

# **A Structural Model Analysis of Person-Organization Fit Influencing Job Satisfaction and Turnover Intent Mediated through Goal Commitment**

## **- Centered on Five Star Deluxe Hotel Employees-**

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**개인 조직 적합성이 목표 몰입을 매개로 직무만족 및 이직의도에 미치는  
영향에 관한 연구**  
**- 특 1급 호텔 근무자를 중심으로 -**

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### **Abstract**

This study aims to investigate the influence of person-organization(P-O) fit on job satisfaction, and turnover intent mediated through goal commitment using structural equation modeling. An experimental design is applied to test seven hypotheses that reflect the research questions. Five star deluxe hotel employees are targeted for sampling. A total of 180 faithful cases out of 250 cases have been analyzed. To analyze the data, descriptive statistics and multivariate analysis of variance, and structural equation modeling(SEM) are employed using SPSS 19.0 and AMOS 4. The results indicate the hotel employees' perceived P-O fit is positively associated with goal commitment and job satisfaction while negatively linked with turnover intent. Also, goal commitment has a positive effect on job satisfaction while having a negative effect on turnover intent, mediating between P-O fit and organizational outcomes. Therefore, the needs to evaluate P-O fit and goal commitment during recruitment and after organizational entry have been raised.

**Key words:** Person-organization fit, job satisfaction, goal commitment, turnover intent, hotel employees, organizational outcomes

## **I. INTRODUCTION**

Job satisfaction and turnover intent are some major concerns to the hotel organizations. These concerns have especially received high level of attention in the organizational literature due to their

characteristics performance criteria(e.g., Silverthorne CP 2005; Robbinsne · Judge TA 2009). Turnover intent is especially a major concern for hotel organizations due to high expenses of losing an employee. Specifically, voluntary turnover costs a lot in terms of recruitment and training, as well as

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in terms of productivity and investment lost from pre-existing employees. From these points of views, it seems essential to understand the psychological factors contributing to job satisfaction and turnover intent as organizational outcomes.

In order to understand the antecedents related to these two criteria, plenty of researchers have used theories of motivation including goal setting theory (Locke EA · Latham GP 1990). At the same time, it has been presented that researchers must encompass goals to some extent in order to discuss any motivated behavior (Antoni C 2005). While previous studies have shed some important light on the relationship between organizational goals such as high goal setting and organizational outcomes (Yu HK et al 2009), the intervening mechanism to move the employees' attitudes to result in positive behaviors is still being questioned. That is, despite the growing attention paid to such psychological mechanism by both researchers and practitioners, there are little empirical studies examining the psychologically complex process by which organizational behaviors are developed (Takeuchi N 2004). Therefore, the psychological engine and process to shift their behaviors are aimed to be examined in this study.

To understand the process, this study follows the psychological process to give an behavioral end presented by Schermerhorn JR & colleagues (1997). They explained behavioral outcomes as the results of cognitive perception on value congruence and emotional attitude toward such congruence. To fulfill the study needs and the theoretical stream, goal commitment, referred to be attachment to goals is selected as the attitudinal variable to determine organizational behaviors such as job satisfaction and intent to turnover.

Given that goal commitment has been connected

to such essential organizational outcomes, researchers need to look for the cognitive perception to influence those variables. Some empirical support has been provided for models that suggest both person and situation determinants of goal commitment (Klein HJ et al 1999; Locke EA et al 1988). It suggests that variables linked with person-environment interactions may predict goal commitment. Person factors refer to his or her innate traits and environmental context can be situational factors (Merritt SM 2007). Different people show different behaviors in the same situation, and the same person behave differently in different circumstances. That is, person-situation combination may explain an individual's inconsistency in attitudes and behaviors (Merritt SM 2007).

Nonetheless of the significance of person-situation interactions, existing studies have been limited only to examine the components of person-situation interactions in organizations and whether person-situation interactions statistically influence organizational outcomes. In other words, there are few studies accounting for more complex and extended models to examine the relationship among person-situation interaction, goal commitment, and organizational outcomes in a structural model.

Overall, different from previous, this study chooses person-organization fit and goal commitment as the psychologically proceeded variables of job satisfaction and turnover intent. Also, this study gives attention to psychological mechanism in the hopes of finding the best measures that predict job satisfaction and turnover intent. The aim of the present study is to expand existing models of P-O fit and goal commitment in hotel organizations, to more explicitly consider the relationship. It will also investigate the relationship between P-O fit and behavioral outcomes includ-

ing job satisfaction and turnover intent mediated through goal commitment in a structural model.

## II. LITERATURE REVIEW

### 1. Perceived Person-Organization Fit as Person-Environment Interactions

Person-environment refers to differences in individuals' behaviors or/and attitudes in different context(Donovan DT et al 2004). In other words, contextual traits influence the person's perception, attitudes, and behaviors, and also, the person can be a driving force in the context(e.g., Terborg JR 1981). Consistent with these interactive perspectives, the concept of person-organization fit(P-O fit) reflects "the extent to which a person is compatible with the characteristics of his or her organization"(Merritt SM 2007, p25). It combines the characteristics of a person and his or her organizational environment.

