

The Effects of Employees' Person-Environment Fit in the Foodservice Industry on Organization Citizenship Behavior, Organizational Commitment and Turnover Intent

Hyo Sun Jung and Hye Hyun Yoon[†]

Dept. of Culinary Science and Foodservice Management, Kyung Hee University, Seoul 130-701, Korea

Abstracts

The purpose of this study is to assess the associations among person - environment fit, organizational citizenship behavior, organizational commitment and turnover intent in the foodservice industry. The study was administered to 306 Korean employees. The results indicated a positive relationship between person - environment fit, employees' organizational citizenship behavior and organizational commitment. However, person - environment fit did not have a significant, direct impact on their turnover intent. Thus, this study found an indirect influence via organizational citizenship behavior and organizational commitment. In addition, organizational citizenship behavior and organizational commitment were negatively associated with employees' intention to leave the organization. Limitations and future research directions are also discussed.

Key words: Person - environment fit, organizational citizenship behavior, organizational commitment, turnover intent, deluxe hotel.

Introduction

Why does a foodservice employee leave? This study focused on foodservice industries by using person - environment fit as the independent variable. Person - environment fit can be conceptualized in a variety of ways, the match between an individual and his/her job, group, supervisor, vocation or organization (Kristof-Brown AL 1996). From a psychological perspective, person - environment fit influences employee behavior (Oh *et al* 2013). Certainly, empirical research has demonstrated several positive outcomes of employees' person - environment fit, including enhanced job satisfaction (Kilic *et al* 2011) and commitment (Kristof-Brown *et al* 2005, Ostroff *et al* 2005, Iplik *et al* 2011). In other words, employees' person - environment fit elicits favorable attitudes and gives employees positive motivation toward their organization or job. For instance, Silverthorne C(2004) indicated that the degree of fit between a person and the organizational environment is related both to productivity and to employee turnover. In addition, person - environment fit can guide the development of strategic human resource management and create consistent messages that are shared by all managers in the company (Werbel & DeMarie 2005). In this sense, numerous researchers believe a good fit between the person and organization is important (Yang *et al*

2008). In particular, due to the job characteristics of the foodservice industry, such as irregular holidays and working hours, low income, and the required high level of concentration, its employee turnover rates are high (Murry-Gibbons & Gibbons 2007). It has been proposed that examining employees' person - environment fit will provide a very meaningful point for efforts to decrease their turnover rates. Moreover, the foodservice industry is highly labor-intensive compared to other industries; therefore, it has been suggested that companies in the industry need to seek measures to enhance employees' potential and organizational performance using the "fit theory" (Iplik *et al* 2011). Despite its importance, research that has examined foodservice companies in relation to the effectiveness of employees' person - environment fit remains very rare. While there is a lack of scholarly research on person - environment fit in the hospitality industry and Kilic *et al*(2011) indicated that person - environment fit (person - organization fit, person - job fit) positively influenced on job attitudes of foodservice managers. Most relevant research studies, however, have looked at the effects of the quality of employees or organizations on organizational performance, as such, comprehensive studies on the effects of organization - environment or person - environment fit on organizational performance have been lacking. Thus far, studies of employees' person - environment fit (including person - organization, person - job, person - group and person - supervisor) have focused on public sector (Liu *et al* 2010), general company (Greguras & Diefendorff 2009, Tak

[†] **Corresponding author** : Hye Hyun Yoon, Tel: 82-2-961-9403, Fax: 82-2-964-2537. E-mail: hhyun@khu.ac.kr

JK 2011) and service firm (Jing & Juan-juan 2010). Some studies have examined hotels (Kilic *et al* 2011) and restaurants (Vogel & Feldman 2009). However, most of them classified sub-factors of person - environment fit into person - organization, person - job, person - group, person - vocation and person - supervisor fit and simply examined the relationship between each sub - factor and employee attitudes, organic research of effects of person - environment fit on job attitudes is virtually nonexistent.

