2021-1201 IJOI
https://www.ijoi-online.org/

International Journal of Organizational Innovation

THE IMPACT OF PERSON-JOB FIT ON JOB PERFORMANCE: JOB INVOLVEMENT AS MEDIATOR, AND CAREER PLATEAU AS MEDIATED MODERATOR

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Abstract

The main point of this study is to explore the relationship between career plateau, person-job fit, job involvement, and job performance. We studied the mediating effect of job involvement on person-job fit and job performance, the mediated moderating effect of career plateau on person-job fit and job performance. We conducted a questionnaire survey based on purposive sampling, and we took full-time employees who have worked for more than six months as the research object. In total, 128 questionnaires were sent out, and 101 were completed, and valid questionnaires were returned. In sum, though career plateau had no moderating effect on person-job fit and job performance. Besides, the interaction of person-job fit and career plateau didn't affect job performance through job involvement, and we found that person-job fit had a positive effect on job performance. It's consistent with the results of some literature. We hope that the development of our research can provide important references for practical

and academic fields.

Keywords: Person-Job fit, Career Plateau, Job Involvement, Job Performance

Introduction

In recent years, due to societal changes, our national industrial pattern has shifted from a labor-intensive industry economy to a knowledge-based one, with many companies undergoing reorganization and staff reductions. However, organizations tend to be flat and matrixed, allowing employees little opportunity for promotion. In other words, employees may face a career plateau (Tremblay, Roger, & Toulouse, 1995). When individuals contribute professionally to an organization, employees who stay on the job too long may have come across problems, resulting in burnout and lack of enthusiasm as a result of focusing on single work responsibilities or becoming overly familiar with their work requirements (Allen, Russell, Poteet, & Dobbins, 1999). Employees may, in turn, experience career stagnation, leading to changes in work behavior and attitude (P. C. B. Lee, 2003).

In the face of this situation, it is a very challenging reality human resource management must face when attempting to solve the problem of Career Plateau and increase employee Job Involvement and productivity. Here, we look at Career Plateau as one of the main points of our study. Person-job fit refers broadly to the fit between an individual and their job. For example, personal traits and job characteristics are meant to be compatible with each other, which creates a solid person-job fit (Wong & Tetrick, 2017). Adaptation to one‘s job affects the perception an individual has of their work. The more meaningful they feel their job is, the greater motivation and willingness they have towards devoting themselves to work their job (May, Gilson, & Harter, 2004). However, when employees feel they are in a state of career stagnation, their job involvement drops (P. C. B. Lee, 2003). Therefore, the impact of the Career Plateau on employee job involvement is an important issue to be explored. In summary, there are certain interrelations and influences between the Career Plateau, person-job fit, Job Involvement, and job performance in enterprises and organizations. This study explored the inter-relationship and mediated the effect of Job Involvement on person-job fit and job performance, the interactions between person-job fit and Career Plateau, as well as those situations in which Job Involvement affects job performance. Any results we find could lead to specific suggestions for practitioners.

Literature Review And Hypotheses

Person-job fit

Person-job fit is also called work suitability. The concept of “fit has its origins in what’s considered to be the fit between individuals and their working environment, according to scholars of organizational behavior and industrial-organizational psychology (Murray, 1938; Pervin, 1968; Wegner, Schneider, Carter, & White, 1987). Later, it extended to include person-environment fit, person- organization fit, person-job fit, and person- su-

pervisor fit. Among them, the person-job fit was initially used in regard to career choice (Holland, 1973) and subsequently extended to any related studies on career preparation, job satisfaction, and turnover intention. Regarding person-job fit, most scholars define it as the fit between job requirements and personal abilities or expectations (Edwards, 1991). The person-job fit is divided into two categories: "Demand-abilities" and "Needs-supplies" (Cable & DeRue, 2002; Edwards, 1991; Sekiguchi, 2004). "Demand-ability" refers to an individual's ability (including education, experience, attitude, knowledge, and technology, among other things.) in meeting job needs (Caldwell & O'Reilly III, 1990; Dawis & Lofquist, 1984). "Demand-supply" refers to contents that meet the personal needs of employees at work, including interpersonal relationships, personal growth, remuneration (Lawler, Lawler III, & Lawler, 1981), goals (Locke, Shaw, Saari, & Latham, 1981), psychological needs (Dawis & Lofquist, 1984), interests (DP Campbell, 1974), and value (Locke, 1976). It involves person-job fit models. Whenever an employee perceives that they are in a "demand- supply fit" position, they will feel satisfied and feel a sense of approval. Previous studies reported that person-job fit affects one's attitudes and behavioral performance. Affected attitudes include: (a) positive effects on job satisfaction (Iplik, Kilic, & Yalcin, 2011), organizational commitment (Back, Lee, & Abbott, 2011), professional satisfaction (Erdogan & Bauer, 2005), organizational identity (Cable & Judge, 1996); and (b) negative effects such turnover intention (Dawley, Houghton, & Bucklew, 2010), turnover behavior (T. W. Lee, Hom, Eberly, Li, & Mitchell, 2017), and work pressure (Burman & Goswami, 2018). The degree of personal and job fit is known to be positively correlated with Job Involvement and contextual performance (Cai, Cai, Sun, & Ma, 2018; Han, Chiang, McConville, & Chiang, 2015), but negatively correlated with employee turnover (Boon & Biron, 2016). Some scholars believe that high person-job fit will produce high job performance, high organizational commitment, and low turnover tendencies (Edwards, 1991). In short, the higher the person-job fit, the more beneficial it is for both employees and the corporate organizations.