In the existing literature, two general types of P-O fit have been found. The first type, supplementary congruence explains the extent to which the person and the organization share similarity on specific dimensions(Kristof AL 1996). For example, this congruence may be perceived when the person and the organization have similar values on diversity, work-life balance, or open communication. The second type of P-O fit, complementary congruence shows the extent to which the person and the organization gives assistance to one another's demands (Kristof AL 1996). This type covers a symbolic relationship between person and n person and rather than similarity. For example, an organization might provide resources and structured context to a person who has a lot of creative ideas but lacking of resources. Through this way, an organization can get benefits from creative employees.

In addition, complementary congruence might be perceived by the supplies such as challenging work, promotion opportunities, and working condition in return for employees' services towards organizations(e.g., Jurgensen CE 1978).

Although both types of congruences are compatible with the person-environment interaction perspective, most empirical studies have employed supplementary fit(Kristof-Brown AL et al 2005). The studies regarding the supplementary congruence of P-O fit have started from Schneider (1987)'s Attraction-Selection-Attrition(ASA) model. This model depicts that people are attracted to organizations which have similarity to themselves in certain dimensions. At the same time, applicants who are similar to the majority of existing employees are selected by organizations. If the selected members perceive high level of dissimilarity to the majority groups, they will select oneself out of the organization.

Person-organization similarity could be distinguished from several perspectives such as goal congruence(e.g., Vancouver JB · Schmitt NW 1991) or personality-climate congruence(e.g., Christiansen N et al 1997). It seems that the most frequently employed perspective of P-O fit is value congruence(Verquer ML et al 2003). As this value congruence has largely grown from Chatman JA(1989)'s influential theory of P-O fit and the validation of a value congruence of P-O fit measure, P-O fit have been recently considered as value congruence(e.g., Cable DM · DeRue DS 2002; Merritt SM 2007).

In summary, based on the existing literature, this study regards P-O fit as one of the person-environment interactions. The supplementary fit was employed as the research variable. In detail, the supplementary fit in this study focuses on value

congruence between a person and an organization.

## 2. The Relationship between Person-Organization Fit and Psychological Outcomes

The idea that psychological outcomes are linked with the person-situation combination has been generally accepted. For example, the foundations of interactional and environmental psychology are based on the idea that a person's behavior is a function of the situation as well as the person (e.g., Stewart GL · Barrick MR 2004). According to Moos RH & Swindle RW (1990), the need to study the fit between individual personal and environmental demands has been emphasized in the field of career counseling, stress and coping.

Consistent with the ASA framework (Schneider B 1987), P-O fit has been associated with several organizational outcomes. These include organizational commitment, satisfaction, lower turnover intent, citizenship behavior, and so on (e.g., Cable GL · DeRue DS 2002; Verquer ML et al 2003; Westerman JW · Cyr LA 2004). The most frequently examined P-O fit outcomes are work attitudes and turnover intent (Verquer ML et al 2003). Thus, P-O fit has been consistently associated with several organizational outcomes for employees.

This study selects goal commitment, job satisfaction, and turnover intent as hotel employees' psychological and organizational outcomes to fulfill study purposes. The expanded studies to support these ideas as follows.

## 3. Relationship between Person-Organization Fit and Goal Commitment

Complexity theory presents the idea that a dynamic environment continues to change demands upon the individual, and the individual shows dif-

ferent reactions depending on the congruence with his or her innate traits (Bar-Yam Y 2002). In other words, if a person perceives value congruence with his or her organization, he or she makes positive response to organizational demands. Goal commitment is one of the organizational demands which are expected to the members.

Goal commitment stems from goal setting theory. Goal setting research mainly depicts that a specific, difficult goal results in better performance than having an easy goal (Merritt SM 2007). However, the difficult goal is not effective on an individual's behaviors if one is not committed to the goal achievement (Locke EA et al 1988). For this reason, goal commitment has become a primary concern on goal setting studies (Klein H · Wright PM 1994).

Goal commitment has been defined variously depending on researchers in the past decades. Deshon RP & Landis RS (1997) reflects some common themes in existing literature. They defined goal commitment as, "the degree to which the individual considers the goal to be important, is determined to reach it by expending effort over time, and is unwilling to abandon or lower the goal when confronted with setbacks and negative feedback" (p 106).

To understand goal commitment, its antecedents need to be identified. The most influential model proposed by Hollenbeck JR & Klein HJ (1987) conceptualizes goal commitment as stemming from attractiveness and expectancy of goal attainment. Further, both of these antecedents are the outcomes of personal and situational factors. In detail, the situational factors to influence attractiveness of goal attainment include volition, explicitness, reward structures, and competition and the personal factors include endurance, personality,

organizational commitment, and job involvement. In addition, situational factors to influence expectancy of goal attainment include social influence, task complexity, performance constraints, and supervisor supportiveness and personal factors include ability, past success, self-esteem, and locus of control. To synthesize, person-situation combination make individuals attracted and motivated to organizational goals and this becomes their goal commitment.

Furthermore, many of these propositions have been empirically supported by other studies (e.g., Hollenbeck JR et al 1989; Klein HJ et al 1999). Perceived P-O fit, one of the perceptions of person-situation combination, might predict goal commitment. Since concept of P-O fit is described as value congruence between the self and the organization, employees who perceive high P-O fit should have strong psychological connection to the organization and accept organizational demands (Merritt SM 2007).