Thus, the purpose of this study is to assess several proposed relationships that have not been fully explored in the foodservice industry. A path model highlighting associations among employees' person - environment fit, organizational citizenship behavior, organizational commitment and turnover intent in foodservice industry will be tested (Fig. 1) to elucidate the impact of person - environment fit on employees' attitudes.

Literature Review and Conceptual Model

1. Relationship between Person - Environment Fit and Organizational Citizenship Behavior

Organizational studies have suggested that the person - environment fit improves performance for an organization. Zhuang & Lin (2005) noted that employees who thought their values fit with their organization's environment were more likely to have favorable relationships with their superiors and colleagues than those who did not. Cable & DeRue (2002) indicated that person - job fit influences job - related performance such as job satisfaction and work satisfaction, whereas person - organization fit has significant effects on organization

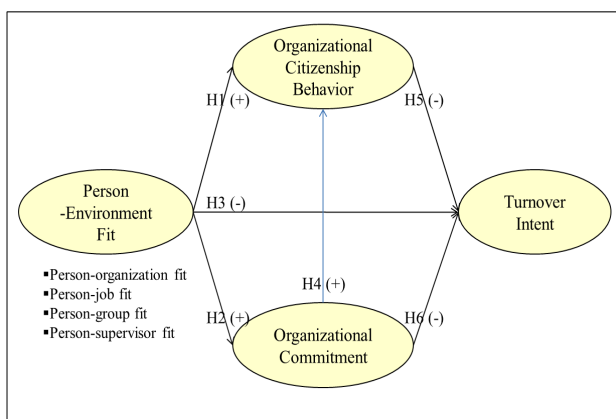


Fig. 1. A proposed model.

- related performance such as organizational citizenship behavior and organizational identification.

- H1: Person - environment fit will exert a positive influence on organizational citizenship behavior.

2. Relationship between Person - Environment Fit and Organizational Commitment

Kristof-Brown *et al* (1996) claimed that employees' person - environment fit leads employees to commit to the organization by improving job satisfaction. Cable & Edwards (2004) suggested that value congruence influences employee outcomes both directly and indirectly through psychological need fulfillment. Kristof-Brown *et al* (2005) noted that the relationship between employees and their environment to be significantly positive related to organizational commitment and employees who perceive themselves to fit with their organizations likely develop bonds with organizations (Cable & DeRue 2002). Saks & Ashforth (1997) suggested that the person - organization fit to be negatively related to intentions to quit and turnover after employees were hires: thus, employees who have a strong positive connection with organizational environment are much less likely to consider leaving intent.

- H2: Person - environment fit will exert a positive influence on organizational commitment.

3. Relationship between Person - Environment Fit and Turnover Intent

Kristof-Brown *et al* (2002) also asserted that person - environment fit including person - organization, person - group, and person - job fit significantly affected their turnover intent and Choi & Yoo (2005) that person - environment fit (e.g., person - job, person - supervisor and person - organization) negatively influenced their turnover intent and in particular person - job fit had the greatest influence and Choi & Yoo(2005) that person - environment fit (eg., person - job, person - supervisor, and person - organization) negatively influenced their turnover intent and in particular person - job fit had the greatest influence.

- H3: Person - environment fit will exert a negative influence on turnover intent.

4. Relationship between Organizational Commitment and Organizational Citizenship Behavior

Regarding studies on employees' organizational commitment

and organizational citizenship behavior, Meyer *et al* (2002) noted that employees' organizational commitment positively affects organizational citizenship behavior. Also, Cropanzano *et al* (2003) argued that employees' organizational citizenship behavior is due to high organization commitment. Cohen A (2006) also indicated that higher commitment leads employees' organizational citizenship behavior and Bove *et al* (2009) also indicated in their study of service workers that higher organizational commitment increases organizational citizenship behavior.

- H4: Organizational commitment will exert a positive influence on organizational citizenship behavior.

