

About PSR5: Psychological Job Fit

What is Guarding Minds @ Work?

Guarding Minds @ Work (GM@W) is an evidence-based strategy that assists employers in protecting and promoting psychological safety and health in the workplace. GM@W provides a comprehensive set of resources employers can use to effectively address the impact of 12 psychosocial risk (PSR) factors known to have a powerful impact on organizational health, the health of individual employees, and the financial bottom line. The PSRs were identified by researchers from the Consortium for Organizational Mental Healthcare (COMH) in the SFU Faculty of Health Sciences on the basis of extensive research and a comprehensive review of empirical data related to national and international best practices. The determination of the factors also reflects existing and emerging Canadian case law and legislation.

What is PSR5 – Psychological Job Fit?

Guarding Minds @ Work defines PSR5, psychological job fit, as present in a work environment where there is a good match between employees' interpersonal and emotional competencies, their job skills and the position they hold. This means that employees not only possess the technical skills and knowledge for a particular position, but they also have the psychological skills and emotional intelligence to do the job. Emotional intelligence includes self-awareness, impulse control, self-regulation, persistence, self-motivation, empathy and social deftness. Of note is the fact that a subjective job fit has been found to be more important than an objective job fit, meaning it is more important for employees to feel they fit their job, rather than being assessed and matched to the job.

Why is PSR5 – Psychological Job Fit important?

Psychological job fit is associated with fewer somatic health complaints, lower levels of depression, greater self-esteem and a more positive self-concept. It is also associated with enhanced performance, job satisfaction and employee retention.

What happens when psychological job fit is lacking in the workplace?

Psychological job misfit may result in job strain. This strain can be expressed as emotional distress and arousal, excessive cognitive rumination, defensiveness, energy depletion and lower mood levels. Organizationally, job misfit is linked to a reduction of applicants in the recruitment and training process, lack of enjoyment and engagement, poor productivity, conflict, and greater voluntary turnover.

How can I improve psychological job fit?

Start by having the organization or work team conduct the Guarding Minds @ Work Assessment (Organizational Audit, Initial Scan and/or PSR-12 Employee Survey) and reviewing the resulting reports. If psychological job fit is identified as an area of concern, refer to the relevant Action Tools for a practical strategy and evidence-based and effective suggestions that can improve psychological job fit. It is also important to discuss the findings with concerned employees within the organization to gain a further understanding of the results and to obtain input and participation in determining useful corrective actions. Also, consider the information in the readings and resources identified below. Finally, refer back to the GM@W website on occasion for new ideas about how psychological job fit can be enhanced.

Further information about psychological job fit can be found at:

- Shaw, J., & Gupta, N. (2004). Job complexity, performance and well-being: When does supplies-values fit matter? *Personnel Psychology*, 57(4), 847-879. <http://www3.interscience.wiley.com/journal/118760827/abstract?CRETRY=1&SRETRY=0>
- The Great-West Life Assurance Company. (2009). PSR5: Psychological job fit. In Centre resources by risk factor. <http://www.gwlcentreformentalhealth.com/english/slides.asp?l1=3&l2=157&l3=159&l4=165&d=159&scroll=5>
- Mental health works: Hiring people with disabilities. (n.d.). <http://www.mentalhealthworks.ca/employers/hiring.asp>
- Goleman, D. (1995). *Emotional intelligence*. New York: Bantam Books.
- Carless, S. (2005). Person-job fit versus person-organization fit as predictors of organizational attraction and job acceptance intentions: A longitudinal study. *Journal of Occupational & Organizational Psychology*, 78(3), 411-429. <http://www.ingentaconnect.com/content/bpsoc/joop/2005/00000078/00000003/art00007>
- Scroggins, W. (2008). The relationship between employee fit perceptions, job performance, and retention: Implications of perceived fit. *Employee Responsibilities & Rights Journal*, 20(1), 57-71. <http://www.springerlink.com/content/n578176j3676q530/>

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