Job Performance

Job Performance refers to the performance of employees at the workplace. As for studying performance evaluation criteria, records of work results were used, including employee attendance (Steers & Rhodes, 1978), production volume (Nahmias & Cheng, 2009), and sales performance (Fisher & Raman, 1996). Since 1970, behavior has also been used as a measure of performance (Smith & Martell, 1976). The definition of job performance depends upon an individual's functions (Yozgat, Yurtkoru, & Bilginoğlu, 2013). There are also performances and behaviors that an individual contributes to the organization's goals. However, if the evaluator is too focused on the results, it is easy to ignore the behavior during the work process, which may, in turn, affect the achievement of the organizational goals (J. D. Campbell, 1990). The results of one's work are sometimes not observed within short periods of time, nor can they be completed by employees alone, so performance evaluation based upon

results is prone to low accuracy (Murphy, Shleifer, & Vishny, 1989). In recent years, scholars have proposed multiple dimensions for evaluating job performance, including the following four dimensions (support): goal emphasis, team building, work facilitation, and global rating(Wright, 1999); There are also three measurement dimensions, efficiency, effectiveness and quality (Y. Lee, Lain, & Chen, 1999); Additionally 8 employee characteristics are used as indicators, including interpersonal relationships, work knowledge, management, communication skills, work habits, knowledge, planning analysis, and overall evaluation (Castro, Douglas, Hochwarter, Ferris, & Frink, 2003). To define job performance, our present study used Campbell's (1990) personal performance and behavior theory, which outlines how employees contribute to an organization's goals. Past studies analyzed correlations between person-job fit and job performance (Caldwell & O'Reilly III, 1990; Farooqui & Nagendra, 2014; Lauver & Kristof-Brown, 2001). high person-job fit produces high job performance (Edwards, 1991) and is positively related to organizational citizenship behavior (Li & Hung, 2010). Previous studies have found that the degree of job fit is positively correlated with Job Involvement and contextual performance (Cai et al., 2018; Han et al., 2015). Obviously, when an individual perceives a better personal fit to their work, it results in better job cognition and behavior. Our present study has the following hypothesis:

H1: Person-job fit and job performance have a significant positive relationship.

Job Involvement

Initially, the term “Job Involvement” included two proposed definitions. One was “personal identification with one’s work or the importance of work in a person’s self-image”, with the other being “Job Involvement is the degree to which job performance affects personal self-esteem”(Lodahl & Kejnar, 1965). Since then, the concept has gradually caught the attention of behavior management scientists and has been further subdivided into "Job Involvement" and "endogenous motivation," which involves job satisfaction and personal job expectations being related to the degree of actual satisfaction. With smaller gaps, job satisfaction grows higher (Lawler & Hall, 1970).In addition, Job Involvement emphasizes vitality, which is known to be a positive, fulfilling, and work-related mentality, and is a frequently cited definition (Schaufeli, Salanova, González-Romá, & Bakker, 2002). Scholars looking into the research also pointed out that Job Involvement affects the improvement of an individual's performance and is also a key factor for organizations in maintaining a competitive advantage (Ebeh, Njoku, Ikpeazu, & Benson, 2017; Park, Appelbaum, & Kruse, 2010). In the past, the definition of work involvement was too comprehensive, resulting in inaccurate measurement tools. Therefore, it is important to distinguish between Job Involvement and work involvement. Job Involvement varies based upon an individual's awareness of how much the needs are met. If the Job Involvement is high, an individual is relatively focused on work and offers their own personal resources (Kanungo, 1982). The present study adopted Kanungo's definition and considered job involvement as a single- dimensional work attitude. In other words, job involvement is the perception or be-

lief state of the individual's mental identity with their current job.

