'Always True', 'B' stands for 'Usually True', 'C' denotes 'Sometimes True', 'D' for 'Rarely True' and 'E' indicates 'Never True'. Carefully read each statements and mark your response with a tick [✓] mark in the appropriate column.

Sl. No.	പ്രസ്താവനകൾ	A	B	C	D	E
1.	ജീവിതത്തിൽ ഉണ്ടാവുന്ന അപ്രതീ ക്ഷിത സന്ദർഭങ്ങളെ നേരിടാൻ എനിക്ക് കഴിയാറുണ്ട്. I am able to deal effectively with unexpected events in my life	☐	☐	☐	☐	☐
2.	പ്രതിസന്ധികളോട് ഉടനടി സമരസപ്പെ ടാനെനിക്ക് സാധിക്കാറുണ്ട്. I am confident that I can adjust quickly to challenges in my life	☐	☐	☐	☐	☐
3.	എന്റെ ലക്ഷ്യങ്ങൾ ഞാൻ നേടിയെടു ക്കാറുണ്ട്. I am able to develop my resources to achieve my goals.	☐	☐	☐	☐	☐
4.	ജീവിതത്തിന്റെ ഓരോ മേഖലകളിലും മികച്ച പ്രകടനം കാഴ്ചവെക്കാറുണ്ട്. I am able to perform well in any situations that may come up throughout my life	☐	☐	☐	☐	☐
5.	മറ്റുള്ളവരിൽ ശക്തമായ സ്വാധീനം ചെലുത്താൻ എനിക്ക് കഴിയും I believe that I able to make impact on others	☐	☐	☐	☐	☐

Sl. No.	പ്രസ്താവനകൾ	A	B	C	D	E
6.	വിഷമകരമായ സന്ദർഭങ്ങൾ അഭിമുഖീകരിക്കേണ്ടിവരുമ്പോൾ അത് വിജയകരമാക്കിത്തീർക്കാൻ എന്തും സഹിക്കാൻ ഞാൻ ഒരുക്കമാണ്. When confronted with a difficult task, I am willing to spend whatever it takes to accomplish it.	☐	☐	☐	☐	☐
7.	കർത്തവ്യ നിർവ്വഹണത്തിൽ വീഴ്ച പറ്റുമ്പോൾ എന്റെ തന്ത്രങ്ങളെ ഞാൻ പുനർനിർണ്ണയത്തിനു വിധേയമാക്കാറുണ്ട്. When I fail in a task I revaluate my strategies	☐	☐	☐	☐	☐
8.	എന്റെ ജീവിതപ്രശ്നങ്ങളെ പരിഹരിക്കാനുള്ള പ്രാപ്തി എനിക്കുണ്ട്. I am able to resolve the troubles in my life	☐	☐	☐	☐	☐
9.	പിന്തുണകളില്ലാത്ത സന്ദർഭങ്ങളിലും എന്റെ പരമാവധി ഞാൻ ചെയ്യാറുണ്ട്. I continue to put my best in an unsupportive environment	☐	☐	☐	☐	☐

Appendix H

INSTITUTIONAL SOCIALISATION EXPERIENCE SCALE

നിങ്ങളുടെ ജീവിതവുമായി ബന്ധപ്പെട്ടതോ അല്ലാത്തതോ ആയ ചില കാര്യങ്ങളാണ് താഴെ തന്നിരിക്കുന്നത്. ഓരോ പ്രസ്താവനക്കും 'A, B, C, D, E' എന്നിങ്ങനെ അഞ്ച് ഉത്തരങ്ങളാണുള്ളത്/ മറുപടികളാണുള്ളത്. ഇതിൽ 'A' എന്നത് എല്ലായ്പോഴും ശരിയാണ് എന്നതിനേയും 'B' മിക്കപ്പോഴും ശരിയാണ് എന്നതിനേയും 'C' ഇടയ്ക്കൊക്കെ ശരിയാണ് എന്നതിനേയും 'D' വല്ലപ്പോഴും ശരിയാണ് എന്നതിനേയും 'E' ഒരിക്കലും ശരിയല്ല എന്നതിനേയും പ്രതിനിധീകരി ക്കുന്നു. അവ ഒരോന്നും വായിച്ച് നിങ്ങളുടെ ജീവിതത്തിൽ അത് എത്രത്തോളം ശരിയാണ് എന്നത് അതാത് കോളത്തിൽ (✓) അടയാളത്തിൽ രേഖപ്പെടുത്തുക. ഇവിതെ തെറ്റോ/ശരിയോ ആയ ഉത്തരങ്ങളില്ല.