5. Relationship between Organizational Citizenship Behavior, Organizational Commitment and Turnover Intent

The organization behavior and management literatures support the employees' attitudes (e.g., OCB and OC) - turnover intent relationship. Hom & Griffeth (1995) supported that turnover intent negatively correlated with employees' organizational citizenship behaviors, Aryee & Chay (2001) indicated that the negative associations between organizational citizenship and turnover intent; Coyne & Ong (2007) reported that employees' organizational citizenship behavior has a great impact on their turnover intent. Chen CF (2006) demonstrated that an employee's recognition of their organization's commitment is associated with lower turnover intent and Chang *et al* (2007) showed that normative organizational commitment negatively correlates with organizational turnover intention most strongly and affective occupational commitment negatively correlates with occupational turnover intention most strongly. Yi *et al* (2011) supported that the commitment of employees as organization has negative associations with their turnover intent.

- H5: Organizational citizenship behavior will exert a negative influence on turnover intent.
- H6: Organizational commitment will exert a negative influence on turnover intent.

Research Methodology

1. Sample and Data Collection

The data used for this study were collected from employees in foodservice industry in Seoul in 2012. Food and beverage employees working in full service hotels in Seoul, Republic of

Korea comprised the population for this study. These are properties with more than 250 bedrooms (such as Lotte, Marriott, Inter - continental, Hilton and Hyatt) that provide a comprehensive range of services such as restaurants, banquet and fitness facilities. Once the hotel's head of human resources management gave permission, employees were provided with a voluntary survey and were asked by the researcher to complete it. A pilot test of 50 employees was conducted to ensure the scales' reliability. Some terms that had become indigestible as going through the translation process were modified on the basis of the results of the pilot test. Pilot test was performed through interview with 40 employees and 10 managers. It carried out questionnaire survey by offering illustrative questionnaire to employees and simultaneously got opinion about sentence with abnormal context and a little difficulty for being understood. In-depth interview was performed targeting 10 managers who have been in office for more than 15 years. Through this, the general discussion on questionnaire items was progressed. After the initial item pool was finalized, a review was conducted with hospitality professors and human resource managers. The completed questionnaires were sealed in envelopes to protect employee anonymity and collected by the researcher two weeks later. Of the 500 questionnaires distributed, 465 were returned over the two-week period (93.00 %). Of 465 surveys collected, 159 responses were deleted, either those participants were disqualified (n=55) or respondents did not complete the survey (n=104). After elimination, 306 questionnaires with an effective response rate of 61.20% were coded and analyzed.

2. Instrument Development

The measures in this study can be grouped into four categories: person - environment fit, organizational citizenship behavior, organizational commitment, turnover intent (Appendix A). The survey instrument used to measure employees' person - environment fit, organizational citizenship behavior, organizational commitment and turnover intent included a 7-point scale: "How much do you agree or disagree with these statements?" (1: strongly disagree to 7: strongly agree). Kristof-Brown *et al* (2005) defined person - environment fit as the "compatibility between an individual and a work environment that occurs when their characteristics are well matched." To measure employees' perceptions of PEF, this study adapted Cable & DeRue (2002), Ahmad KZ (2010) and Tak JK (2011)'s

multi-item scales. Each person - environment fit item was measured using these 20 items. Organ DW (1997) defined organizational citizenship behavior as “maintenance and enhancement of the social and psychological context that supports task performance.” OCB was measured by five items based on Williams & Anderson (1991), Dick *et al* (2008) and Guangling & Diefendorff (2011). Mowday *et al* (1979) defined organizational commitment as “employees’ identification with and acceptance of their organizational goals and values, their willingness to exert considerable effort on behalf of the organization and their desire to maintain organizational membership.” OC was measured by five items developed by Meyer & Allen (1991) to measure affective commitment. Mowday *et al* (1982) defined turnover intent as “possibility of or intention to leave an organization: it is usually the penultimate step of voluntary turnover.” Respondent turnover intent was also measured using five items as developed by Hom & Griffeth (1991).