Career Plateau

Career Plateau is the likelihood of an organization's members being promoted at a certain stage in their career. When career development is stagnant or reduced, it is also known as career stagnation (Ference, Stoner, & Warren, 1977). This is also true when an individual perceives promotion opportunities as being very limited (Slocum Jr, Cron, Hansen, & Rawlings, 1985; Veiga, 1981). The Career Plateau can be divided into two levels: objective and subjective. The objective level refers to an employee staying in the same position or level for a considerable period of time. The subjective level refers to the perception that the individual feels that they are being limited by the job position or for progress (Tremblay et al. al., 1995). There are also three types of plateaus: structural plateau, content plateau, and high life plateau. Structural plateau refers to having insufficient personal abilities which limit promotion opportunities. The content plateau comes from the personal perception that work is too stable and comfortable, generating a sense of boredom. The principle of high life plateau refers to an individual's perception that their job has too much stability, leading to limitations in one's personal ability at work (Bardwick, 1986). When work content is stable, and employees perceive a lack of challenges in their job, they find it difficult to exert their expertise. This affects the likelihood of any future promotions (P. C. B. Lee, 2003).

Factors that form the Career Plateau are explained in terms of both personal aspects (Allen et al., 1999) and organizational aspects (Kuhnert, 1994). Through literature discussion, this study found that the phenomenon of the Career Plateau is related to person-job fit, which in turn affects Job Involvement and output. This study also adopted Tremblay et al.'s definition of the subjective level plateau, which is that individuals feel their opportunities for job promotion and challenges are limited (Tremblay et al., 1995). Career Plateau easily leads to employee fatigue, stress, and anxiety at the workplace (Allen et al., 1999). When employees feel that they are limited in their professional work development, Career Plateau has a negative impact on organizational commitment (PCB Lee, 2003). When employees perceive themselves as being on a professional plateau, job satisfaction and job involvement will decline, which in turn affects job performance (Ettington, 1997). Based upon the above-mentioned literature, we here speculate that when employees perceive that both job promotion and challenges are being restricted, the original personal and job fit will have a negative effect on job performance. Therefore, the following hypothesis is proposed:

H2: Career Plateau has a negative interference effect on person-job fit and job performance.

When employees have the perception that they are staying at a professional plateau, it reduces job satisfaction and affects job involvement (Ettington, 1997). When Job involvement is a sign of work identity, work identity may, in return, create an alienated attitude towards work. Researchers have reported that a consistent relationship exists between Career Plateau and turnover intention (Lemire, Saba, & Gagnon, 1999; Tremblay et al., 1995). Therefore, when employees feel

unable to fulfill their ideals at work, they develop a sense of inconsistency with their work, consequently reducing their job satisfaction and job involvement (Judge, Thoresen, Bono, & Patton, 2001). According to Edwards (1991), based upon the concept of supply-demand, the "model of personal and work fit" was proposed. In this model, the fit of personal and work are considered parts of an exchange process, where employee perception of the Career Plateau is highly compatible with personal work. This interaction, which reduces the degree of job involvement, leads to an unwillingness to invest efforts, eventually affecting job performance. In summary, this study derived the following hypothesis:

H3: The interaction between Career Plateau and person-job fit has a negative impact on job performance through Job Involvement.

Methodology

Here, we explore the impact of person-job fit on job performance and seek to determine whether Job Involvement is a mediated variable. Additionally, we look to see whether Career Plateau is an interference variable of person-job fit as well as a variable of Job Involvement on Job Performance. The research structure is shown in Figure 1