Given below are some statements related to your personal as well as professional life. For each statement there are five response options in which 'A' denotes 'Always True', 'B' stands for 'Usually True', 'C' denotes 'Sometimes True', 'D' for 'Rarely True' and 'E' indicates 'Never True'. Carefully read each statements and mark your response with a tick [✓] mark in the appropriate column.

Sl. No.	പ്രസ്താവനകൾ	A	B	C	D	E
1.	ഞാൻ ഈ സ്ഥാപനത്തിന്റെ ഒരു നല്ല പ്രതിനിധിയാ ണ്. I am a good representative of this organization	☐	☐	☐	☐	☐
2.	എന്റെ ജോലിയിൽ ഉപയോഗിക്കുന്ന പ്രത്യേക വാക്കുകളും പ്രയോഗങ്ങളും ചുരുക്കപ്പേരുകളു മൊക്കെ മനസ്സിലാക്കാൻ എനിക്ക് സാധിക്കും. I can understand the specialized terminology and vocabulary of my profession.	☐	☐	☐	☐	☐
3.	ഈ സ്ഥാപനത്തിൽ കാര്യങ്ങൾ എങ്ങനെയൊക്കെ യാണ് നടന്നുപോവുന്നത് എന്ന് എനിക്കറിയാം. I have learned how things really work in this organization	☐	☐	☐	☐	☐
4.	ഏതാണ്ട് എല്ലാ സഹപ്രവർത്തകർക്കും എന്നെ ഇഷ്ടമാണ്. I believe most of my co-workers like me	☐	☐	☐	☐	☐
5.	ഈ സ്ഥാപനത്തിന്റെ ആചാരനുഷ്ഠാനങ്ങളൊന്നും എനിക്കത്ര പരിചിതമല്ല. I am not familiar with organization's customs and rituals.	☐	☐	☐	☐	☐

Sl. No.	പ്രസ്താവനകൾ	A	B	C	D	E
6.	ഈ സ്ഥാപനത്തിൽ നടക്കുന്ന ആഘോഷവേളകളിൽ ഞാൻ സജീവമായി പങ്കെടുക്കാറുണ്ട്. I usually make active participation in the various celebrations and programs of this organization	☐	☐	☐	☐	☐
7.	ഈ സ്ഥാപനത്തിന്റെ ലക്ഷ്യങ്ങൾ നിറവേറ്റാൻ ഞാൻ പരിശ്രമിക്കാറുണ്ട്. I support the goals that are set by my organization	☐	☐	☐	☐	☐
8.	കാര്യപ്രാപ്തിയോടുകൂടി എന്റെ ജോലി വിജയകരമായി എങ്ങനെ ചെയ്തുതീർക്കണമെന്ന് എനിക്കറിയാം. I have learned how to successfully perform my job in an efficient manner.	☐	☐	☐	☐	☐
9.	ഈ സ്ഥാപനത്തിനകത്ത് നടക്കുന്ന അനൗപചാരിക സദസ്സിൽനിന്നും ഒത്തുകൂടലിൽനിന്നുമൊക്കെ സാധാരണയായി ഞാൻ ഒഴിഞ്ഞുമാറുകയാണ് പതിവ്. I usually keep away from the informal networks and gatherings of people with in this organization.	☐	☐	☐	☐	☐
10.	ജോലിസംബന്ധമായ കഴിവുകളെ വളരെ വ്യക്തമായി മനസ്സിലാക്കാനുതകുന്ന രീതിയിലുള്ള പരിശീലനം എനിക്ക് ലഭിച്ചിട്ടുണ്ട്. I have been through a set of training experiences that specifically designed to give newcomers a thorough knowledge of job related skills.	☐	☐	☐	☐	☐
11.	ഈ സ്ഥാപനത്തിലെ പരിചയസമ്പന്നരായ ഉദ്യോഗസ്ഥർ അവരുടെ പ്രതീക്ഷിക്കനുസൃതമായ മാറ്റങ്ങൾ എന്നിലുണ്ടാവും വരെ എന്നെ ഒരു അകലത്തിലാണ് നിർത്തിയിരിക്കുന്നത്. I feel that experienced organizational members have held me at a distance until I conform to their expectations	☐	☐	☐	☐	☐