There are additional studies to support the relationship between P-O fit and goal commitment. For instance, goal commitment has been predicted by perceived P-O fit according to Merritt SM (2007). Lee SG & Park MS(2012)'s study focused on hotel employees also depicts that the employees who perceive higher P-O fit are committed to their organizations. Based on the previous studies, the relationship between hotel employees' P-O fit and goal commitment is hypothesized as follows.

*H1: Hotel employees' person-organization fit positively influences their goal commitment.*

#### 4. Relationship between Person-organization Fit and Job Satisfaction

As mentioned above, perceived P-O fit has been

positively related with some organizational outcomes. By far, job satisfaction is defined as an employee's pleasurable emotion toward his or her job(Robbins SP & Judge TA 2009). It is one of the positive organizational outcomes to be continuously examined. Further, job satisfaction seems to be anticipated by perceived P-O fit. To support this, one's perception of a situation, which is subjective to a large extent affects attitude and behavior(e.g., Cable DM et al 1995). Relevantly, people interpret a situation more positively if it is more closely related to the self(Dijksterhuis A et al 2001). In other words, when employees perceive value congruence between person and organization, they might present positive attitude towards organizations.

Consistent with this stream of studies, Verquer ML & colleagues(2003) found the significant relationship between P-O fit and job satisfaction. At the same time, if employees perceive a high level of fit between their needs and supplies from their organizations, their job satisfaction would be positive(Cable DM · DeRue DS 2002). Based on the literature mentioned, the relationship between hotel employees' P-O fit and job satisfaction is hypothesized as follows.

*H2: Hotel employees' person-organization fit positively influences their job satisfaction.*

#### 5. Relationship between Person-organization Fit and Turnover Intent

Turnover intent refers to an employee's willingness to quit an organization(Chen PY · Spector PE 1992). Turnover intent is also one of the major concerns in hotel organizations due to its costs and especially voluntary turnover delivers the message of organizational problems. As determinant of people's behaviors, perceived P-O fit influences their

choices towards organizations(Cable DM · Judge TA 1997). That is, P-O fit seems to impact employees' choice to stay with their organizations.

To support this notion, highly perceived P-O fit lowers employees' voluntary turnover intent following Venquer ML & colleagues(2003). Person-organization fit perceptions have been also linked with organizational-focused outcomes like turnover decisions(Cable DM · DeRue DS 2002).

Based on the literature, the following hypothesis has been drawn.

*H3: Hotel employees' person-organization fit negatively influences their turnover intent.*

## 6. Relationship among Goal Commitment, Job Satisfaction, and Turnover Intent

Goal commitment and job satisfaction have been closely related to each other. Although both job satisfaction and goal commitment are regarded as work attitudes, they are referred to as two different concepts(Lau WK 2012). High commitment presents intention to contribute in the group they are in with a belief in shared values and goals(Freund A 2005). The direction of the relationship between goal commitment and job satisfaction is as follows.

Lau WK (2012)'s empirical study proved that the individuals committed into their job goals are more satisfied with their jobs. At the same time, Antoni C(2005) asserted that "if group members are committed to their goals, both group productivity and job satisfaction of team members can be improved"(p 182). In addition, personnels' goal commitment accounted for their level of job satisfaction in Maier GW & Brunstein JC(2001). Based on the existing literature, the relationship

between goal commitment and job satisfaction is hypothesized as follows.

*H4: Hotel employees' goal commitment positively influences their job satisfaction.*

Further, goal commitment has been found to influence turnover intent. For example, a person highly committed to goal is more likely to put personal resources on the goal accomplishment, and less likely to quit the current position(Brief AP · Aldag RJ 1980). There is also a inverse relationship between goal commitment and drop-out(Pascarella ET · Terenzini PT 1983). In addition, affective organizational commitment which represents the employees' sincere involvement and value diffusion in their organizations (Eisenberger R et al 2001) leads to decreased intention to quit(Lew TY 2011). Further, Takeuchi N(2004) asserted that individuals committed to organizations have negative turnover intent. Goal commitment shares some components of affective commitment in terms of positive emotional attachment to the organization. Thus, the significant relationship between goal commitment and turnover intent can be hypothesized as follows.

*H5: Hotel employees' goal commitment negatively influences their turnover intent.*

## 7. Goal Commitment as a Mediator

P-O fit has been found to be related to positive outcomes. This, therefore, presents the potential needs to examine intervening mechanisms for fit effects on organizational outcomes (Verquer ML et al 2003). Further, Cable DM & Edwards JR(2004) suggests that value congruence indirectly influences organizational outcomes, since the supplies af-

affected by organizational values induce the employees' organizational behaviors through employees' acceptance and retainment of their jobs.

In addition, Hackman JR & Oldham GR(1980) dissected that critical psychological states intervened the relationship between individuals' perception on job characteristics and organizational outcomes. Lau WK (2012) also supported the idea of organizational commitment as an intervening variable between personal traits and behavioral outcomes such as job satisfaction.

These studies suggest that P-O fit has not only a direct influence on job satisfaction, but also an indirect one via some mechanism such as goal commitment. Thus, the following hypotheses are additionally drawn.

