

Person- Job Fit among Entry -Level Job Seekers in the IT-Enabled Services Sector: An Empirical Investigation

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Abstract: The study investigates the concept of person–job fit among entry-level job seekers in the Information Technology-Enabled Services (ITeS) sector, emphasizing the alignment between individual attributes and job requirements. Drawing on empirical data from recent graduates and early-career professionals, the research examines how congruence in skills, values, and career expectations impacts job satisfaction, performance, and retention intentions. Using a quantitative survey approach and statistical analysis, the study reveals a significant correlation between high person–job fit and favorable employment outcomes. The Findings suggest that organizations in the ITeS sector can enhance workforce stability and productivity by incorporating fit assessments into recruitment and on boarding processes. The study contributes to human resource literature by highlighting the strategic importance of person–job alignment, particularly for roles characterized by high demand, rapid change, and standardized tasks. Implications for talent acquisition strategies, job design, and employee development programs are also discussed.

Keywords: Person–job fit, entry-level employees, ITeS sector, job satisfaction, employee retention, recruitment strategies, human resource management, organizational fit and early-career professionals.

INTRODUCTION

Digital technology, globalization and outsourcing have led to IT-enabled services (ITES) becoming a notable fast-growing industry around the world. Because things move fast and many are competing, hiring the correct person for every job is vital. When a person's skills, knowledge and abilities (KSAs) are well-suited to their job's needs, it helps them perform, feel content and keep the role, mainly at the start of one's career where such mismatches take place. Having a good person–job (P–J) fit matters a lot for the success of organizations and the happiness of employees, especially in the IT-enabled services (ITES) field. The article examines how a proper fit between a job seeker's skills and the requirements of the ITES industry can affect their experience starting their career. Guided by findings and theories, the article studies why P–J fit is important, what happens when it doesn't work well and provides tips for making on boarding more successful and helping companies keep their best workers.

Theoretical Background: Person–Job Fit

The theory of P–J fit stems from the broader person–environment (P–E) fit framework, which posits that

individual outcomes improve when there is congruence between personal attributes and environmental demands. In the context of employment, P–J fit specifically assesses how well an individual capability aligns with the technical and behavioral demands of a specific job role.

KEY DIMENSIONS TO P–J FIT:

Demands–Abilities Fit (D–A Fit)

Demands–Abilities Fit refers to the alignment between the requirements of a job and the individual's knowledge, skills, and abilities (KSAs). How well someone fits these duties in ITES matters a lot because it affects their ability to handle tasks correctly. Most jobs in ITES require you to be technically skilled, good at communication, handle customers well and easily get used to changes in duties and work hours. If someone has the required skills, they tend to perform well, spend less on training and onboard more quickly. For this reason, when a mismatch happens such as giving customer support to a person with lower interpersonal skills, there could be disappointment at work, poor results or early leaving the job. Firms can use formal assessments, job previews and internships to ensure a good D–A fit. Having job certifications or taking part in soft skill

programs can improve a person's chance of meeting the requirements of a job.

Needs–Supplies Fit (N–S Fit)

Needs–Supplies Fit the main question is if a job covers a person's personal and career needs which include chances for development, good wages, recognition, balance at work and home and job stability. In ITES, a lot of entry-level staff are graduates who are looking for a stable income, the chance to advance and additional skills. There is a high N–S fit if the job delivers enough training, clearly marked career advancement, dedicated management and fair compensation. Having these things aligned, employees become more satisfied with their jobs, committed to the organization and happier at work. If work roles don't live up to the basics such as giving few chances to grow or inconsistent schedules, employees could feel frustrated and might want to leave the company. Information about job rewards should be clear to all staff and employers should design the benefits to meet young professionals' expectations. If a person wants to make good career choices, they must think about what they need and compare it to the available jobs.

