# The Mapping Person Job-Fiton Human Resource Management: Bibliometric Analysis on Scopus Database

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## Abstract

In the changing working world, the perception of *Person-Job Fit* (fit between an individual and a job) plays a crucial role in improving employee performance and satisfaction. This fit involves an individual's abilities, competency/knowledge, interests as well as values with the demands, responsibilities, and work environment, which is the main focus of various studies related to *person-job fit*. This study aims to mapping out and provide a bibliometric overview of the topic of *person-job fit*, to identifying research trends by uncovering popular topics, identifying the relationship between concepts such as job satisfaction, organization commitment, and job performance, demonstrating commonly used approaches of methodology such as equation structural modelling, mapping the network authors, institutions, and countries that can build collaboration, and helping researchers quickly and systematically find relevant literature and lastly the result support the strategic development of Human Resource theory and practices. The research data was taken from articles published in the Scopus database between 2019 and 2024, and 63 articles were found using the VOSviewer application. The results showed that the most articles on person-job fit were published in 2022 (15 articles), with the journal "*International Journal of Human Resource Management*" as the most frequently published. The most affiliations came from the National Institute of Development Administration with 2 documents, while China was the country with the most publications. The topic is mainly covered in the area of business, management, and accounting. Keywords often associated with *person-job fit* include:*Person-Organization Fit, Job Satisfaction, Turnover Intention, Person-Environment Fit, Job Performance, Organizational Commitment, Work Environment, Work Engagement, Job Involvement, and Structural Equation Modelling*.

**Keywords:** Person-Job Fit, Human Resource Management

## INTRODUCTION

The career paths and opportunities landscape is moving speedily (Sirén et al., 2021). Recently, changes in the social and economic spheres have added to the level of uncertainty and complexity in career development, so individuals who are new to the job market are faced with various challenges (Qin et al., 2020). Employee performance has been the main focus of many researchers, especially in the study of organizational behaviour and HR Management (D. G. Kaur & Kaur, 2023). In an increasingly dynamic world of work, the topics of individual-job fit (*Person-Job Fit*) has an significant role in optimizing performance and increasing employee satisfaction (Jin & Hahm, 2019). *Person-Job Fit* discusses the alignment among individual characteristics-such as values, skills, and preferences-with the needs and environment of the job (Huang et al., 2019). This fit is critical to enhancing work engagement as well as innovative performance (Alqhaiwi et al., 2023). Moreover, *Person-Job Fi*t not only impacts individual work outcomes, but can also strengthen the positive relationship between working engagement and innovative behaviour, and reduced resign intention (Hilmiana et al., 2020)

Early theories regarding human resource management literature suggested that individual and environmental factors do not simply influence an individual's behaviour at work in isolation, but are the result of an alignment between the two factors(Jha, 2023). Research or studies on *Person-Job Fit* have grown, focusing on how this fit can improve employee well-being, motivation, and engagement at work (H. Kaur & Kaur, 2023). Recent research shows that employees who feel there is a match between their abilities and job demands tend to experience higher job satisfaction and have lower intentions to leave the job (Zhang & Yan, 2024).

This alignment not only influences individual satisfaction and retention but also extends to shaping early career experiences, as evidenced in research exploring adolescents' transitions into the workforce. "Career Decision, Work Adjustment, and Person–Job Fit of Adolescents: Moderating Effects of Parental Support" (Neuenschwander & Hofmann, 2022), findings show that expectations of working conditions and company support help new employees feel a high fit between themselves and work. So, it provides some implications on how to support adolescents' transition from school to work.

Furthermore, research by Bright (2021)"Does Person Organization Fit and Person-Job Fit Mediate the Relationship between Public Service Motivation and Work Stress among U.S. Federal Employees?" is other studies regarding the process of how PSM effects work stress among public employees, through *Person-Organization fit* and *Person-Job fit*. The findings show that PSM is not directly related to job stress. Nevertheless, PSM has an unintended relationship with stress through the organization and person-job fit.

This relationship underscores the broader implications of *person-job fit*, in mitigating stress and fostering behaviours like innovation in service, as explored in recent studies. "Linking person-job fit and intrinsic motivation to salespeople's service innovative behaviour"(Alqhaiwi et al., 2023) discusses *Person-Job Fit* enhancing salespeople's behaviour in innovative service, and intrinsic motivation (INTMOT). The authors explain promotion focus restrains the indirect positive relationship between *Person-Job Fit* and service innovative behaviour through Intrinsic Motivation.

Meanwhile, other studies regarding "Person-job fit and proactive career behaviour: A dynamic approach" discusses the crowding-out effect of perceived extrinsic rewards on the

positive connection between *person-job fit* and *person-organization fi*t with job satisfaction (Sylva et al., 2019). The authors explain that employees can take steps to achieve, adjust to, and maintain fit with changing job demands. This dynamic perspective on achieving and maintaining fit is further complemented by research examining how person-job fit and person-organization fit influence employee retention, particularly in the retail sector. "Fit to Last: Investigating How Person-Job Fit and Person-Organization Fit Affect Turn over Intention in the Retail Context" discusses the correlation between *person-job (P-J)* and *person-organization (P-O)* through both job satisfaction and commitment of organization (Berisha & Lajçi, 2021)The authors explain that *Person-Job Fit* and *Person-Organization Fit* have a direct negative impact on turnover or resign intention, which is also partially arbitrated by job satisfaction and commitment, especially of organization in the retail sector.