*H6: Goal commitment positively intervenes the relationship between hotel employees' person-organization fit and job satisfaction.*

As discussed, employees who perceive P-O fit will have less intension to terminate their relationship with their organizations. In addition, Hom PW & Griffeth R(1995) suggested that antecedents of turnover often work through the mediating variables. Westerman JW & Cyr LA (2004) also showed that the relationship of P-O fit and turnover intent was mediated through working atti-

tudes and Hassan MU & Akram A(2012) proved the mediating role of psychological climate for the relationship between P-O fit and turnover intent. Further, Takeuchi N(2004)'s model presented organizational commitment intervened the relationship between P-O fit and employees' turnover intent. In the light of findings above the following hypothesis has been developed.

*H7: Goal commitment negatively intervenes the relationship between hotel employees' person-organization fit and turnover intent.*

### III. METHODOLOGY

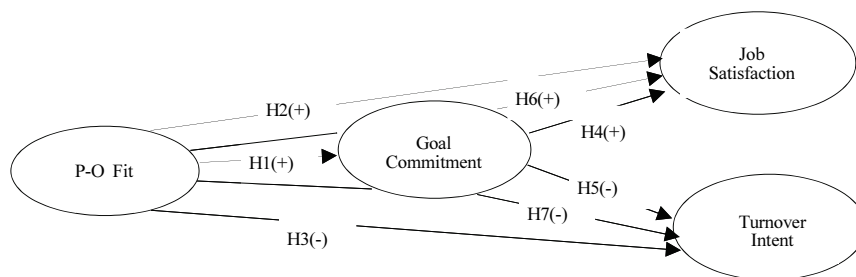
#### 1. Research Model

Based on the propositions developed from the literature review, a conceptual model is proposed to explain the relationship among P-O fit, goal commitment, job satisfaction, and turnover intent as illustrated in <Fig. 1>.

#### 2. Measurement

##### 1) Person-Organization Fit

As P-O fit refers to individuals' perceived compatibility with their organizational characteristics(Meritt SM 2007), this study defines P-O fit as to which extent hotel employees perceive value



<Fig. 1> A proposed research model



congruence with their organizations. This variable was assessed using a 3-item measure employed in Lauver KJ & Kristoff-Brown A(2001)'s study, which stemmed from Cable DM and Judge TA (1996). Respondents rated their cognized brand personality on 5-point scales ranging from "not at all descriptive" (1) to "extremely descriptive" (5).

## 2) Goal Commitment

Deshon RP & Landis RS(1997) depicted that goal commitment were to which extent the individuals are attached to their goals in spite of any negative influences. Together with this, this study also implies goal commitment as the hotel employees' willingness to make effort to attain organizational goals, consistent pursuit of them over time, and resistance to abandon those goals. To measure goal commitment, five items were adapted from existing scales (Hollenbeck JR et al 1989; Klein HJ et al 2001). Respondents were asked to indicate on a 5-point scale(1= strongly disagree, 5= strongly agree).

## 3) Job Satisfaction

Based on Robbins SP & Judge TA (2009)' description of job satisfaction as an employee's pleasurable emotion toward his or her job (Robbins SP · Judge TA 2009), this study defines job satisfaction as the hotel employees' positive and pleasurable inclination toward their jobs. To measure the degree of hotel employees' satisfaction, Hackman JR & Oldham GR(1976)'s three items were employed. There were also adapted in previous studies experimenting job satisfaction (e.g., Thomas A et al 2004; Fuchs DI 2005) Hotel employees responded on a five-point scale with anchors of "not at all descriptive"(1) and "extremely descriptive"(5).

## 4) Turnover Intent

Turnover intent delivers the employees' intention to quit their current organizations (Chen PY · Spector PE 1992). Hotel employees' turnover intent refers to their willingness to terminate their relationship or contract with their organizations. Three items developed by Camman C & colleagues(1979) were used to measure this variable. These items were also found in previous studies examining the psychological mechanism toward turnover intent (e.g., Fuchs DI 2005). Respondents rated their management on five-point Likert-type scale ranging from "strongly disagree" (1) to "strongly agree" (5).

## 3. Data Collection and Sampling Frame

The targeted people for this study are five-star deluxe hotel employees. After draft survey had been made, fifty employees of M and S hotel were asked to conduct preliminary survey. Additionally, any inadequate and/or unclear survey items were advised to be modified. These have been conducted from January 15<sup>th</sup> to 30<sup>th</sup> in 2012.

To measure the relationship among the suggested constructs, the convenience sampling was selected including M, W, H, and S hotels in Seoul, P hotel in Pusan, G hotel in Daegu, and H and S hotels in Jeju. The main survey was conducted through mail survey from February 12<sup>th</sup> to March 15<sup>th</sup> in 2012 after each hotel manager's approval had been given. The number of 250 cases were surveyed. Further, total number of 196 responses had been collected and cases with missing value were subsequently dropped from the data analysis. Finally 180 faithful cases have been analyzed.

## 4. Data Analysis

The Collected data was analyzed using SPSS



19.0 and AMOS 4 software program. Through these programs, descriptive statistics, multi-variate analysis of variance, and structural equation modeling(SEM) are utilized. Frequency analysis, reliability analysis after using Cronbach's  $\alpha$ , and confirmatory analysis were operated. Furthermore, in order to understand different relationship between variables, the correlation analysis was conducted. To verify the hypotheses and model of the study, confirmatory factor analysis was used to examine conformity of the causal relationship among each factor and covariance structure analysis was used to investigate a path coefficient.