Appendix I

PERCEIVED PERSON-ENVIRONMENT FIT SCALE

നിങ്ങളുടെ ഔദ്യോഗിക ജീവിതവുമായി ബന്ധപ്പെട്ട ചില പ്രസ്താവനകളാണ് താഴെ കൊടുത്തിരിക്കുന്നത്. അവ ഓരോന്നും നിങ്ങളെ സംബന്ധിച്ച് എത്രത്തോളം ശരിയാണ് എന്നത് അതാത് കോളത്തിൽ (✓) അടയാളപ്പെടുത്തുക. ഓരോ പ്രസ്താവനയിലെയും വിട്ടഭാഗം (----) ജോലി, സ്ഥാപനം, ഗ്രൂപ്പ്, സൂപ്പർവൈസർ എന്നീ നാലു വാക്കുകൾക്കൊണ്ട് പൂരിപ്പിച്ച് വേണം വായിക്കാൻ. ഓരോ പ്രസ്താവനക്കും 'A, B, C, D, E' എന്നിങ്ങനെ അഞ്ച് ഉത്തരങ്ങളാണുള്ളത്/ മറുപടികളാണുള്ളത്. ഇതിൽ 'A' എന്നത് എല്ലായ്പോഴും ശരി യാണ് എന്നതിനേയും 'B' മിക്കപ്പോഴും ശരിയാണ് എന്നതിനേയും 'C' ഇടയ്ക്കൊക്കെ ശരിയാണ് എന്നതിനെയും 'D' വല്ലപ്പോഴും ശരി യാണ് എന്നതിനേയും 'E' ഒരിക്കലും ശരിയല്ല എന്നതിനേയും പ്രതിനിധീകരിക്കുന്നു. ഓരോ പ്രസ്താവനയും ശ്രദ്ധയോടെ വായിച്ചതിനു ശേഷം താങ്കളുടെ ഉത്തരത്തിനുനേരെ (✓) അടയാളപ്പെടുത്തുക. ഉദാഹരണമായി

1.   'എന്റെ ---മായി ഒത്തുപോകുന്നതിൽ നിന്നും എന്റെ മുല്യങ്ങൾ എന്നെ തടഞ്ഞ് നിർത്താറുണ്ട്'. എന്ന പ്രസ്താവന.

a	എന്റെ ജോലിയുമായി ഒത്തുപോകുന്നതിൽ നിന്നും എന്റെ മൂല്യങ്ങൾ എന്നെ തടഞ്ഞ് നിർത്താറുണ്ട്.	A	B	C	D	E
b.	എന്റെ സ്ഥാപനവുമായി ഒത്തുപോകുന്നതിൽ നിന്നും എന്റെ മൂല്യങ്ങൾ എന്നെ തടഞ്ഞ് നിർത്താറുണ്ട്.	A	B	C	D	E
c.	എന്റെ ഗ്രൂപ്പുമായി ഒത്തുപോകുന്നതിൽ നിന്നും എന്റെ മൂല്യങ്ങൾ എന്നെ തടഞ്ഞ് നിർത്താറുണ്ട്.	A	B	C	D	E
d.	എന്റെ സൂപ്പർവൈസറുമായി ഒത്തുപോകുന്നതിൽ നിന്നും എന്റെ മൂല്യങ്ങൾ എന്നെ തടഞ്ഞ് നിർത്താറുണ്ട്.	A	B	C	D	E

എന്നിങ്ങനെയാണ് വായിക്കേണ്ടത്. ഇവിടെ ശരിയോ തെറ്റോ ആയ ഉത്തരങ്ങളില്ല. നിങ്ങൾക്ക് എന്താണ് തോന്നുന്നത് അതാണ് രേഖപ്പെടുത്തേണ്ടത്.