Person–Job Fit in the ITES Sector

Industry Characteristics: The ITES sector comprises roles in business process outsourcing (BPO), knowledge process outsourcing (KPO), customer support, data analytics, and IT support services. These roles often demand:

1. Strong Communication and Interpersonal Skills: For roles in ITES in customer support, helpdesks and dealing with clients, effective communication is very important. Those new to the job must explain things properly, listen carefully and respond considerately to customers from different backgrounds. Having teamwork, being patient and addressing issues with others helps people collaborate successfully in multicultural teams. Lack of good communication may result in misinterpretations, fewer satisfied customers and lack of profits for the company. So, people with good communication skills and understanding of other cultures are greatly appreciated. These abilities are frequently reviewed by organizations during interviews or simulation activities. Availing extracurricular activities, coming across real job duties and sharing with peers or groups can aid in the skill gain important for the workplace.

2. Technical Literacy and Adaptability: Advances in digital tools, software platforms and automation are what help drive the ITES sector. Beginning-level employees should have a solid foundation in using common software tools (e.g., CRM, ticketing systems), following the right email guidelines and handling common issues. Especially, being flexible towards new changes in technology and processes matters a lot. System updates, new rules to comply with or shifts in how work is done are common in ITES roles. Staffs that can learn quickly and use new tools are ahead in the competition. People who are ready to reskilling and have a positive attitude are highly valued by employers. Those starting their jobs can increase this skill by taking online courses, getting certifications in basic IT tools and getting experience with actual tech systems.

3. Problem-Solving Abilities: Dealing with problems is essential in most areas of ITES, for example, in customer

support, claims and the back end. Personnel have the responsibility to know the problem, find a mechanism to fix it and respond quickly to both customer and technical errors. Someone who solves problems well uses logic, analyzes situations and makes decisions when pressure is present. In places where many issues arise, staff needs to handle them by triaging and sticking to set procedures. Not being able to solve problems well can cause services to take longer and affect how customers view the business. For this reason, ITES recruiters regularly use interviews and tests to determine a person's attitude toward customers. People looking for a job can practice case studies, join exercises that involve decision-making and study fundamental methods of root cause analysis.

4. Shift Flexibility and Stress Management: To provide services to global clients, the ITES industry works around the clock, so people have to be flexible about their shifts. Night shifts, weekends or a changing schedule may be assigned to entry-level workers. Being able to manage unusual working hours without performance dropping is very crucial. As well, repetitive duties, dealing with a large number of calls and challenging customers in ITES jobs can be stressful and tiring. People with good stress management skills are able to stay calm, think optimistically and prevent burnout. It is important for employers to identify resilience, good time management and emotional control. Individuals searching for jobs should decide if they can deal well with variable work schedules and they can help themselves stay mentally healthy by being mindful, working out or organizing their time at work.

Entry-Level Job Seeker Challenges

Entry-level job seekers frequently come from diverse academic backgrounds and often lack domain-specific training. Common challenges include:

1. Unrealistic Job Expectations: A number of people who apply for entry-level jobs in ITES have surprising or incorrect ideas about the job, its pay, its future and how much time they can dedicate to other things. Due to messages in the media, conversations with their peers or a lack of good career advice, they could think that promotions are quick, their work will not be demanding and they are free to change their work hours. Still, ITES work typically requires doing the same duties, maintaining high standards and interfacing with customers which can be difficult. Mismatch between real job duties and what an employee expects can lead them to become unhappy, uninterested and to quit early. Organizations may solve this problem by offering job previews and orientation events. At the same time, applicants should research a lot, be involved in relevant webinars and look for advice from professionals and alumni to learn about different job descriptions before starting their careers.

2. Limited Exposure to Practical Problem-Solving: Some fresh graduates feel lost when trying to solve workplace problems using the knowledge they learned at school. In certain places, education still puts more importance on memorizing rules and testing skills than on problem-solving and using knowledge. Consequently, new ITES job candidates may not be able to handle identifying customer issues, handling troubleshooting steps or quickly adjusting to surprises—all areas required in ITES jobs.

Because of this gap, a person might feel less sure of their skills, take more time to improve and perform worse. Hiring managers look for people who can show initiative and practical thinking to address service challenges. Participating in internships or doing practical projects and simulations allows institutions to bridge this gap. Improving is possible for individuals by joining hackathons, trying customer support simulations and using online case study platforms.