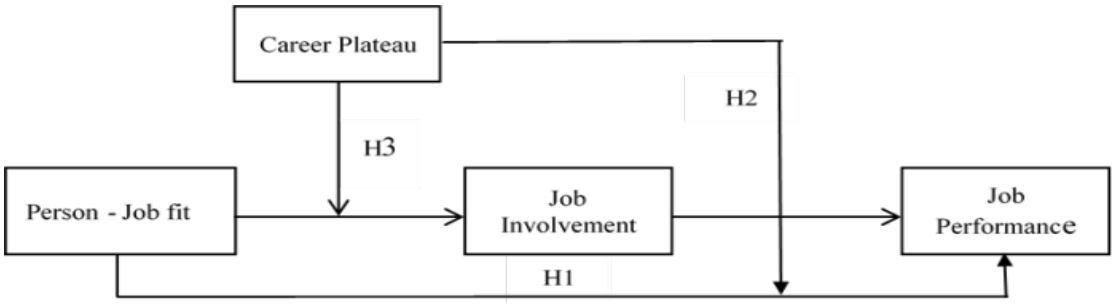

Figure 1. Research Structure

Participants of our study were full-time employees who had worked for at least six months. We excluded people freshly starting in the workplace, as they had a limited understanding of the system, salary, benefits, and bonuses and could therefore not clearly perceive the degree of personal fit to the job. Data collection adopted the questionnaire survey method, and after collating the results, we adopted the scale developed by the existing academic research performed abroad, with the scale being integrated into the questionnaire. Questionnaire data were collected through two methods (channels), either on paper or the Internet. A total of 128 questionnaires were collected, with 101 being valid, after eliminating all invalid and non-conforming questionnaires. In order to avoid suspicion or impulse when subjects were responding to the questionnaires, we applied study concealment and used an anonymous approach (Podsakoff, MacKenzie, Lee & Podsakoff, 2003; Podsakoff & Organ, 1986). Regarding the research structure, the questionnaire items were placed in the fol-

lowing order: "person-job fit," "job involvement," "professional plateau," "job performance," and basic personal information. Tools used were all quoted from existing reported abroad.

Person-job fit

This research adopted the scale developed by Cable & DeRue and Saks & Ashforth, with analysis of the results using the direct method.

Analysis was divided into two dimensions: "demand-capability" and "demand-supply"(Cable & DeRue, 2002; Saks & Ashforth, 2002). In addition, we used the Likert 5-point scale for measurements: "strongly agree," "agree," "normal," "disagree," and "strongly disagree," giving a check of 1 to 5 points, respectively. The higher the score, the higher the "person" fit with "job." The reliability value of the fit between the individual and the job was 0.752.

Job Involvement

This study adopted the Kanungo (1982) Job Involvement Questionnaire (JIQ). The Cronbach's α value is 0.87 for this scale. A total of 10 items were used to measure how much employees believed they were engaged in work. Among them, item-2 and item-7 were reverse questions, with the remainder being forward questioned. This scale was measured and checked on the Likert 5-point scale.

Career Plateau

In this study, we used the original scale of career stagnation developed by Milliman (1992). The Cronbach's α value is 0.88 for this scale. The scale is divided into two factors: hierarchical stagnation and work content stagnation. Odd-numbered questions are hierarchical stagnation, and questions of even-numbers are work-content stagnation. Each dimension has six questions, making for a total of 12. Question item-7 was a reverse question. This scale was measured and checked on the Likert 5-point scale.

Job Performance

The job performance dimension of this research has been established by Lee et al., using the three-dimension indicators of "efficiency," "efficacy," and "quality," as measured by a total of 9 items (Y. Lee et al., 1999), with question item-4 being a reverse question. The Cronbach's α values were all >0.70 and were measured and checked on the Likert 5-point scale.

Data Analysis And Results

Reliability Analysis

In this study, the Cronbach α value was used to measure the internal consistency of the items under each scale. The larger the value, the greater its internal consistency and the higher its reliability. It is generally recommended that the value of α be >0.7 (Nunnally, 1978), with the criterion for deleting the question determined by first checking the total relevant parts of the question. When the total correlation of the question is low or has a large gap existing with other questions, one should consider deleting it, thus increasing the value of α on this basis. If the reliability of the scale is >0.01, its deletion should also be considered. In this study, we considered that the α value of the facet

could be increased after deleting the item. When the above two conditions are both met, the item is deleted. Overall, the Cronbach α for person-job fit was 0.94, for Job Involvement 0.788, for the Career Plateau Scale 0.856, and for job performance 0.779. The reliability values of scales fell between 0.7 and 0.9, indicating a high degree of reliability. The questionnaire we used was suitable for this research purpose. Results of reliability analysis for individual scales are shown in Table 1

Table 1 Summary table of reliability analysis of each scale

scale	Facet	Number of questions	Cronbach α
Person-Job fit	Demand-abilities	4	.940
	Needs-supplies	4	
Job Involvement	Job Involvement	10	.788
Career Plateau	Hierarchical stagnation	6	.856
	Job content stagnation	6	
Job Performance	effectiveness	2	.779
	efficacy	2	
	quality	5	

Validity Analysis

Confirmatory Factor Analysis (CFA) is a statistical analysis technique that determines whether a set of observation variables belong to a particular dimension and tests whether the measurement variables' causal pattern diagram and potential variables' correlation with the observed data (Hair Jr & WC, 1998). In this study, in order to test the validity of the scale, we used a latent variable model to conduct confirmatory factor analyses on person-job fit, Career Plateau, Job Involvement, and job performance scales. For data analysis, Amos 22.0 was used for first-order confirmatory factor analysis, while Maximum Likelihood Estimation (MLE) was used for parameter estimation. As for the verification of measurement mode fit, we used chi-square value ($\chi 2$), chi-square/degree of freedom (χ^2/df), Goodness Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Root Mean Square Error of Approximation (RMSEA). Degrees of adaptation were compared based on the Normalized Fit Index (NFI), Comparative Fit Index (CFI), and Incremental Fit Index (IFI) evaluation model.