Furthermore, the study titled "Similar but different? The influence of job satisfaction, organizational commitment and person-job fit on individual performance in the continuum between permanent and temporary organizations" discusses job satisfaction, commitment of organization and person-job fit in impermanent organizations as antecedents of employee performance (Goetz & Wald, 2022). Meanwhile, "Person-organization fit, person-job fit and organizational commitment among hotel employees: the roles of positive affect and calling" discusses how *person-organization fit, person-job fit* along with *organizational commitment* affect employees of hotel in South Korea (Park & Hai, 2024). The author explains that *person-organization fit* and *person-job fit* indirectly influence, the *commitment of the organization* through positive influence and vocation. This study on the interplay between person-organization fit, person-job fit, and organizational commitment provides valuable insights into how positive affect and calling mediate these relationships, particularly in the hospitality sector."

"Freelancing on digital work platforms - the roles of virtual community trust and work engagement on *person-job fit*" discusses the influence of trust in virtual communities on *work engagemen*t and *person-job fit* in the context of work in digital platforms (Toth et al., 2020). The authors explain that there is a substantial and positive connection between *work engagement* and *person-job fit* in a digital work platform environment. This exploration of person-job fit and organizational commitment in impermanent organizations is further enriched by research on the hospitality industry, which highlights how these factors, along with person-organization fit, shape employee commitment through positive affect and vocational alignment. "The Way to Improve Employees' Job Satisfaction in Korean Social Enterprises: The Moderating Effects of Person-Organization Fit, Person-Job Fit, and Person-Supervisor Fit" (Jin & Hahm, 2019) discussed the role of *individual-organization fit(Person-Organization Fit)*, *individual-job fit(Person-Job Fit),* and *individual-supervisor fit(Person-Supervisor Fit)* on employee job satisfaction in Korean social businesses. The results indicate that the more sophisticated the level of fit in these three aspects, the bigger the result of organizational communication regarding job satisfaction. This also increases employees' satisfaction, commitment, and intention to stay with the company.

The uniqueness of this study is displays the mapping person-job fit using bibliometric analysis on Scopus indexed article. Scopus is a database maintained by Elsevier, serving as an indexer and full-text link provider (Burnham, 2006). The name "Scopus" was inspired by the Hammerkop bird, which is known for its good skills to navigate, and the database was settled in collaboration with many research institutions also librarians to improve its product. The novelty of bibliometric analysis in this study including; identifying research trends by uncovering popular

topics, identifying the relation between concepts such as job satisfaction, organization commitment and job performance, demonstrating commonly used approaches of methodology such as equation structural modelling, mapping the network authors, institutional, countries which can build collaboration, helping researchers quickly and systematically find relevant literature and lastly the result support the strategic development of Human Resource theory and practices. Since the search results obtained 63 articles in 2019 to the latest year, 2024, then they were analysed using VosViewer software.

**METHOD**

This research uses descriptive statistical methods. Statistics includes the process of analysing, interpreting, and drawing conclusions based on the data obtained (Untari, 2020). The data were organized neatly through tables and graphs before being reviewed. The data analysis of this study was carried out using the bibliometric method. Bibliometric analysis helps map the development of scientific knowledge in a particular field by systematically processing large, unstructured data (Donthu et al., 2021). As such, a good bibliometric analysis can provide a solid basis for developing a field more meaningfully. It allows researchers to (1) understand the overview of the field, (2) identify gaps in existing knowledge, (3) discover new ideas for research, and (4) determine their contribution to the advancement of the field (Donthu et al., 2021). In this research, the evaluation of bibliographic data was obtained which included the quantity of articles per year, the quantity of articles by source, the quantity of articles by author, the quantity of articles by affiliation, the quantity of articles by country or region, the quantity of articles by type, the quantity of articles by field of study. The utilization of articles, the development of literature from year to year and how the sources of information on each subject can be analysed using bibliometrics.

This study analyses data consisting of published articles on the Scopus database since 2019 to 2024 with the research theme "*Person Job Fit*". Article titles according to the theme are downloaded in the Scopus database in the form of a "CSV" type file document with the keyword "*Person-Job Fit*". From searching, the result shown that there were 63 articles published in the range of 2019 - 2024. Further data analysis uses these 63 articles.

The topic of *Person Job Fit* was also analysed for trends using the help of VOSviewer software. VOSviewer focuses on identifying relationships based on the frequency of occurrence of items in the same context, but does not directly consider the intensity or direction of the relationship (Bukar et al., 2023). By using VosViewer, binary counting is employed to simplify the analysis because the research only considers the presence/absence of a relationship, thus avoiding bias. Then, by setting a threshold for term occurrence, researchers can filter out less relevant and insignificant terms, thereby helping to improve the relevance and readability of the results so that the network size remains efficient and manageable.

Steps in downloading type files in the form of "CSV" in the Scopus database:
1. Search articles in the Scopus database with the keyword "*Person-Job Fit*"
2. Click All on the Scopus journal
3. Click export and select file type "CSV"
4. Save the downloaded file in the form of "CSV" to the folder.