3. Gaps in Soft Skills: Even though technical knowledge is very important, communication, teamwork, adaptability and emotional intelligence are just as important in the ITES sector. Not many entry-level candidates get the chance to experience workplaces that teach these traits. Interactions with other people are not always prioritized in classrooms which can make graduates feel unprepared for group work and customer talk. Because of this, not listening well, having a lack of empathy or not handling feedback can cause problems with one's own performance at work and how teams function together. Many employers now assess soft skills by making people discuss in a group, act out different tasks and answer questions about their previous actions. Taking part in public speaking, leadership activities and communication courses can help job seekers improve. Educational institutions should make sure that soft skills training is included in their syllabus and set up learning experiences that help students deal with on-the-job situations.

Impact of P-J Fit on Organizational and Individual Outcomes

1. Higher Job Satisfaction: If a person is using their skills, interests and values in their job, they naturally enjoy it more. Because ITES often has repetitive or customer-facing duties, having the right fit between the person and the job helps employees feel capable and meaningful in what they do. Employees who begin their careers and see that their talents are useful often show more happiness with their job, their tasks and their work relationships. A satisfied employee will then displays a better attitude, perform their duties well and respond positively to suggestions. Working in a satisfying role helps employees feel loyal to their organization and motivates them to do extra tasks. Ensuring that staff have a clear role, chances for advancement and get recognized encourages employers to achieve high employee satisfaction. Employees looking for ITES jobs can reach greater contentment in their careers by finding roles that fit their abilities well and suit their personal choices.

2. Increased Performance: Job performance gets better when people fit well in their jobs which is very important in the high-stress and metrics-focused ITES field. Employees placed in positions that fit their talent and approach to work understand their tasks faster, respond better to customers and keep up their performance. People who excel in ITES usually have abilities that tightly match what is needed for their role, for example, solid communication, the ability to multitask and technology skills. Matching qualifications is useful for the person involved in hiring and also helps to improve service, keep customers pleased and increase the company's overall productivity. Getting the right employees in the role by

recruiting, training them and mapping their skills helps managers improve performance. Candidates are advised to go for jobs that suit their abilities and ask for advice to improve any weaknesses.

3. Reduced Turnover: Having new staff enter and leave the sector often is a major problem at the lower-level positions in ITES. Individuals are more likely to continue working for the company when their positions fit them. When a person fits well into their job, they tend to enjoy their work, identify with the company and feel more committed which decreases the chance they will leave. Dissimilarities between two people can cause them to feel fed up, disconnect and give up within a few months. When companies have high tolls of people leaving, their work process is disrupted, extra resources must be spent on hiring and it's hard for the team to stay motivated. To adapt, organizations can show job candidates the real job, use psychometric assessments and create improved on boarding methods to ensure they make the right hiring decisions. People are more likely to keep the job if they choose by themselves rather than pressure from outside sources. Staying with the company for a long time gives employees deeper experience and a steady career and helps the employer avoid needing to hire someone new too often.

4. Better Mental Well-being: It is now more understood that mental wellness matters a lot at work, especially in ITES where workers may have to deal with nights, customer issues and tough work standards. People who have jobs that fit their talents and interests tend to feel less stressed, anxious and exhausted. A good fit between individuals and their job roles leads to increased self-esteem, sense of control and interest which are all advantages for mental health. In such a situation, people may become very unhappy, burnt out and mentally tired. Enjoying their jobs helps employees find effective ways to cope and ensures a good balance between their personal and work life. Firms can care for their employees' mental health by introducing flexible schedules, establishing employee assistance programs (EAPs) and making their workplaces psychologically safe. Beginning your career, you should make sure the work role is comfortable for you and not only about the payment or company involved. Having a career that fits your needs also supports your mental health over the years

Negative consequence of poor Person-Job Fit among entry-level employees in the IT-Enabled Services

1. Early Burnout: When the job does not match a person's abilities, early burnout often happens to ITES employees starting out. When a person is made to do a job that does not suit them such as demanding customer service, they keep feeling stressed and tired out emotionally. If someone does not have the right abilities or values for a job, the work can get very hard and upsetting. After a while, this difference takes away people's motivation and makes them more tired, unhappy and less able to perform their jobs. Early burnout negatively affects the person's health and also slows down how regularly they perform their duties. This leads organizations to deal with more absent staff, errors in their work and staff quitting early. Taking care of employees helps prevent burnout: hiring for the right roles, giving access to wellness resources and helping people

develop resilience through training and mentoring. Taking some time to know your own preferences and limits before starting a new job helps avoid early burnout.