Regarding the overall fitness index: (1) Chi-square value ($\chi 2$) ideally does not reach the statistically significant level of 0.05, but because $\chi 2$ is susceptible to oversized samples and becomes over-sensitive, it is necessary to refer to other indicators. (2) The ideal value of GFI is >0.90. (3) The ideal value of AGFI is >0.90. (4) RMSEA values <0.05 are well adapted, and values between 0.05 and 0.08 are reasonable adaptations. Regarding the fitness indices: (1) NFI of > 0.90 is an ideal value. (2) The ideal value range of IFI is >0.90. (3) The closer the CFI is to 1, the better. Its value should be >0.90.

According to the above standards and the validity of the CFA test scale, our results are presented in Table 2. Here, we have confirmed whether the scale used can effectively represent the independent dimensions of distinction. The key results are as follows: relevant indicators showed values of χ^2/df being 2.54, GFI 0.50, AGFI 0.44, RMSEA 0.12, ECVI 19.33, NFI 0.53, IFI 0.065, and CFI 0.65. Most of the fitness indicators were close to meeting their standards.

Table 2 Summary of confirmatory factor analysis

index	Research result	suggested value	Degree of fit
χ^2 (df)	1765 (696)	The smaller the better	
χ^2/df	2.54	< 3	meets the
GFI	0.5	> 0.8	incompatible
AGFI	0.44	> 0.8	incompatible
RMSEA	0.12	< 0.08	incompatible
ECVI	19.33	The smaller the better	
NFI	0.53	> 0.9	incompatible
IFI	0.65	> 0.9	incompatible
CFI	0.65	> 0.9	incompatible

Sample Structure Analysis

Table 3 shows sample distributions based upon frequency distribution and percentage, including gender, age, educational background, current work experience, position, department, and type of company industry.

Descriptive Statistical Analysis

The mean and standard deviation of each variable are summarized in Table 4. Descriptive statistical analyses were used based on the response status of 101 subjects. Here, it shows that the minimum value of person-job fit is 8, maximum value 40, the average number of subjects' answers 20.02, and standard deviation 7.14. The minimum total Job Involvement is 14.00, maximum 47.00, the average number of questions answered by the subjects is 29.75, and the standard deviation is 5.97. The minimum value of the total Career Plateau is 14.00, and the maximum value is 59.00, the average number of questions answered by the subjects is 38.63, and the standard deviation 10.48. The Job performance scale has a minimum value of 15.00 and a maximum value of 41.00, with the average number of subjects' answers being 24.26 and a standard deviation of 5.02.

Related Analysis

This section shows relationships between gender, age, academic qualifications, current work experience, and job performance, person-job fit, job involvement, person-job fit, and Career Plateau interactions on job performance. Results were obtained through correlation analysis of product differences. With larger correlation coefficients, the correlation between variables is stronger. (See Table 5.)

Table 3 Summary of sample analysis

basic information		Number	percentage
gender	Female	43	42.6%
	male	58	57.4%
age	20~24 year old	28	27.7 %
	25~29 year old	39	38.6 %
	30~34 year old	12	11.9 %
	35~39 year old	6	5.9 %
	40~44 year old	9	8.9 %
	45~49 year old	2	2.0 %
	Over 50 years old	5	5.0 %
Education	Below high school	1	1 %
	High school	3	3 %
	University (including junior college)	70	69.3 %
	Institute (inclusive) or above	26	25.7 %
Current working years	6 months-1year	25	24.7 %
	1-3years	43	42.6 %
	3-5 years	12	11.9 %
	5-7 years	6	5.9 %
	More than seven years	15	14.9 %
position	General Staff	77	76.2 %
	Grassroots operators	5	5 %
	Grassroots supervisor	10	9.9 %
	Senior executives	9	8.9 %
department	Human Resources	9	8.9 %
	engineering	5	5 %
	manufacturing	3	3 %
	R&D	13	12.9 %
	Financial Accounting	4	4 %
	purchase	2	2 %
	Marketing, business department	20	19.8 %
	Information Department	3	3 %
	other	42	41.6 %
Company industry type	manufacturing	18	17.8%
	Technology Industry	17	16.8 %
	Service industry	42	41.6 %
	Financial industry	5	5 %
	other	19	18.8 %