#### IV. EMPIRICAL RESULTS

##### 1. Demographics

Following <Table 1>, the respondents are constituted of 48.3 % of males and 51.7% of females. The majority of the respondents (20~29:45.0%. 30~39:41.7%) were in the age groups of 20-39. Moreover, the majority of the respondents (87.3%)

had a degree between two-year college and four-year university. Also, the number of 53 people (29.4%) have 1~3 year(s) of work experience and 59 people (32.8%) have 4~6 years. Noticeably, majority of them (71.1%) are on the contract basis and this reflects the reality of employment status of hospitality industry. For example, national statistical office presented that permanent employees in business service industry consist of less than 40% and the ones in lodging and food industry consist of less than 10 % in 2006 and this rate is continuously rising (Kim SJ 2009). At the same time, their current departments were distributed to ; room division (41.1%), food and beverage (32.2%), sales and marketing (10.0%), catering (11.7%), planning (4.4%); clerk (45.0%), caption (31.7), manager (10.6), director (2.8). Finally, the respondents' average monthly income concentrate on the category of less than four million won (less than 2 million: 33.9; 2 million~2.99 million:41.7%; 3 million~3.99 million: 20.0%).

**<Table 1> Result of the demographic analysis of the respondents**

Respondent Characteristics	Items	Frequencies (Percentages)	Respondent Characteristics	Items	Frequencies (Percentages)
Gender	Male	87(48.3)	Employment Status	Permanent position	50(27.8)
	Female	93(51.7)		Contract position	128(71.1)
Age			Department	Room Division	74(41.1)
	20~29	81(45.0)		F & B	58(32.2)
	30~39	75(41.7)		Sales & Marketing	18(10.0)
	40~49	22(12.2)		Catering	21(11.7)
	50 or more	2(1.2)		Planning	8(4.4)
Education			Your Average Income	Others	1(0.6)
	2-year collage	57(31.7)		Less than 2M(won)	61(33.9)
	4-year university	100(55.6)		2M~2.99M	75(41.7)
	Master or more	18(10.0)		3~3.99M	36(20.0)
	Others	5(2.8)		4~More	8(4.4)
Work Experience in Hotel	1~3 year(s)	53(29.4)	Current Position	Clerk	81(45.0)
	4~6 years	59(32.8)		Caption(Supervisor)	57(31.7)
	7~9 years	32(17.8)		Manager	37(20.6)
	10 years~	36(20.0)		Director	5(2.8)
The Total		180(100)	The Total		180(100)

## 2. Measurement Model

The confirmatory measurement model was assessed to evaluate the construct validity of the measurement used in this study. As noted by Noar SM(2003), confirmatory factor analysis(CFA) procedures can provide confirmation that psychometric properties a scale are satisfactory that extend beyond exploratory analytic technique.

It was noted that CFA can add further information about dimensionality of scale by testing a variety of models against one another(Noar SM 2003). In this study, the confirmatory factor analysis was completed with maximum likelihood estimation.

CFA was applied to all the items and chi-square of 100.588, degree of freedom of 70, and p-value of 0.01( $p < 0.05$ ). Further, the value in chi-square/df should be less than three to secure overall goodness of fit(Kim KS 2007). The value of chisquare/df shows 1.437 so that overall goodness of fit is identified.

In assessing model fit, the following indices were employees: GFI(Goodness-of-fit index: desirable at  $\geq 0.90$ ), AGFI(Adjusted Goodness of fit Index: desirable at  $\geq 0.90$ ), RMR(Root Mean Square Residual: desirable at  $\leq 0.05$ ), NFI(Normed fit index: desirable at  $\geq 0.90$ ), CFI (Comparative fit index: desirable at  $\geq 0.90$ ),  $\chi^2$ (chi-square: desirable at  $> 0.05$ ), TLI (Tucker-Lewis Index: desirable at  $\geq 0.90$ ), RMSEA(Root Mean Square Error of Approximation: desirable at  $< 0.05$ ).

As presented in <Table 2>, GFI(0.925) and AGFI(0.887) indicate unfulfilled indices, however, RMR(0.029), NFI(0.951) CFI(0.984), TLI(0.980), and RMSEA(0.049) indicate the reasonable fits of the data. It seems that these suggested values may not cause any gigantic problems to presume the relationship among the latent variables although a

value such as AGFI fails to be fulfilled (Bae BR 2007)

Further, <Table 2> presents standard estimates for a measurement model. As illustrated, factor loading of all measures were moderate(ranging from 0.727 to 0.916). The factor loadings showed that relevant measurement items performed moderately well in reflecting the designated underlying construct.

## 3. Overall Reliability and Validity

As the survey items are adapted from different streams of studies, it is important to ensure construct reliability and validity. First of all, cronbach's coefficient  $\alpha$  was calculated to determine reliability of the measurement.

As indicated in <Table 2>, Cronbach's  $\alpha$  of each construct in measurement model is ranged from 0.874 to 0.900, significantly a scale with high level of reliability; this value is adequate at Cronbach's  $\alpha > 0.70$ (Hair JF et al 2006).