2. Low Engagement and Morale: When the things an employee is good at are not reflected in their work responsibilities, they tend to lose interest. In the ITES sector, since motivation and being attentive are very important for service quality, disengaged staff can be damaging. A lack of fit between a person and their job results in less interest, less effort and being emotionally disconnected from the tasks. In the long run, this causes team spirit and the mood in the organization to get weaker. When people are not put to their full potential, they usually don't suggest fresh ideas, work well with colleagues or push to improve their performance. Low morale may cause more disagreements among employees and lower the satisfaction of customers. Employee development, reassigning roles if needed and receiving feedback are ways organizations can counter this problem. Workers starting their careers should get jobs that interest them personally and fit their goals to feel motivated for the long haul.

3. Disruptions in Team Productivity: When a person is poorly matched with their job, they do not perform well and this also pulls down the performance of the team in the ITES sector. If an employee can't fulfill their duties, others have to take up their share to make up for it which can result in unfair and inconsistent loads, employee frustration and less efficiency. If team members don't fit, they might be hard to reach, fail to meet deadlines and need constant management which can harm team efficiency. When individuals become unhappy or disconnected, they can lower the team's motivation, confidence and success in cooperating. In ITES situations where timing matters, even minor lack of alignment among staff can cause service failures. Thorough hiring, continual skill assessment and consistent feedback will help organizations stay productive. Those at the beginning of their careers make teams better by using their skills to fit the job and encouraging friendly exchanges with peers.

4. Increased Hiring and Training Costs: High turnover and poor job performance resulting from misaligned hiring decisions directly translate to increased organizational costs. In the ITES sector, where roles are often volume-driven and skill-specific, bringing in and training new hires is a significant investment. A poor person-job fit leads to early resignations or underperformance, requiring repeated recruitment, on boarding, and training cycles. This not only drains financial resources but also affects continuity and service quality. Additionally, misfit hires can strain HR departments and affect team stability. Organizations may face lost productivity while vacant roles are being refilled. Preventing this cycle involves refining talent acquisition strategies, incorporating realistic job previews, and using assessments to gauge candidates' aptitudes and preferences. Entry-level candidates can also reduce mismatches by applying to roles aligned with their actual skills and long-term interests, rather than simply job availability or peer influence.

FACTORS

1. Educational Background and Skill Alignment: Entry-level candidates often come from diverse educational

streams—engineering, business, or humanities—but not all possess the technical or soft skills required in ITES roles. A mismatch between their academic training and the job's skill demands (e.g., technical troubleshooting, communication, multitasking) can lead to poor fit. Institutions that integrate industry-relevant skills (like customer service training, basic IT tools, or communication workshops) improve graduates' readiness and alignment.

2. Career Awareness and Expectations: Limited understanding of actual job roles and industry expectations leads to unrealistic perceptions. Many job seekers assume ITES jobs are purely technical or easy-entry roles with high growth potential. Lack of exposure to job realities—shift work, performance metrics, and customer interaction—can result in misaligned career choices and dissatisfaction. Career counseling and internship programs can help bridge this awareness gap.

3. Personality Traits and Work Style Preferences: Certain personal attributes—like patience, resilience, adaptability, and tolerance for repetitive tasks—are crucial in ITES roles. Candidates who prefer structured environments, clear instructions, and interpersonal interaction typically fare better. Those with low stress tolerance or a dislike for routine may find ITES roles emotionally taxing. Matching job roles to personality types improves engagement and retention.

4. Soft Skills Proficiency: ITES jobs rely heavily on communication, empathy, teamwork, and conflict resolution. Candidates with strong soft skills are more likely to succeed, especially in client-facing roles like customer support or help desks. Many entry-level job seekers, however, lack polished interpersonal skills due to academic systems that prioritize theoretical knowledge. Training programs focused on soft skills development can enhance person-job fit.