Certain statements regarding your professional life are given below. Kindly go through each statement and report to how extent you are agree with each one. The blank space in each statements has to be filled in four different ways namely, job, organization, group and supervisor. In the response category 'A' denotes 'Always True', 'B' stands for 'Usually True', 'C' denotes 'Sometimes True', 'D' for 'Rarely True' and 'E' indicates 'Never True'. Please make you response carefully with a tick [✓] mark.

For example, the statement 'my values prevent me from fitting in with my ......' has to be filled like

a	My values prevent me from fitting in with my Job	A	B	C	D	E
b.	My values prevent me from fitting in with my Organisation	A	B	C	D	E
c.	my values prevent me from fitting in with my Group	A	B	C	D	E
d.	my values prevent me from fitting in with my Supervisor	A	B	C	D	E

Sl. No.	പ്രസ്താവനകൾ	ജോലി / Job					സ്ഥാപനം / Organizatoin					ഗ്രൂപ്പ് / Group					സൂപ്പർവൈസർ / Supervisor				
		A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
1.	എന്റെ ....മായി ഒത്തുപോകുന്നതിൽനിന്നും എന്റെ മൂല്യങ്ങൾ എന്നെ തടഞ്ഞ് നിർത്താറുണ്ട്. My values prevent me from fitting in with my																				
2.	എന്റെ ....ടെ/ന്റെ ലക്ഷ്യങ്ങളുമായി ഞാൻ വളരെയധികം യോജിക്കുന്നു. I identify strongly with the goals of my																				
3.	എന്റെ ....ൽ/കീഴിൽ മറ്റാർക്കും ഇല്ലാത്ത ചില പ്രത്യേക കഴിവുകളും വൈദഗ്ദ്ധ്യവും എനിക്കുണ്ട്. My knowledge, skills, and abilities offer something that other employees in/under my .... do not have.																				
4.	എന്റെ .... ൽ ഞാൻ ചിലവഴിക്കുന്ന സമയം ഞാൻ ആസ്വദിക്കാറുണ്ട്. I can enjoy the time I spend with my																				
5.	എന്റെ വിദ്യാഭ്യാസവും പരിശീലനവും ഈ .... എന്നിൽനിന്നും ആവശ്യപ്പെടുന്നതിനോടു സമാനമാണ്. My eucation and training provide a good match with the demands that my .... places on me																				
6.	ഇത്തരത്തിലുള്ള ....ക്ക് വളരെ അനുയോജ്യമായ ഒരു വ്യക്തിയാണ് ഞാൻ. I am the right type of person for this kind of																				

Sl. No.	പ്രസ്താവനകൾ	ജോലി / Job					സ്ഥാപനം / Organizatoin					ഗ്രൂപ്പ് / Group					സൂപ്പർവൈസർ / Supervisor				
		A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
7.	ജീവിതത്തിൽ ഞാൻ വില കല്പിക്കുന്നവയും എന്റെ .... വിലമതിക്കുന്നവയും തമ്മിൽ ഒരുപാട് സമാനത കളുണ്ട്. The things that I value in life are very similar to the things that my .... values																				
8.	എന്റെ വ്യക്തിഗത ലക്ഷ്യങ്ങളും എന്റെ ....ന്റെ ലക്ഷ്യങ്ങളും സാമ്യമുള്ളവയാണ്. My personal goals and the goals of my .... are very similar																				
9.	എന്റെ സാന്നിദ്ധ്യമില്ലാതെ പൂർണ്ണമാകാത്ത ഒന്നാണ് എന്റെ .... എന്ന് ഞാൻ കരുതുന്നു. I felt that I am a unique piece of the puzzle that makes my .... well/that my .... deals with																				
10.	എന്റെ പ്രതീക്ഷകൾ നിറവേറ്റാൻ എന്റെ ....ന് കഴിയാറുണ്ട്. My expectations are often fulfilled by my .... well																				
11.	എന്റെ .... നിർദ്ദേശിക്കുന്ന കർത്തവ്യങ്ങൾ വിജ യകരമായി പൂർത്തിയാക്കാനുള്ള കഴിവെനിക്കുണ്ട്. I possess the knowledge, skills and abilities to successfully perfom the tasks required by my																				
12.	എന്റെ വ്യക്തിത്വം ഇത്തരത്തിലുള്ള ....ന് വളരെയ ധികം അനുയോജ്യമാണ്. My personality is a good match for this type of																				