Steps in processing bibliometrics in VOSviewer software (Bukar et al., 2023):

1. Open VOSviewer software
2. Click file → create → select data type to choosing to create a map according to text data →next
3. Click data source select read data from reference manager file→ next
4. Choose file select "CSV" →browse "RIS" data files that have been downloaded and stored in a folder→ next
5. Choose fields select field **titles** and **abstract**s (keep checking mark **ignore structured abstract labels** and **ignore copyright statements**) → next
6. Choose **counting method** to choose **binary counting**→next
7. Click threshold → minimum **number of term occurrences** (4)→ next
8. Choose the number of terms; the number of terms to be selected as needed
9. Verify the selected terms (terms that are not related to the topic can be removed by unchecking the term box.

10. Done. The result can be seen in network visualization, overlay visualization and density visualization.

## Data Collection Methods

The steps used to collect data will be presented as the following flowchart:
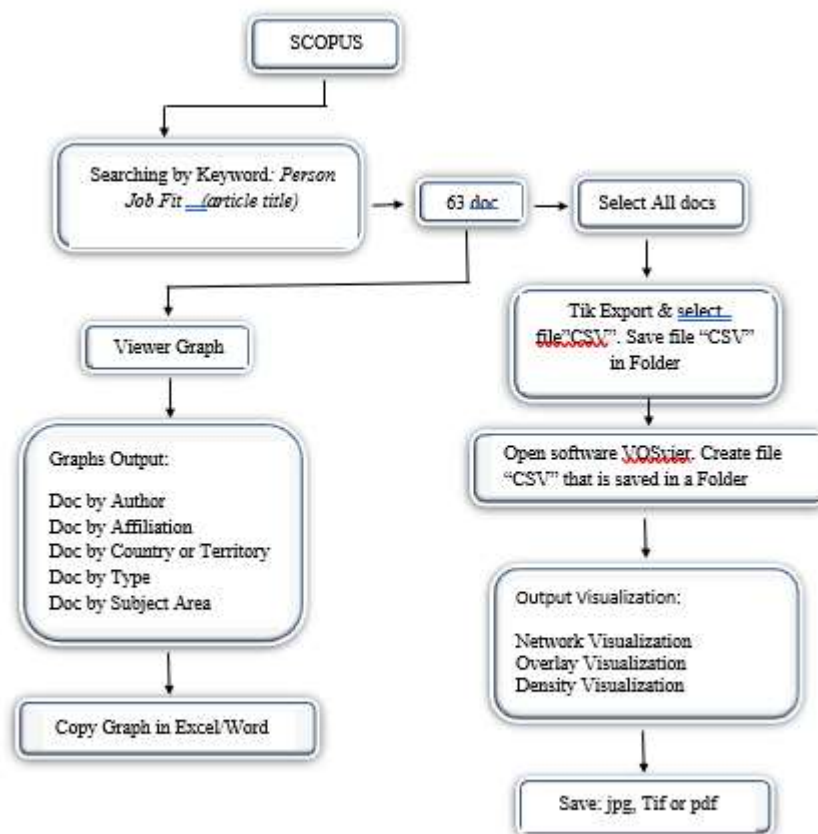


**Figure 1.** Stages of Data Collection Method

## RESULTS AND DISCUSSION
### Person-Job Fit: Bibliometric Analysis on Scopus Database

One way to identify trends in researcher interest in the *Person Job Fit* business topic is using the number of documents or articles that discuss the topics. The following is an analysis from the database Scopus regarding to the topic *Person- Job Fit*.
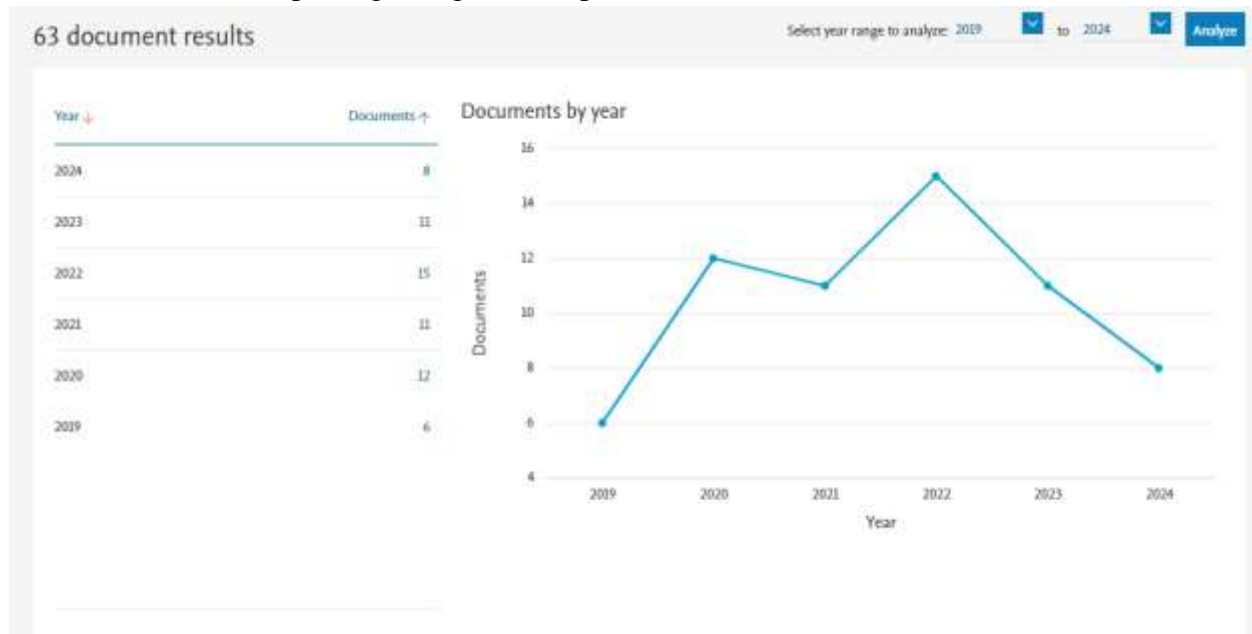