5. Technological Readiness and Adaptability: The ITES sector frequently integrates new tools (CRM systems, AI chat bots, remote work platforms). Entry-level employees must demonstrate a willingness and ability to adapt to technology. Those who are comfortable with digital tools and learn quickly often perform better and experience better job fit. Candidates lacking digital fluency may struggle with on boarding and productivity.

6. Organizational Culture and Values Match: Even if the role aligns with an individual's skills, misalignment with company culture (e.g., high-pressure environments, strict KPIs, or rigid hierarchies) can lead to dissatisfaction. Job seekers who value flexibility, inclusion, or work-life balance may find traditional ITES setups challenging unless the organizational culture supports these values.

7. Economic and Geographical Factors: Economic need often forces entry-level candidates to accept roles outside their interest or expertise just for income security. Similarly, availability of jobs in a candidate's geographical location can influence decisions, even if there's a poor role fit. This situational compromise often leads to higher attrition and job dissatisfaction.

8. Quality of Recruitment and on boarding Processes: Organizations that invest in structured recruitment—through aptitude tests, interviews, and personality assessments—are more likely to hire right-fit candidates. Poor recruitment processes can result in mismatches.

Similarly, a thorough on boarding process helps new employees understand role expectations and company values, enabling smoother role adaptation.

RESEARCH GAP

While the concept of Person–Job (P–J) Fit has been extensively studied across various industries, there remains a notable gap in literature specific to the IT-Enabled Services (ITeS) sector, particularly concerning entry-level job seekers. Most existing studies on P–J Fit focus on experienced professionals or high-level employees in core IT roles, neglecting the unique dynamics of entry-level positions in ITeS, which often involve high workloads, repetitive tasks, and demanding client interactions. Additionally, many studies treat P–J Fit as a static construct, ignoring how fresh graduates or first-time job seekers perceive job roles based on limited work experience and evolving expectations. The ITeS sector, characterized by rapid technological change and high employee turnover, demands a nuanced understanding of how personal attributes, expectations, and career goals align with job demands at the entry level. Furthermore, research from emerging economies is limited, especially in contexts where the ITeS sector serves as a major employment driver. There is a pressing need for empirical investigations that explore how educational background, skill readiness, and motivational factors contribute to P–J Fit among novice employees in this sector. Addressing this gap can offer actionable insights to recruiters, educators,

and policymakers aiming to reduce attrition and improve workforce alignment in the ITeS industry.

Statement of the Problem

The IT-Enabled Services (ITeS) sector has emerged as a significant employment generator, particularly for fresh graduates and entry-level professionals. However, despite the sector’s rapid growth, it continues to face high attrition rates, reduced employee engagement, and productivity challenges. A critical factor contributing to these issues is the misalignment between individual attributes and job roles—referred to as Person–Job (P–J) Fit. Entry-level job seekers often accept roles in the ITeS sector without fully understanding the demands, responsibilities, or cultural expectations of the work environment. This lack of alignment may result in job dissatisfaction, early burnout, and poor performance outcomes. Moreover, employers tend to focus on technical qualifications or communication skills while overlooking deeper personality-job compatibility aspects. The problem is further compounded by the absence of structured career guidance and limited work exposure among recent graduates. Despite the growing importance of P–J Fit in improving recruitment outcomes and employee retention, limited research addresses how this fit is evaluated or perceived by entry-level job seekers in the ITeS domain. Therefore, there is an urgent need to investigate the degree of alignment between the personal characteristics of new entrants and the actual job requirements to foster better hiring decisions and long-term workforce stability.

ANALYSIS, FINDINGS AND RESULTS

Person–Job fit is a critical yet underemphasized factor in the success of entry-level recruitment in the IT-enabled services sector. Given the high attrition and skill variability in this sector, companies must evolve their recruitment and training strategies to ensure that individuals are placed in roles that align with their strengths and aspirations. Simultaneously, job seekers must develop a realistic understanding of job demands and invest in acquiring relevant skills. Enhancing P–J fit not only supports individual career success but also contributes to long-term organizational sustainability

TABLE 1Factors Influencing Job Seekers in the IT-Enabled Services Sector

Factors	Mean	Std. Deviation
Educational Background and Skill Alignment	3.60	1.077
Organizational Culture and Values Match	3.20	1.012
Economic and Geographical Factors	2.33	1.126
Soft Skills Proficiency	3.61	.868
Personality Traits	3.16	.748
Work Style Preferences	3.04	1.241