Analysis Method

The collected data were analyzed using the AMOS program (V 5.0). Following Anderson & Gerbing’s (1988) two - step approach, a CFA was first undertaken to assess the fit of the four - factor model, which was comprised of person - environment fit, organizational citizenship behavior, organizational commitment, and turnover intent. CFA is used to determine the validity of the factor structure of measurement variables; it is carried out before examining the causality of a developed theoretical model. And a structural equation model (SEM) was used to test the validity of the proposed model and hypotheses.

Results

1. Profile of the Sample

The mean age of the participants was 32.50 years old; 42.1 % were 20 to 29 years of age and slightly over half of the respondents (51.9%) were male. Most employees (81.0%) had a community college or university degree. With regard to monthly income level, 49.4% had incomes of less than US \$2,000, 38.9% had incomes of US \$2,001~4,000, 11.8% had incomes of over US \$4,001. They had been working for an average of 7.35 years in their current company. The majority of them were

full-time employees (91.8%) and their primary job positions were cook (54.5%), server (38.5%) and hostess (7.0%).

2. Measurement Model

First, to find the factor structure of the four-construct of person-environment fit, we examined the formation of first-and second-order CFA model (Rindskopf & Rose 1988). Furthermore, this study provides additional evidences to confirm validity where we compared the four-first-order factor model and one second-order factor with four first-order model. The results as shown in Table 1, reveal that the second-order person-environment fit models are best fit, $\chi^2 = 355.26$; $df = 163$; $\chi^2/df = 2.18$; GFI = .90; CFI = .97. Table 2 shows the results of CFA of the theorized four-factor model (person - environment fit, organizational citizenship behavior, organizational commitment and turnover intent). As shown in Table 3, all standardized factor loadings exceeded .70 and each indicator *t*-value exceeded 8.00 ($p < .001$) (Anderson & Gerbing 1988). The Cronbach’s alpha (.86 to .96) and CCR (.85 to .91) of each measurement scale exceeded the minimum requirement of .70, indicating its internal consistency and unidimensionality to corresponding construct, respectively. In addition, all AVE (PEF = .61, OCB = .79, OC = .68, TI = .76) exceeded the recommended .50 threshold (Fornell & Larcker 1981). Discriminant validity was evident as the variance extracted estimates, ranging from .61 to .79, exceeded all squared correlations for each pair of constructs, ranging from .01 to .44. Confirmatory measurement models demonstrated the soundness of measurement properties ($\chi^2 = 353.33$; $df = 143$; GFI = .90; CFI = .96). Also, 306 sample sizes in this study seem to be enough adequate for performing CFA analysis based on Westland (2010). Knowing the sensitive of the χ^2 likelihood ratio test to the sample size and various model assumptions (Bentler & Bonett 1980). These include the RMSEA, with values below .05 considered to reflect good model fit; CFI with values greater than .90 considered to reflect good fit; and the χ^2/df with values less than 2.5 considered to reflect good model fit.

3. Structural Equation Model

SEM was conducted to test Hypotheses 1 through 5. The value of the normed Chi - square was 2.50 and showed that the model fit the data well ($\chi^2 = 358.41$; $df = 143$; GFI = .90; CFI = .96). Fig. 2 presents the standardized path coefficients and associated *t*-values for all relationships in the structural model. Hypothesis 1 suggested that, as employees’ person -

Table 1. Comparison of measurement models for person-environment fit

Factor	χ^2	df	$\Delta\chi^2$	χ^2/df	GFI	CFI	RMSEA	AIC
One factor	2,464.05	170		14.49	.44	.63	.21	2,544.05
Four first-order factor	361.43	161	2,105.62* $\Delta df=9$	2.24	.89	.96	.06	459.43
One second-order factor with four first-order factor	355.26	163	7.69* $\Delta df=2$	2.18	.90	.97	.06	447.74