**Figure 2.** Sum of Articles per Year based on Database of Scopus

Figure 2 above shows an increasing trend from 2019 to 2020, from 6 articles to 12 articles. However, in 2021 the number of documents decreased slightly to 11 documents. The peak of a significant increase occurred in 2022, which was 15 articles. Research on *Person-Job Fit* (P-J Fit) increased in 2022, possibly due to significant changes in the work environment, such as the shift to remote and hybrid work post-COVID-19 pandemic, which sparked interest in understanding how individuals adapt to their roles in this new context. Next, the number of documents dropped to 11 articles in 2023. This may be due to the emergence of new issues such as hybrid working, the impact of AI or automation, and employee welfare post-Pandemic.
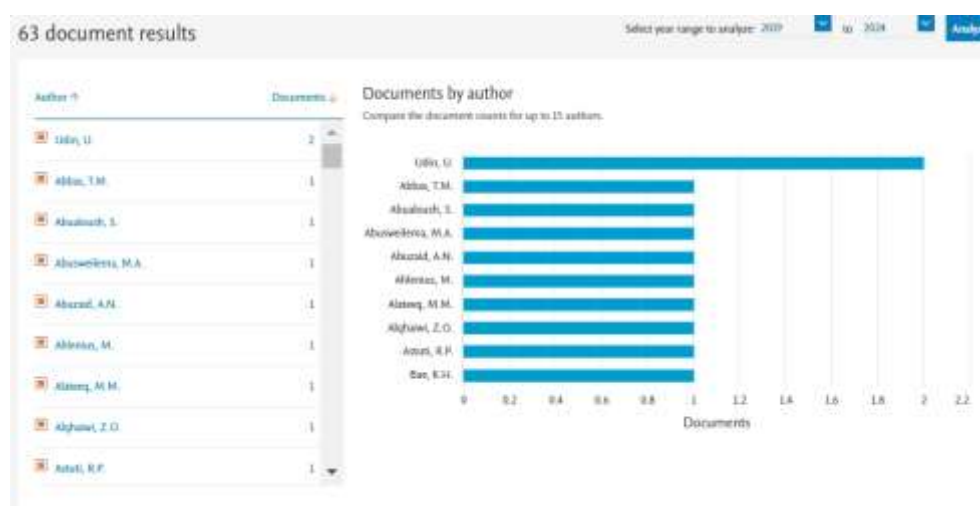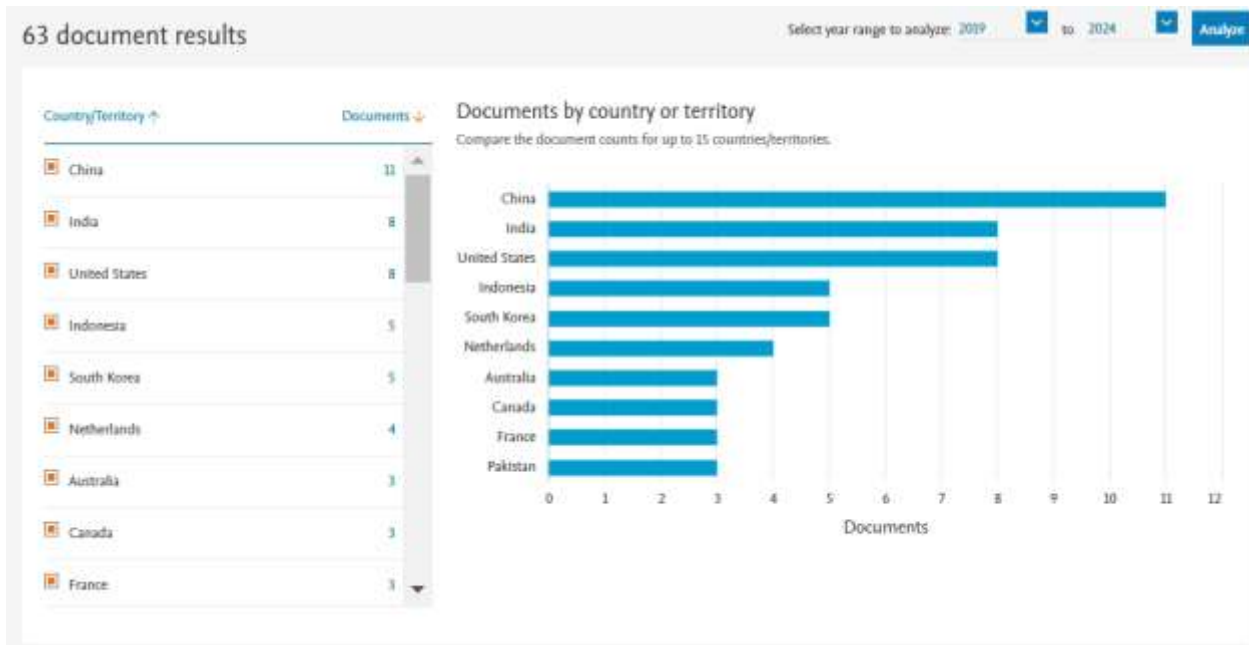
**Figure 3.** Number of Articles by Author