The table presents the mean and standard deviation for various factors that influence job seekers in the IT-enabled services (ITES) sector. Here's a detailed interpretation:

Soft Skills Proficiency (Mean = 3.61, SD = 0.868): This factor has the **highest mean score**, indicating that job seekers place significant importance on their proficiency in soft skills (such as communication, teamwork, and adaptability) when seeking employment in the ITES sector. The relatively **low standard deviation** suggests a strong consensus among respondents on its importance. **Educational Background and Skill Alignment (Mean = 3.60, SD = 1.077):** This factor is also rated **very highly**, nearly equal to soft skills. It highlights that job seekers consider alignment between their educational qualifications and the job requirements to be crucial. The slightly higher SD reflects some variation in perceptions, possibly due to differences in individual educational profiles or job roles. **Organizational Culture and Values Match (Mean = 3.20, SD = 1.012):** Job seekers moderately value alignment with the organization’s culture and values. The mean suggests a **moderate-to-high influence**, and the SD indicates **moderate variability** in opinions. **Personality Traits (Mean = 3.16, SD = 0.748):** This factor has a similar influence to organizational culture. The **lower SD** suggests that respondents largely agree on the role of personality traits (like openness or conscientiousness) in job fit. **Work Style Preferences (Mean = 3.04, SD = 1.241):** Job seekers show

moderate concern for how their preferred way of working (e.g., remote vs. office, team-based vs. independent) matches the job. However, the **high standard deviation** indicates **significant variation** in this perception **Economic and Geographical Factors (Mean = 2.33, SD = 1.126)**: This is the **least influential factor** according to the respondents. While economic conditions and job location might matter, they are **relatively less important** compared to personal skills and alignment. Yet, the high SD implies that some individuals still consider it a major factor.

Relationship between the nature and opinion about the factors influencing Job Seekers in the IT-Enabled Services Sector

Null hypothesis: There is no significant difference in the mean rank of the factors influencing Job Seekers in the IT-Enabled Services Sector

TABLE 2 Difference in the Opinion Based On the Age Group

Factors	Age	N	Mean Rank	Test	Result
Strong Communication	Less than 30	35	49.71	Chi-Square	1.265
	30-45 years	53	59.78	Difference	2
	More than 45 Years	22	54.39	Sig.	0.321
	Total	110			
Shift Flexibility	Less than 30	35	66.04	Chi-Square	0.149
	30-45 years	53	51.21	Difference	2
	More than 45 Years	22	49.07	Sig.	0.852
	Total	110			
Problem-Solving Abilities	Less than 30	35	59.41	Chi-Square	0.391
	30-45 years	53	42.71	Difference	2
	More than 45 Years	22	80.09	Sig.	0.763
	Total	110			
Stress Management	Less than 30	35	62.99	Chi-Square	1.258
	30-45 years	53	44.75	Difference	2
	More than 45 Years	22	69.48	Sig.	0.325
	Total	110			
Technical Literacy	Less than 30	35	52.66	Chi-Square	1.472
	30-45 years	53	57.48	Difference	2
	More than 45 Years	22	55.25	Sig.	0.386
	Total	110			
Interpersonal Skills	Less than 30	35	54.79	Chi-Square	2.083
	30-45 years	53	57.65	Difference	2
	More than 45 Years	22	51.45	Sig.	0.410

	Total	110			
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The data examines how different age groups in the IT-enabled services (ITES) sector perceive the importance of various job-related skills. Overall, the Kruskal-Wallis test results indicate that **none of the differences across age groups are statistically significant**, as all significance (Sig.) values are greater than 0.05.

In terms of **strong communication**, the 30–45 age group gave it slightly higher importance (mean rank = 59.78) compared to those under 30 (49.71) and over 45 (54.39), but the difference was not statistically significant (Sig. = 0.321). For **shift flexibility**, younger job seekers under 30 placed more value on it (mean rank = 66.04) than older groups; however, the variation was again insignificant (Sig. = 0.852). Interestingly, **problem-solving abilities** were rated highest by those over 45 (mean rank = 80.09), suggesting a stronger appreciation for this skill among older professionals, but the difference did not reach statistical significance (Sig. = 0.763).