If construct reliability reaches above 0.7, convergent validity or internal consistency is secured 2007). Also, convergent validity is procured as long as AVE reaches above 0.5(Kim KS 2007). In terms of construct reliability, the values of four constructs are ranged from 0.879 to 0.930. At the same time, as illustrated in <Table 2>, factor loading of each variable is above 0.727, showing a moderate to high construct validity. Further, each average variance extracted(AVE) reaches between 0.7083 to 0.784.

Discriminant validity was established using the procedures outlined by Fornell C & Larcker DF(1981). <Table 3> shows the correlations between the latent variables and the average variance extracted(AVE) of each construct. Fornell C & Larcker DF(1981) prescribe that the squared corre-

**<Table 2> Confirmatory factor analysis and reliability analysis of items**

Factor	Items	Estimate	S.C.	t-value	p-value	Cronbach's $\alpha$	CCR	AVE
P-O Fit	My values match or fit the values of this hotel	1.000	0.916			0.879	0.916	0.784
	I am able to maintain my values at this hotel	1.003	0.858	15.512	***			
	My values prevent me from fitting in at this hotel	1.116	0.858	12.817	***			
	because they are different from the company's values (R)							
Goal Commitment	I think our organizational goal is a good one to shoot for.	1.000	0.894			0.900	0.930	0.727
	It wouldn't take much to make me abandon this goal(R).	0.816	0.818	14.621	***			
	I am strongly committed to pursuing our organizational goal.	0.767	0.798	13.964	***			
	Quite frankly, I don't care if I achieve our organizational goal or not(R).	0.776	0.775	13.252	***			
	It's hard to take our organizational goal seriously(R).	0.656	0.727	11.919	***			
Job Satisfaction	I like my job very much	1.000	0.847			0.874	0.893	0.735
	Overall, I am quite happy with my job	0.968	0.825	13.611	***			
	I am very dissatisfied with my job (R)	1.145	0.843	14.101	***			
Turnover Intent	I often think about quitting	1.000	0.819			0.877	0.879	0.703
	I will probably look for a new job outside of my present organization in the next year	1.120	0.852	12.968	***			
	If I could choose again, I would choose to work here (R)	1.121	0.848	12.883	***			

\* Fit Index:  $\chi^2(df:70)=100.588$ ,  $p=0.01$ ,  $CMIN/df= 1.437$ ,  $GFI= 0.925$ ,  $AGFI=0.887$ ,  $RMR=0.029$ ,  $NFI=0.951$ ,  $CFI= 0.984$ ,  $TLI= 0.980$ ,  $RMSEA= 0.049$  \*\*\*: 0.000, (R): Reverse-scored

lation between constructs must be less than the AVE of each underlying construct in order for the constructs to have discriminant validity. As suggested in <Table 2>, each AVE is ranged from 0.708 to 0.785 while squared correlations are ranged from 0.436 to 0.638. These outcomes established discriminant validity. As a result, these values represent all eight constructs and it is significant to analyze the relationship between those

constructs.

#### 4. Test of Hypotheses

##### 1) Results of Overall Measurement Model Testing

<Table 4> illustrated the strength of the relationships among the constructs, showing path coefficients and overall goodness of model fit indices. Overall, the model was acceptable fit; ( $\chi^2$ :

**<Table 3> Correlation matrix between the constructs**

Variables	Means	SD	Inter-construct correlations <sup>a</sup>			
			1	2	3	4
P-O fit	3.426	0.852	1			
Goal commitment	3.666	0.715	0.763**	1		
Job satisfaction	3.624	0.827	0.788**	0.799**	1	
Turnover intent	2.617	0.896	-0.687**	-0.660**	-0.732**	1

\*\* : significant at  $p<0.01$  (two-way)

\* Two standard-error interval estimate of correlation does not include value 1.

**<Table 4> Parameter estimates in the structural model**

Hypothesis	Path	S.C.	S.E.	t-value	p-value	Result
H1	P-O Fit->Goal Commitment	0.818	0.072	12.114	***	supported
H2	P-O Fit->Job Satisfaction	0.353	0.087	3.842	***	supported
H3	P-O Fit->Turnover Intent	-0.409	0.114	-3.507	***	supported
H4	Goal Commitment-> Job Satisfaction	0.618	0.086	6.425	***	supported
H5	Goal Commitment-> Turnover Intent	-0.427	0.107	-3.507	***	supported
$\chi^2$ ( df = 68)= 94.559 (p = 0.018), CMIN/df= 1.391, GFI = 0.929, AGFI = 0.891						
Overall Goodness of Model Fit Indices		RMR = 0.032, NFI = 0.954,				
		TLI = 0.982, CFI = 0.986				
		RMSEA=0.047				

\*\*\* :significant at <0.001

df = 68)= 94.559 (p = 0.018), GFI = 0.929, AGFI = 0.891 RMR = 0.032, NFI = 0.954, TLI = 0.982, CFI = 0.986, RMSEA=0.047.

## 2) Results of Hypotheses Testing

These hypotheses were examined through investigating the path coefficients of the constructs in the final model indicated by <Table 4>.

Firstly, it has been found that hotel employees' perceive P-O fit makes significantly positive influence on their goal commitment. For example, it depicts path coefficient of 0.818 for the impact of P-O fit on goal commitment( $t > 1.96$ ,  $p < 0.001$ ). Therefore hypothesis 1 is supported. This finding is consistent with existing studies indicating that group members' P-O fit predicts their level of goal commitment(e.g., Merrit SM 2007) and organizational commitment (Lee SG · Park MS 2012).