From figure 3 above, **Udin, U.** is the author who contributed the most in this time period, while other authors still made significant contributions, but with a more even distribution. Other authors include Abbas, T.M., Abualoush, S., Abusweilema, M.A., Abuzaid, A.N., Ahlenius, M., Alateeq, M.M., Alqhaiwi, Z.O., Astuti, R.P., and Bae, K.H. respectively. Potential collaboration between authors could be an opportunity to increase research productivity in the future
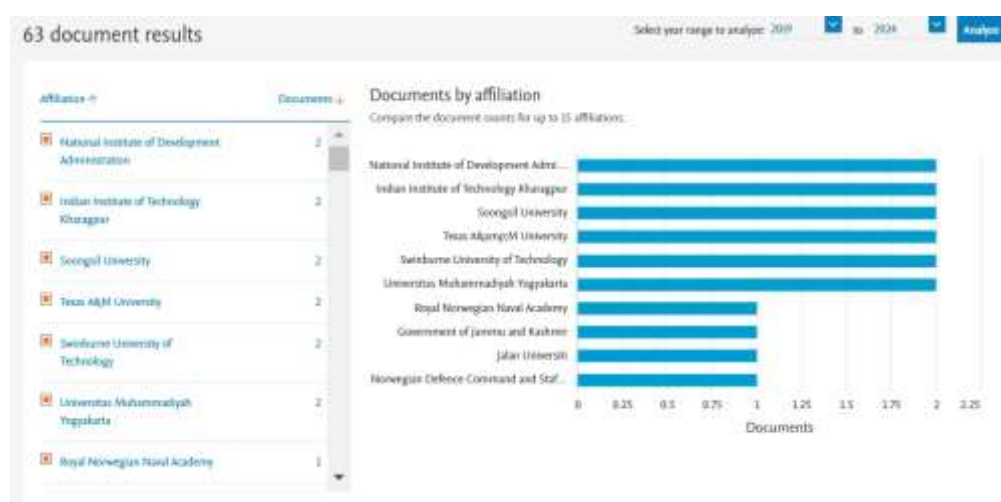


**Figure 4.** Number of Articles by Affiliation

In figure 4, the six institutions that produced two documents show an even distribution in their contribution to the research produced. These institutions come from various countries, reflecting that the scientific publications are widespread over the world, including Asia, Europe, and Americas. Universitas Muhammadiyah Yogyakarta is one of the institutions from Indonesia that contributed with 2 documents, showing that the university is quite active in producing scientific publications, especially in areas related to this study. The almost evenly distributed contributions from various international institutions show the importance of cross-country collaboration in academic research. This reflects that the research topics covered in this data have global relevance and involve a wide range of stakeholders around the world.

**Figure 5.** Number of Articles by Country or Region

From figure 5 above, China, India, and the United States dominate regarding the total of articles produced, reflecting strong academic and study activities in these countries. Especially in China and India, those countries have a vast and diverse workforce, rapid industrialization growth, significant funding, and policy initiatives in research. Thus, the combination of these factors drives their substantial contribution to research in *person-job fit*. Meanwhile, Indonesia and South Korea also play an important role, while other countries such as the Netherlands, Australia, and Canada contribute steadily but not as much as the top countries. Research in countries with fewer contributions such as Pakistan may need further support to increase their academic output in the future.
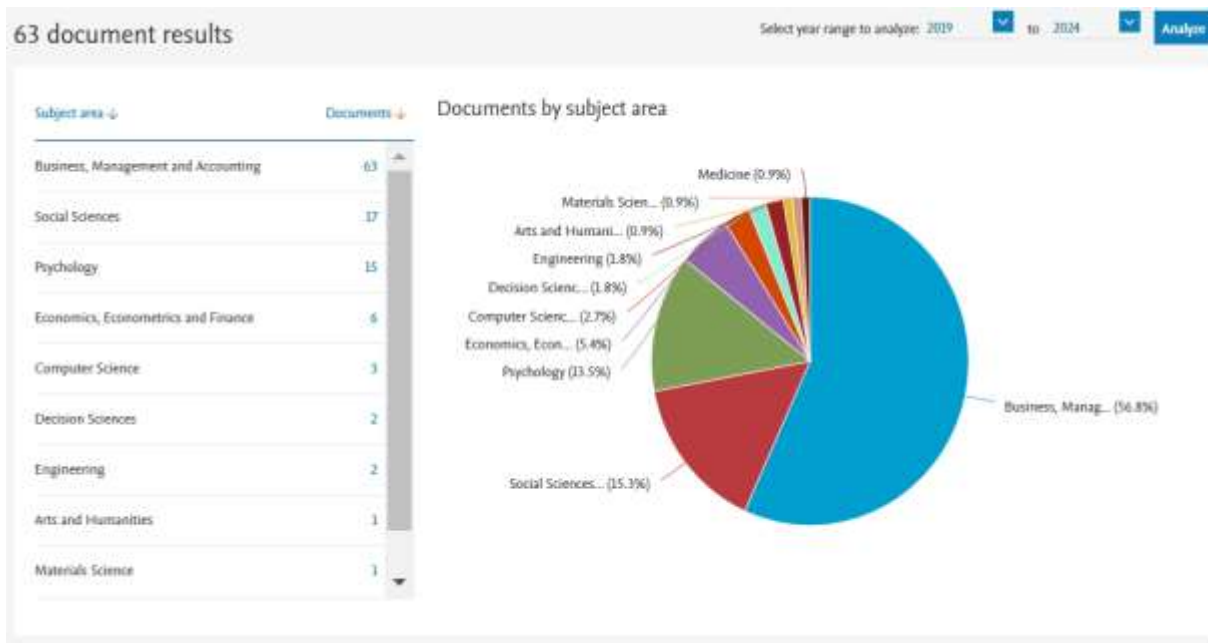