Table 4 Summary table of the mean and standard deviation of each variable

	Number	Minimum	Max	Average	Standard deviation
Person-Job fit	101	8	40	20.02	7.14
Job Involvement	101	14	47	29.75	5.97
Career Plateau	101	14	59	38.63	10.48
Job Performance	101	15	41	24.24	5.02

Table 5 Summary table of correlation analysis of gender, age, education background, current working experience and rank on Job performance

	gender	age	Education	position	Current working years
Job performance	.011	.134	-.006	.074	.229*

*$p< .05$ **$p< .01$ ***$p< .001$。

Results of the correlation analysis are summarized in Table 5. Here, we found that one's current working experience had a significant positive correlation with job performance (r=0.229, p<.05), and the degree of correlation to below. According to the relevant analysis results regarding person-job fit, professional plateau, job involvement, and job performance, as shown in Table 6, person-job fit and job involvement (r=0.443, p<0.01), job performance (r=0.634, p<0.01) showed a significant positive correlation, indicating that the higher the degree of person-job fit, the higher the job involvement and job performance. There was a significant negative correlation between Career Plateau and Job Involvement (r=-0.425, p<.01) and job performance (r=-0.381, p<0.01), indicating that the greater the Career Plateau, the lower the job performance.

There was a significant positive correlation between Job Involvement and job performance (r=0.326, p<0.01), which means that the higher the Job Involvement, the higher the job performance. Person-job fit and professional plateau were positively correlated with job involvement (r=0.704, p<0.01) and job performance (r=0.611, p<0.01), indicating that the higher the person-job fit and professional plateau, the higher the job involvement and performance. In brief, results show that person-job fit, Career Plateau, Job Involvement, and job performance are significantly correlated with each other. Amongst them, Career Plateau and person-job fit, Job Involvement, and job performance variables are negatively correlated, and between them, the most relevant is the relationship between person-job fit and professional plateau and job involvement.

Regression Analysis

The main effects of person-job fit, job involvement, and job performance are summarized in Table 7. Model 1 shows that the job performance of those in seniority positions is significantly standardized and β 0.229 (p<0.05). That

Table 6 Summary table of relevant analysis of Personal-Job fit, Job Performance, Job Involvement, Career Plateau, Personal-Job fit and Career Plateau interaction on Job Performance

	Person-Job fit	Job Involvement	Career Plateau	Job Performance
Job Involvement	.443**			
Career Plateau	-.634**	-.425**		
Job Performance	.634**	.326**	-.381**	
Person-Job fit×Career Plateau	.505**	0.072	.256**	.364**

*$p< .05$ **$p< .01$ ***$p< .001$ ◦

is, the higher the seniority level, the greater the personal performance. Model 2 shows that after putting the current seniority positions as a control variable, person-job fit had a significant predictive effect on job performance. The cumulative explanatory variance of the model R^2 is 0.48, $\triangle R^2$ 0.49, and standardized β 0.665 ($p<0.001$). This implies that when employees perceived a higher person and job fit, their performance was better. According to the results of Model 2 verification, our first hypothesis that person-job fit has a significant positive impact on job performance has obtained the supporting evidence. Model 3 shows that Job Involvement had a significant predictive effect on job performance. The cumulative explanatory variation R^2 of the model is 0.176, $\triangle R^2$ 0.141, and the standardized β 0.376 ($p<0.001$). Model 5 shows that after placing the current seniority positions as a control variable, there is a significant predictive effect between person-job fit and Job Involvement. The cumulative explanatory variation R^2 of the model is 0.204, $\triangle R^2$ 0.220, and β value 0.467 ($p<0.001$), indicating that person-job fit has a positive impact on job involvement. That is, when employees perceived that an individual was a better fit for their job, the greater was the job involvement.

The mediated effect verification procedure is analyzed using segment regression (Baron & Kenny, 1986). To proceed, three conditions needed to be met. First, the independent variable (person-job fit) and the intermediate variable (Job Involvement) needed to be significantly related to the dependent variable (Job Performance). Second, the independent variable and the intermediate variable needed to be significantly related. Third, when the mediating variable entered the regression equation, the correlation between the independent variable and the dependent variable needed to be weakened (partially mediated) or at the level of no significant correlation (completely mediated). According to the previous class regression results, the main effects between the two variables reached a significant level. That is, they met conditions 1 and 2 of the mediated effect verification procedure. Person-job fit (M2) and job involvement (M4) for each pair in Job Performance showed a significant correlation: β was 0.665 ($p<0.001$), 0.376 ($p<0.001$) person-job fit had a significant predictive effect on job involvement (M5), β 0.467 ($p<0.001$). For condition 3, as shown in Tables 4 to 8, when Job Involvement entered the regression equation, the β value of person-job fit dropped from 0.665 to 0.625. Although still at a significant level, this shows that

Job Involvement is suitable for person-job fit. The correlation between allocation and job performance has the influence of "partial mediated," allowing the next step of mediated moderation to be carried out.