Secondly, the positive relationship between hotel employees' P-O fit and job satisfaction has been proved through the study results. For example, it depicts path coefficient of 0.353 for the impact of P-O fit on job satisfaction( $t > 1.96$ ,  $p < 0.001$ ). Thus, hypothesis 2 is supported. Together with this, a stream of research proposed that employees are satisfied with organization when their values can be compatible with organizational values(e.g.,

Verquer ML et al 2003) and their needs are fit with their organizational supplies(Cable DM · DeRue DS 2002).

Thirdly, hotel employees' P-O fit has been found to have a significant impact on their turnover intent. It depicts path coefficient of -0.409 for the impact( $t > 1.96$ ,  $p < 0.001$ ). As a result, hypothesis 3 is supported. This finding also follows the study results by Venquer ML & colleagues(2003) and Cable DM & DeRue DS(2002).

Finally, hotel employees' goal commitment significantly influence their job satisfaction (path coefficient:0.618,  $t > 1.96$ ,  $p < 0.001$ ) and turnover intent(path coefficient:-0.427,  $t > 1.96$ ,  $p < 0.001$ ). Therefore, both hypotheses 4 and 5 are supported. These results are consistent with the existing literature presenting that group members committed to goals are likely to be more satisfied with their groups than those who are not(e.g., Antoni C 2005) and less likely to quit their jobs(Brief AP · Aldag RJ 1980).

## 3) The Total, Direct, Direct, and Indirect Effects

<Table 5> summarizes total, direct, and indirect effects among latent variables for measurement. As mentioned above, P-O fit has a significantly direct

〈Table 5〉 Total, direct and indirect effects

		P-O Fit	Goal Commitment
Total Effects	Goal Commitment	0.818 (12.114)*	-
	Job Satisfaction	0.859 (9.476)*	0.618(6.425)*
	Turnover Intent	-0.758 (-6.473)*	-0.427(6.425)*
Direct Effects	Goal Commitment	0.818 (12.114)*	-
	Job Satisfaction	0.353 (3.842)*	0.618 (6.425)*
	Turnover Intent	-0.409 (-3.507)*	-0.427 (6.425)*
Indirect Effects	Job Satisfaction	0.506 (5.517)*	-
	Turnover Intent	-0.349 (-2.91)*	-

All estimates were based on the final model,

\* significant at  $p < 0.05$ , ( ) presents t-value

impact on goal commitment, job satisfaction, and turnover intent. Goal commitment also directly influences job satisfaction and turnover intent. Above all, the relationship between P-O fit and goal commitment shows apparently the largest impact(path coefficient: 0.818) among all the investigated relationships.

Further, hotel employees' goal commitment positively intervenes the relationship between P-O fit and job satisfaction with path coefficient of 0.506( $t > 1.96$ ,  $p < 0.05$ ). Their goal commitment also negatively intervenes the relationship between P-O fit and turnover intent with path coefficient of -0.349( $t > 1.96$ ,  $p < 0.05$ ). In other words, the effect of P-O fit on job satisfaction and turnover intent is mediated by goal commitment. Thus the both hypotheses 6 and 7 presenting intervening effect of goal commitment have been supported. These results are consistent with the study by Cable DM & Edwards JR(2004), who focused the indirect impact of value congruence on organizational outcomes.

## V. CONCLUSION

### 1. Findings and Implications

This study has been aimed to test the relationships among hotel employees' perceived P-O fit,

goal commitment, and organizational outcomes (i.e., job satisfaction and turnover intent). It also intended to examine the mediating effect of goal commitment between P-O fit and the outcomes.

Overall, the results indicate that P-O fit is positively related to goal commitment and job satisfaction in hotel industry while it is negatively related to turnover intent. Specifically, the direct impact of P-O fit on goal commitment(path coefficient : 0.818) is noticeable. Therefore, hotel employees' perceived value congruence with their organizations help them to attain organizational goals. Also, hotel employees are likely to be pleased and less likely to quit their current positions if their values are compatible with those of their organizations.

In addition, goal commitment is positively associated with job satisfaction and negatively associated with turnover intent. That is, hotel employees are likely to feel satisfied with their jobs and stay in their groups when they perceive organizational goals as values to be attained.

Further, the results confirm the mediating effect of goal commitment. Specifically, the indirect effect of P-O fit on job satisfaction(path coefficient: 0.506) is higher than the direct effect(path coefficient: 0.353). This indicates that goal commitment works as mechanism between P-O fit and the

outcomes and raises the potential needs to search for any other mechanism between P-O fit and attitudinal and/or behavioral outcomes.

There are several theoretical and practical implications for hotel practitioners and managers. Notably, this study readdressed some significant omissions with existing studies. The past empirical studies have shown that value congruence results in positive and beneficial outcomes to the organization(e.g., Kristof-Brown AL et al 2005), however how such interaction of personal and organizational values will also interact in their influence on outcomes are still questioned(Van Vuuren M et al 2007). Thus, this study partially fulfilled the shortcomings of existing literature through proving goal commitment as a mediator between P-O fit and the outcomes.

Also, given that certain personality traits are associated with the individuals' attitudes and/or behaviors toward their organizations, this study raises our confidence about the generalizability of the relationships.