**Figure 6.  Number of Studies by Subject Area**

From this figure 6, the data explains that research focused on Business, Management and Accounting is the most dominant at 56.8%. This is because the subject delves into practical and theoretical issues that support organizational development. Following in second and third place are the social sciences (15.3%) and psychology (13.5%). Meanwhile, fields such as Economics and Computer Science play a role, but with smaller contributions, and there is potential to expand research in underrepresented fields such as Arts and Humanities and Medicine.

**Table 1**
**Five articles based on the highest number of citations**

| Article Title and Author Name | Name of Journal | Number of Citation |
|---|---|---|
| An Enhance Neural Network to *Person-Job Fit* in Talent Requirement (Qin et al., 2020) | *ACM Transactions on Information Systems, 38*(2). | 67 |
| The Effect of Job Crafting on Tour Leaders' Work Engagement: the mediating role of *person-job fit* and meaningfulness of work(Guo & Hou, 2022) | *International Journal of Contemporary Hospitality Management, 34*(5), 1649–1667. | 60 |
| Team-level high-performance work systems, self-efficacy and creativity: differential moderating roles of *person–job fit* and goal difficulty (Ma et al., 2021) | *International Journal of Human Resource Management, 32*(2), 478–511 | 43 |
| Person or Job? Change in *Person-Job Fit* and Its Impact on Employee Work Attitudes over Time(Kim et al., 2020) | *Journal of Management Studies, 57*(2), 287–31 | 36 |
| Similar but different? The influence of job satisfaction, organizational commitment and *person-job fit* on individual performance in the continuum between permanent and temporary organizations(Goetz & Wald, 2022) | *International Journal of Project Management, 40*(3), 251–261 | 35 |

**Bibliometric Analysis on Person Job Fit**

This study used VosViewer software to conduct bibliometric analysis. The author entered the keyword "*Person-Job Fit*". After being analysed using VosViewer software, this research produced three visualization of networks including network visualization, overlay visualization, and density visualization. The following are the outcomes of the Bibliometric analysis:
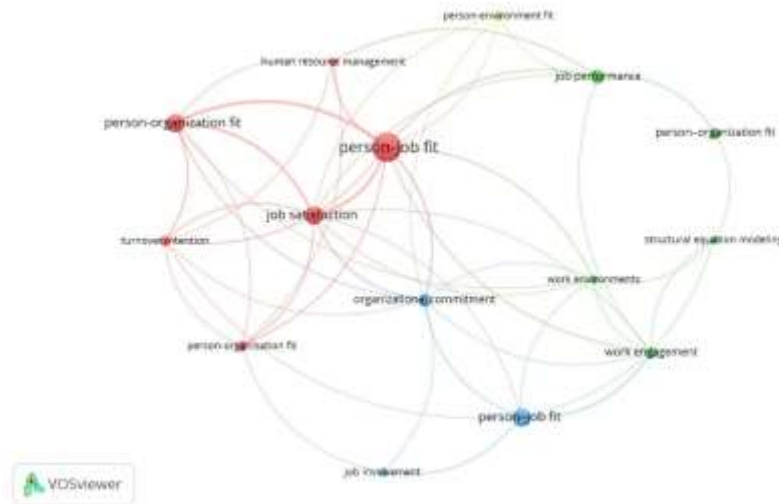
**Figure 7. Distribution of Keyword in *Network Visualization***

According to the results in Figure 7, VosViewer provides information that most keywords appear in articles themed *Person Job Fit.* Some keywords appear include *Person-Organization Fit, Job Satisfaction, Turn-over Intention, Person-Environment Fit, Job Performance, Organization Commitment, Work* Environment, *Work Engagement, Job-Involvement*, and *Structural Equation Modelling.* Keywords in the network map visualization are organized according to conceptual linkages and the frequency with which they appear in research. *Person-job fit*, job satisfaction, and organizational commitment are grouped because they all address psychological and organizational aspects that influence employee well-being. The link indicates that these themes complement one another in understanding how the fit between persons and jobs influences retention, work happiness, and productivity.