Sl. No.	പ്രസ്താവനകൾ	ജോലി / Job					സ്ഥാപനം / Organizatoin					ഗ്രൂപ്പ് / Group					സൂപ്പർവൈസർ / Supervisor				
		A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
13.	ഒരു സ്ഥാപനത്തിൽ ഞാൻ വിലമതിക്കുന്നതിനെ പ്രതി ഫലിപ്പിക്കുന്നതാണ് എന്റെ .... ന്റെ പ്രത്യയശാ സ്ത്രം. The underlying philosophy of my .... reflects what I value in an organisation																				
14.	എനിക്കും എന്റെ ....നും പൊതുവായിട്ട് കുറെ ലക്ഷ്യങ്ങളും അഭിലാഷങ്ങളുമുണ്ട്. I fit well to my .... in terms of common goals and obejctives																				
15.	എന്റെ ഔദ്യോഗിക കഴിവുകൾ വിപുലീകരിക്കുന്നതിൽ എന്റെ .... എന്നെ നന്നായി സഹായിക്കാറുണ്ട്. My .... helps to enhance my professional skills																				
16.	ഈ .... അന്വേഷിക്കുന്ന എല്ലാ ഗുണങ്ങളും എനിക്കുണ്ട്. I have all the qualities this .... is seeking																				
17.	എന്റെ .... മായി വളരെ നല്ല ഒരു ബന്ധമാണ് എനിക്കുള്ളത്. I get along well with the .... I work with on a day-to-day basis.																				
18.	എന്റെ .... ൽ എന്റെ മൂല്യങ്ങൾ കാത്തുസൂക്ഷി ക്കാൻ എനിക്കാവുന്നുണ്ട്. I am able to maintain my values in/with my																				

Sl. No.	പ്രസ്താവനകൾ	ജോലി / Job					സ്ഥാപനം / Organizatoin					ഗ്രൂപ്പ് / Group					സുപ്പർവൈസർ / Supervisor				
		A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
19.	എനിക്കും എന്റെ .... ക്കും ഇടയിൽ പൊതുവായിട്ടുള്ള പലകാര്യങ്ങളുമുണ്ട്. I share a lot in common with my																				
20.	എന്റെ ....ൽ നിന്ന് ഞാൻ പ്രതീക്ഷിക്കുന്നതും യഥാർത്ഥത്തിൽ എനിക്ക് ലഭിക്കുന്നതും തമ്മിൽ വലിയ അന്തരങ്ങളൊന്നുമില്ല. There is a good match between that this .... offers me and what I am looking for																				
21.	എന്റെ .... നു യോജിച്ച തരത്തിലുള്ള ആളല്ല ഞാൻ എന്നെനിക്ക് തോന്നാറുണ്ട്. I rearely feel that I am a well suited employee for my																				
22.	എന്റെ കഴിവുകളെ പ്രകടിപ്പിക്കാനുള്ള അവസരം ഈ .... ൽനിന്നും എനിക്ക് ലഭിക്കാറുണ്ട്. This .... job enables me to play with my strengths																				
23.	എന്റെ ഇപ്പോഴത്തെ .... മായി ഞാൻ നന്നായി യോജിച്ചുപോവുന്നുണ്ട്. I have a good fit with my present																				
24.	ആവശ്യങ്ങൾ നിറവേറ്റുന്നതിൽ എന്റെ .... എന്നെ സഹായിക്കുമെന്ന വിശ്വാസം എനിക്കുണ്ട്. I am confident that my .... will help me to fulfill my needs																				

Appendix J

PERSONAL DATA SHEET

Age   :

Sex   :   Male/Female

Religion   :

Marital Status   :   Single/Married/Separated

SES   :   Low/Middle/High

Educational Qualification   :

Experience   :

District / station   :

Designation   :

Branch / specialization   :

Present salary   :