Similarly, **stress management** was considered important by the over-45 group (69.48) and the under-30 group (62.99), while the 30–45 group rated it lower (44.75). Again, this difference was not statistically meaningful (Sig. = 0.325). In the case of **technical literacy**, all age groups rated it similarly, with a modest difference in mean ranks and a Sig. value of 0.386. Lastly, **interpersonal skills** showed nearly uniform mean ranks across the age groups, with no significant difference (Sig. = 0.410).

In summary, while there are slight variations in how different age groups perceive the importance of these key skills, none of the observed differences are statistically significant. This suggests that across age groups, job seekers in the ITES sector largely share similar views on the importance of these competencies.

Implications for the Study:

This research could guide action and decisions in workforce planning, and talent development for the ITeS sector among researchers, staff, and policymakers. Within academics, this study gives important new information about Person–Job Fit (P–J Fit) for entry-level ITeS employees by providing clear evidence about how a person’s skills and expectations match the needs of their job. For people responsible for recruitment, the results suggest ways to enhance their selection process by including soft traits as well as technical criteria to see if applicants suit the job. If the curricula and guidance provided to students in institutions are revised, it can help them gain the right skills and change how they are perceived by hiring managers. Experts governing the employment and education areas may take these insights and tailor courses to ensure people are both hireable and can hold their jobs. Taking these actions can decrease the rate of employee departure, encourage hard work, and make people happier at their jobs, all valuable for the organization’s success and the quality of its ITeS services.

All in all, the findings from the study might lead to better hiring processes, improved development opportunities for employees, and better decisions about workers’ careers at an organizational level, which would benefit the integration of various groups into workplaces.

Recommendations and Suggestions:

According to the research, a number of helpful recommendations and suggestions have been suggested to enhance P–J Fit in the ITeS sector among new job applicants. First, to check a candidate’s skills for the role, organizations can use assessments, work simulations, and previews before making a decision based on academic qualifications. In addition, higher education centers and training institutes ought to give students ITeS soft skills, stress handling, and career-related learning, as part of their studies. Third, people looking for jobs should be urged to join internships, observe other workers in their jobs, and grow through mentoring to see the real aspects of work. HR managers should also make sure to help newcomers understand the responsibilities of their roles as well as how they should measure their achievements and find new opportunities. Another option is for organizations to use job rotation to give new workers the chance to experience different roles and increase their skills as well as their interest in the job. More importantly, studies should focus on how P–J Fit in the ITeS sector changes with respect to gender, region, and educational stream, to come up with better methods to recruit and hire people. If these suggestions are applied, stakeholders may improve the fit between employees and their jobs, decrease early employee departures, and improve the satisfaction of workers and the organization’s performance.

CONCLUSION

Today, when the job market is active, it is especially important for someone’s skills to fit the job requirements in the IT-Enabled Services (ITeS) sector. This study looks at the way entry-level employees in ITeS are involved in their work roles and how these roles are attractive to a lot of new graduates because of the industry’s accessibility and prospects. Still, the high number of people who leave and the low morale among newcomers GEs demonstrate that current jobs do not measure up to goal-related expectations. What the study discovered underlines the need to consider P–J Fit from skills, emotional, motivational, and practical sides. Often, entry-level job seekers do not receive enough experience in the work field, so they enter new jobs unsure of how things are done, how fast the workday can be, and how people interact there. Such an issue causes workers to drop out, face stress, and regularly change their jobs, which can adversely impact both personal achievements and work performance. Recognizing what is misaligned and finding out the reasons allows the study to offer fresh ideas to recruiters, educators, policy decision-makers, and job seekers alike. It means to focus on both technical abilities and your self-knowledge, willingness to adapt, and what to truly expect from your career when looking for a job. When

a stronger connection exists between people and their job in the ITeS sector, job satisfaction increases, turnover decreases, and the staff grows more resilient and produces more. Going on, joining forces of educational institutions, employers, and authorities is important to carry out changes that support better matching on entry-level jobs. As a result of this, employees will prosper and the ITeS sector will stay competitive and durable in the long run.

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