.
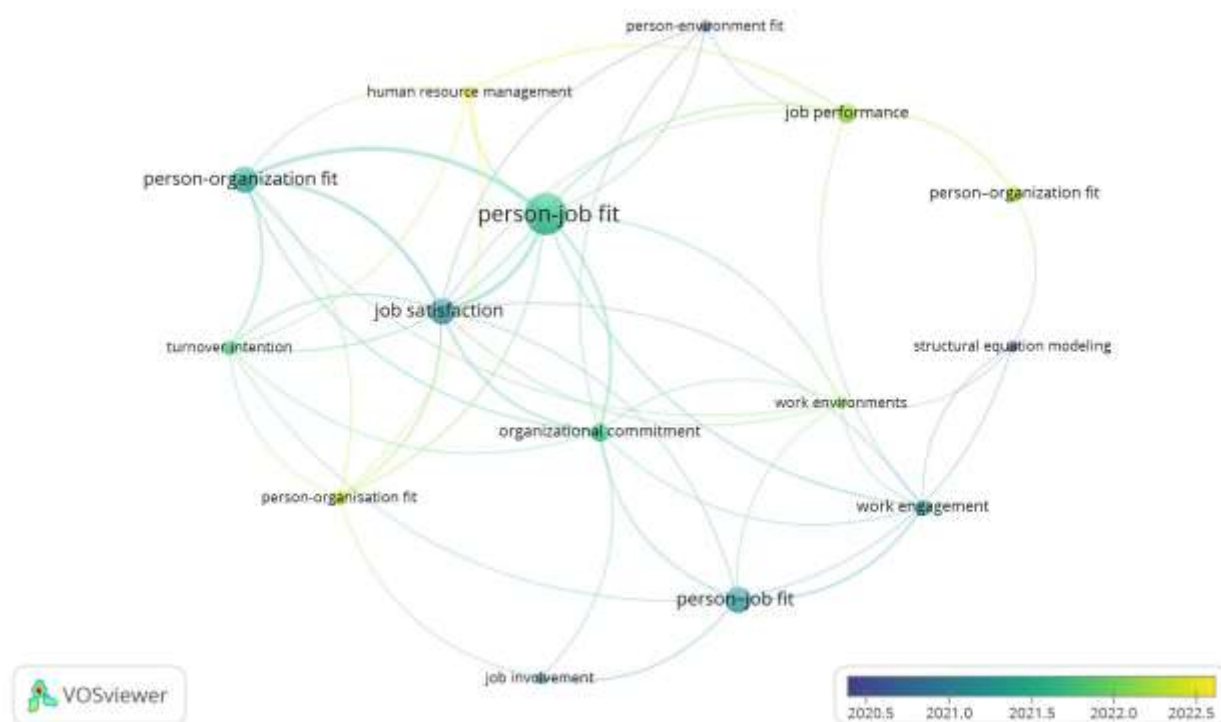
**Figure 8. Distribution of Keywords in *Overlay Visualization***

Figure 8 illustrates *keywords* distribution shown in the overlay visualization. From the circle image, the colours used indicate the period of article publication. The darker the circle's colours, the keyword is cited in publications is the longer formerly 2020. The initial focus on *person-job fit* related to organizational commitment and job satisfaction indicates attention to employee well-being issues. Meanwhile, the brighter the yellow in inner circle means that the keyword was studied in publications that was published after 2022. Research is beginning to move towards concepts such as structural equation modelling and work engagement, indicating the use of advanced analytical methods to measure the effects of *person-job fit* in changing work environments.

The keywords which appear early are seen in the circle with a dark blue colour. These keywords *are job involvement and person-environment fit.* This means that at the start of the appearance of articles that discuss *person- job fit*, it is closely linked to *job involvement* and the fit between the individual and the work situation. Thus, at the beginning of the article, these two things were related to *person-job fit*. However, the situation is different with the yellow keywords. Recent publications tend to discuss the association among *person- job fit* with *Job Performance* and *Person-Organization Fit.* Initially, the primary emphasis was on the relationship between work fit and internal organisational variables including turnover, commitment, and satisfaction. This illustrates HRM's involvement in maintaining employees. The trend toward work engagement and job performance emphasises the need to understand job fit in the context of high performance and a flexible work environment. (e.g, Pasca-Pandemics).
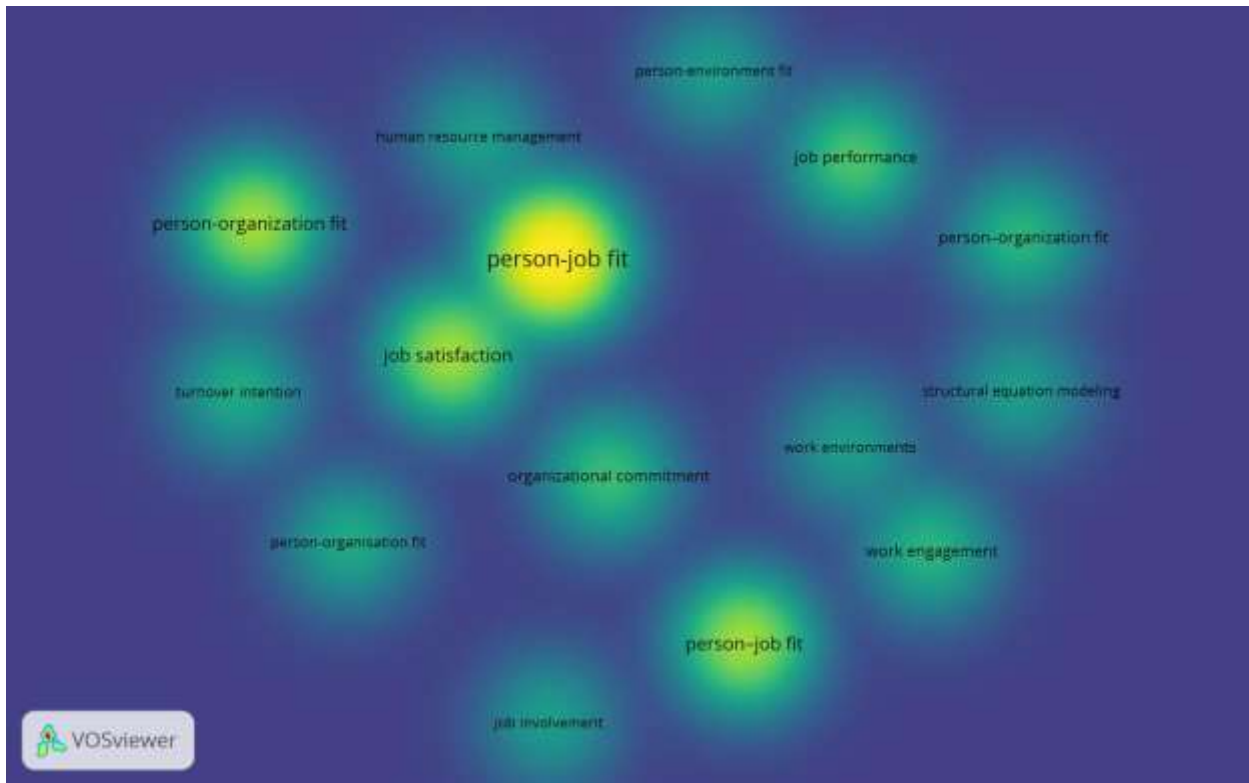
**Figure 9**. Distribution of keywords in *density visualization*