The present study adds new evidence of the relationship among hotel employees' P-O fit, goal commitment, and behavioral outcomes to the extant empirical findings in this field. A possible implication is that hotel practitioners need to be implemented in such a way to increase employees' fit perceptions into their organizations, which enhances their attachment to organizational goals. For example, hotel practitioners need to understand their employees' current values at work, perceptions of organizations' values, and how organizational structures, practices and policies interact with their fit perceptions(Schein EH 1992). They can also understand how hotel and employee values can be compatible with each other although they ought to be different, but related.

Through these findings P-O fit and goal commitment can be seen as important tools for managing human resource system in hotel industry. They have critical roles for selecting, socializing, and training of workforce that can lead to the utmost advantages for the hotel organizations. Thus, the hotel practitioners and/or managers should concentrate on selecting such employees whose personal traits and values are fit in well with those of hotel organizations. At the same time, not only selecting right type of person for the organization but also socializing and training the employees right to the hotel environment will improve job satisfaction and minimize turnover rate. Therefore, hotel practitioners need to consider the employees' perception about their hotel organizations. In this regard managers and/or practitioner should clearly deliver their organizational values to the employees and define their consistent and predictable roles to accomplish organizational goals. This will help them psychologically adjust their perceptions on organizations at the moment of negative behavioral intention such as turnover intent.

It has been also found that goal commitment may be increased via perceptions of P-O fit. These interventions may be used during anticipatory socialization(selection and recruitment) and after organizational entry(training and socialization). For example, although perception of situations may not necessarily reflect the objective realities, hotel organizations at least select psychologically healthy individuals, who are able to relate perceptions to realities. In addition, it has been found that new employees provided with experienced mentors had higher levels of P-O fit than those who were not(Cable DM · Parsons CK 2001). Thus, hotel organizations may wish to support mentoring programs, in which senior employees are paired with

new ones to help them to perceive information and organizational support.

Finally, it will help to realize that increased goal commitment improves the effect of P-O fit on organizational outcomes rather than P-O fit alone. Hotel organizations might improve goal commitment at the time that the goal is provided. The perceived goal attractiveness might be increased by connoting some shared values between the hotels and their employees. In addition, when organizations introduce new goals to be achieved, they should consider steps on how to deliver these goals. It is also weighed if those should be appealed to the employees(Merritt SM 2007). Moreover, they should determine whether there are any shared vision or values with their employees and look for the effective channel to communicate the new goals. Proper planning and introduction need to be done for these goals to be adapted by the hotel organizations.

## 2. Limitations and Supplements

There were several theoretical and methodological limitations that should be addressed in future studies. First of all, a questionnaire survey collected from the selected respondents might be biased toward socially desirable responses. In addition, it should be considered that the results may have been influenced by target respondents as well as convenience sampling. In order to ensure and generalize the result, replication studies with wider, random samples should be selected by future studies.

Second, this study was targeted for hotel employees. The surrounded social and environmental characteristics might therefore be different from the ones in other industries. Hotel employees are more oriented toward emotional perspectives

and sensitive to organizational change due to strong interdependence between employees and organizations. This might influence the study result. Therefore, future studies can apply the conceptual models to different industries to raise generalizability.

In addition, it should be noted that the outcomes of P-O fit has been examined in the proposed model, but important validity information also should be gathered by investigating the antecedents of P-O fit. For example, personality traits such as stability and locus of control and situational factors including organizational support and supplies would be assumed to predict P-O fit and extended in a structural model with other organizational outcomes.

Finally, P-O fit was measured solely as value congruence. Although this conceptualization is based on the existing studies(e.g., Lauver KL · Kristof-Brown A 2001), the perception on needs-supplies fit or complementary congruence should be considered as well. Future research can explore whether employees' complementary congruence predict positive or negative organizational outcomes. Also, the hierarchial analysis about the effectiveness of both congruences on P-O fit can be further explored.

## 한글 초록

이 연구는 목표 몰입을 매개로 하여, 개인-조직 적합성이 직무만족 및 이직 의도에 미치는 영향 관계를 구조모형방정식을 통해 규명하기 위하여 시행되었다. 연구배경을 바탕으로 실증적 연구를 위해 7개의 가설을 도입하였다. 본 연구의 대상은 특 1급 호텔 근무자이며 편의 표본추출로 설문된 250부의 설문 중 180의 성실한 답변을 실제 분석에 활용하였다. 데이터 분석을 위해 SPSS 19.0과



AMOS 4을 이용한 구조모형방정식을 통해 연구 가설의 유의성을 측정하였다. 그 연구결과는 다음과 같다. 호텔 근무자에 의해 인지된 개인-조직 적합성이 높을수록 목표 몰입과 직무만족은 유의하게 높아지는 결과가 나왔으며 이직 의도는 낮아지는 것으로 나타났다. 아울러, 목표몰입은 직무만족에는 정(+)의 영향을, 이직 의도에는 부(-)의 영향을 미치는 것으로 나타났으며, 개인-조직 적합성과 조직 결과 변수 사이에 매개역할을 하는 변인으로 나타났다. 결론적으로, 개인-조직 적합성과 목표 몰입은 호텔에서 직원을 채용하기 전, 후의 단계에서 고려해야 할 필요성이 제고된다.

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