Table 7 Summary table of main effects between Person-Job fit, Job Involvement, and Job Performance (H1 verification)

	Job Performance			Job Involvement	
	Model1	Model2	Model3	Model4	Model5
	β	β	β	β	β
Control variable					
Seniority	0.229*	0.166*	0.205*	0.063	0.019
Independent variable					
Person-Job fit		0.665***			0.467***
Job Involvement			0.376***		
R^2	0.043	0.480	0.176	-0.006	0.204
ΔR^2	0.052	0.490	0.141	0.004	0.220
F	5.458*	47.14***	11.708***	0.392	13.849***

*$p< .05$ **$p< .01$ ***$p< .001$ ◦

Table 8 Summary table of regression analysis among Person-Job fit, Job Involvement, and Job Performance

	Job Performance		
	Model1	*Model2*	*Model3*
	β	β	β
Control variable			
Seniority	0.229*	0.166*	0.165*
Independent variable			
Person-Job fit		0.665***	0.625***
Job Involvement			0.085
R^2	0.043	0.480	0.480
ΔR^2	0.052	0.490	0.496
F	5.458*	47.14***	31.816***

*p< .05 **p< .01 ***p< .001 ◦

Table 9 shows whether Career Plateau and person-job fit affected the mediated moderation effect of job performance through Job Involvement. According to recommendations, when testing for mediated moderation, it is necessary to first test whether Job Involvement is mediated between person-job fit and job performance (Baron & Kenny, 1986; Muller, Judd, & Yzerbyt, 2005). This item is covered in Tables 7 and 8. Results show a significant positive relationship between the interaction of Career Plateau, person-job fit, and job performance. Subsequently, we performed regression analysis on person-job fit, Job Involvement, and Career Plateau while obtaining the cross product of person-job fit and Career Plateau to test whether the interaction between person-job fit and Career Plateau was related to Job Involvement. Finally, Job Involvement was added to both predict job performance and control the interaction between the professional plateau and person-job fit. To support the

Table 9 Intermediate interference analysis summary table (H2, H3 verification)

	Job Performance		Job Involvement		Job Performance	
	Model4		*Model5*		*Model6*	
	β		*β*		*β*	
Control variable						
Seniority	0.169*		0.007		0.182	
Independent variable						
Person-Job fit	0.716***	(b_{41})	0.330**	(b_{51})	0.692***	(b_{61})
Career Plateau	0.105	(b_{42})	-0.230*	(b_{52})	0.107	(b_{62})
Person-Job fit×Career Plateau	-0.086	(b_{43})	0.021	(b_{53})	-0.165*	(b_{63})
Job Involvement					0.053	(b_{64})
Job Involvement×Career Plateau					0.190*	(b_{65})
R^2	0.481		0.221		0.509	
$\triangle R^2$	0.007		0		0.027	
F	24.208***		8.092***		18.261***	

*$p< .05$ **$p< .01$ ***$p< .001$ 。

hypothesis of this study, the cross-product (b43) between the Model 4 independent variables (person-job fit) and the interference variable (professional plateau) in Table 9 needed to be significant. Model 5's independent variables (person-job fit) and the cross-product (b53) of the interference variable (professional plateau) needed to be significant, as did the job involvement of Model 6. Either that or the cross-product (b65) of the interference variable and the intermediate variable of Model 6 needed to be significant, and the last b63 relationship should be lowered drastically. If it is not significant, it is a complete mediated moderation.

In this study, we followed the above steps to test one by one whether mediated moderation was established. Model 4 explores the impact of the Career Plateau on person-job fit and job performance. Results show that after putting in the categories of person-job fit and Career Plateau, the overall cumulative explanatory variance R^2 was 0.481 and β value -0.086, not considered to significant. This represents that the professional plateau had no significant interference effect between person-job fit and job performance. Therefore, the second hypothesis of this research was not supported and therefore deemed invalid.