Figure 9 explains the keywords distribution in density visualization. The yellow colour indicates the most frequently used keywords, including *Person-Job Fit, Person-Organization* and *Job-Satisfaction*. On the density map, *person-job fit* is the centre with high colour intensity, indicating that this topic is the core of the research. Sub-themes such as job satisfaction and organizational commitment have high density because both are often analysed as primary outcomes. In the context of Human Resource, this visualization underscores the importance of integrating person-job fit into organizational policies to enhance retention, job satisfaction, and employee engagement.

From figure, the novelty of research related to *person-job fit* can be explained. Future research affiliated with *person-job fit* can raise topics such as the association between *person-job fit* to *Job Performance* and *Job Satisfaction*, or other variables regarding recent issue in Human Resource Management

**CONCLUSION**

In accordance with the objectives and discussion, namely mapping, providing a brief overview of bibliometric *person-job fit* that can be utilized to examine trends, designs, and developments, the following conclusions are obtained. Articles with the theme of *person-job fit* in range of 2019-2024 were mostly produced in 2022, that is 15 articles. The journal that publishes mostly articles with the topics on *person-job fit* is *"International Journal of Human Resource Management".*Articles count with the topic*Person Job Fit* found in Scopus database in the 2019-2023 timeframe is 63 documents. The researchers who contributed the greatest to writing the *Person-Job Fit* topic were Udin U for 2 articles. The most contributions to Person-Job Fit articles come from China (11 articles), followed by India and the United States (8 articles each). The least

contributions come from countries like Australia, Canada, and France, each with 3 articles. Key articles, like *An Enhanced Neural Network Approach to Person-Job Fit in Talent Recruitment*, lead the trend with 67 citations, highlighting the value of using AI techniques in HR, especially in recruitment. The steady increase in citations confirms that this topic remains a key focus in human resource management research, particularly in applying neural networks to improve *person-job fit*. Meanwhile, the results of VOSviewer data (network visualization, Overlay visualization and density visualization) shows that the involvement of keyword indicators related to *Person-Job Fit* include *Person-Organization Fit, Job Satisfaction, Turn-over Intention, Person-Environment Fit, Job Performance, Organization Commitment, Work Environment, Work Engagement, Job-Involvement, Structural Equation Modelling.* The data on the network of events laterally with keywords in the literature about *person-job fit* show a clear yellow colour as an indicator that there are still few researchers who take person-job fit as topic, thus conclusions can be drawn that there are still widespread open opportunities associated with *person-job fit* research.

**SUGGESTION**

According to bibliometric analysis, the topic of person-job fit has not yet been extensively addressed by researchers. Future research can explore the impact of person-job fit on employee well-being across various industrial sectors, such as technology, healthcare, and education. Research in the context of multigenerational settings could also be undertaken by future researchers, specifically by exploring human resource management strategies through person-job fit that focus on generational diversity. (gen x, gen z, millennial). Additionally, along with the development of technology and digital work platforms, it is important to study how person-job fit plays a role in remote or freelance work. Future research can examine how person-job fit adapts to the demands of flexibility and job digitalization. Another topic that should be focused on is the effect of person-job fit on employees' mental health and well-being, considering its contribution to stress, fatigue, and overall well-being, which is important for human resource management. Further research could also explore how person-job fit affects employee creativity and innovation, especially in jobs that require high levels of innovation, which can help organizations manage talent and stimulate innovation in the workplace. Lastly, how the integration of person-job fit in long-term career planning (sustainable career).

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