Model 5 explores the influence of the Career Plateau on person-job fit and job involvement. Results show that after putting in the cross-product of person- job fit and Career Plateau, the overall cumulative explanatory variation R^2 was 0.221, β value 0.021, and a not significant (P>0.05). This shows that the professional plateau had no significant interference effect between person-job fit and job involvement. Model 6 explores whether the interaction between Career Plateau and person-job fit affected job performance through Job Involvement. Table 9 presents results on person-job fit, Career Plateau, the interaction between person-job fit and Career Plateau, Job Involvement, and the interaction between Career Plateau and Job Involvement.

To support the hypothesis of this study, the multiplication term (b43) between the independent variable and the interference variable of Model 4

needed to be significant, as did the multiplication term (b53) between the independent variable and the interference variable of Model 5. Additionally, either the Model 6 input (b64) or the independent variable(b51) in Model 5 should also be significant, as well as the crossover term (b65) of the interference variable and the intermediate variable in Mode 6. Finally, the final b63 relationship should be drastically reduced. If they are not significant, it is a completely mediated moderation. According to the above inspection process, we found that b43 was not significant, while b51 (β=0.33, $p<0.01$) and b65 were both significant (β=0.19, $p<0.05$). Finally, comparing b43 and b63, we found that b63 was drastically reduced. Although Model 6 was supported, Model 4 and hypothesis H2 were invalid Model 5 Career Plateau, and person-job fit and Career Plateau crossover items showed no significant effects on job performance. Our research hypothesis H3 was therefore not supported.

Conclusion, Discussion, And Future Studies

Conclusion and Discussion

According to the hypotheses of this study, regression analyses showed the relationship between person-job fit and job performance, the mediation effect of Job Involvement on person-job fit and job performance, as well as the Career Plateau moderation effect. We will first discuss the research results and practical implications and put forward the limitations and shortcomings of this study while offering suggestions for future research direction. Assuming our hypothesis H1 has been established, the person-job fit has a positive impact on job performance. The results of this study are consistent with previous studies performed by scholars (Cai et al., 2018; Han et al., 2015). When employee abilities and skills meet job requirements, their job performance improves (Greguras & Diefendorff, 2009). Therefore, organizations should pay attention to the conformity of work characteristics with employee personal characteristics in order to enhance their work and organizational performance, as well as the company's lasting competitive advantage (Ebeh et al., 2017; Park et al., 2010). If hypothesis H2 is not established, the Career Plateau has no negative interference effect on personal Job Involvement and job performance.

Suppose hypothesis H3 is not supported, and the interaction between personal Job Involvement and Career Plateau does not affect job performance through Job Involvement. In that case, it may be affected by the personal characteristics and needs of employees. For example, when an employee feels that their career has reached a high point, that they have no ambition, or have become accustomed to a stable and stable personality, they may believe that this is a good thing and will not reduce their work commitment or affect Job Performance.

Practical Implications

As reported in the literature, the person-job fit has a positive impact on Job Performance (Cai et al., 2018; May et al., 2004). Therefore, companies should still strengthen the following related suggestions from the source of employees' person-job fit.

(1) Recruitment: Through actual job analysis, understand the knowledge, skills, and technical level required by each position so as to select suitable talent to place them in the right positions.

(2) Education: Strengthen employee education and training, improve technical deficiencies, as well as enhance employee self-confidence, learning growth, and perceptual competence for the job.

(3) Communication: Establish communication channels and implement mutual understanding between employees and supervisors while implementing arrangements for employee personal and job fit.

Research Limitations And Future Research Recommendations

While this study is based upon literature discussion to establish research hypotheses, research tools, and object selection, our research process was still limited by the following:

(1) Personal Job Involvement may change over time. Due to objective factors, this study could only obtain data (cross-sectional) at a single time moment, and it was impossible to infer the causal relationship between the variables. It is recommended that subsequent research use face-to-face methods in order to gain a more in-depth understanding of employees' personal job fit at different times.

(2) The source of the questionnaire is singular, and there are problems with common variation. It is recommended that follow-up research designs adopt multiple sources, multiple characteristics, multiple methods, while sampling the collection of data at different times in order to improve the quality of the questionnaire results.

(3) The questionnaire adopts convenience sampling. The uneven distribution of the sample cannot control the attributes of the research sample, consequently influencing the dependent variables. It is recommended that future researchers strengthen the sample selection structure, including the sampling areas and industries, so that it can be evenly distributed and planned in order to more accurately assure that the research results are inferred to the mother group.

(4) Career Plateau affects employee perception of different organizational scales. However, in this study, we did not consider the organizational scale. It is suggested that future researchers include more varying organization scales in order to detect the degree of perceptual Career Plateau better.

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