* $p < .05$.**Table 2. Confirmatory factor analysis and reliability analysis**

Construct(Cronbach's alpha)	Standardized factor loadings	t-Value	Item-to-total correlation	CCR AVE
Person-environment fit (.86)				.85 .61
POF	.81	fixed	.72	
PJF	.80	14.49***	.71	
PGF	.75	13.66***	.70	
PSF	.76	13.79***	.70	
Organizational citizenship behavior (.96)				.91 .79
OCB ₁	.88	fixed	.84	
OCB ₂	.93	25.43***	.89	
OCB ₃	.94	25.92***	.90	
OCB ₄	.88	22.38***	.89	
OCB ₅	.84	20.42***	.85	
Organizational commitment (.91)				.85 .68
OC ₁	.78	fixed	.73	
OC ₂	.82	15.43***	.77	
OC ₃	.87	16.79***	.83	
OC ₄	.81	15.19***	.79	
OC ₅	.85	16.15***	.83	
Turnover intent (.94)				.88 .76
TI ₁	.85	fixed	.82	
TI ₂	.89	20.42***	.84	
TI ₃	.93	22.52***	.89	
TI ₄	.90	21.32***	.88	
TI ₅	.85	19.25***	.84	

*** $p < .001$; POF = person - organization fit; PJF = person - job fit; PGF = person - group fit; PSF = person - supervisor fit.

Table 3. The effects of person-environment fit on organizational citizenship behavior, organizational commitment and turnover intent

	Organizational citizenship behavior		Organizational commitment		Turnover intent	
	β	<i>t</i> -value	β	<i>t</i> -value	β	<i>t</i> -value
Constant		4.07***		5.95***		11.98***
Person-organization fit ^(a)	.28	3.85***	.26	3.81***	-.10	-1.27
Person-job fit ^(b)	.11	1.48 ^{ns}	.15	2.26**	-.24	-3.03**
Person-group fit ^(c)	.16	2.29**	.14	2.27**	-.09	-1.22
Person-supervisor fit ^(d)	.07	.06 ^{ns}	.12	1.88 ^{ns}	-.13	-1.82
<i>F</i> -statistic	28.46***		38.65***		9.88***	
<i>R</i> ²	.27		.34		.12	

** $p < 0.05$, *** $p < 0.001$, ^{ns} not significant.

environment fit increases, so does employees’ organizational citizenship behavior. Hypothesis 1 was supported ($\beta = .35; p < .001$). This result indicated that as employees’ person - environment fit increased, it became more important in increasing organizational citizenship behavior. In order to understand the relationship between employees’ person - environment fit and organizational citizenship behavior, this study examined the effect of each measurement item for person - organization fit, person - job fit, person - group fit and person - supervisor fit on organizational citizenship behavior, organizational commitment and turnover intent using multiple regression analyses. Table 4 shows the effects of employees’ person - environment fit constructs on organizational citizenship behavior. In more

detail, person - organization fit (H1^a, $\beta = .28$) and person - group fit (H1^c, $\beta = .16$) significantly affected employees’ organizational citizenship behavior whereas person - job fit ($\beta = .11$) and person - supervisor fit ($\beta = .07$) did not. Hypothesis 2 proposed that, as employees’ person - environment fit increases, employees’ level of organizational commitment also increases. Hypothesis 2 was supported ($\beta = .59$). In more detail, person - organization fit (H2^a, $\beta = .26$), person - job fit (H2^b, $\beta = .15$), and person - group fit (H2^c, $\beta = .14$) – among employees’ person - environment fit factors - significantly affected employees’ organizational commitment whereas person - supervisor fit ($\beta = .12$) did not. In Hypothesis 3, we predicted the influence of employees’ person - environment fit on turnover intent. Contrary to our expectations, the relationship was not significant. Therefore, Hypothesis 3 was not supported ($\beta = .04$). But, multiple regression results, person - job fit (H3^b, $\beta = -.24$) significantly negative affected employees’ turnover intent. Hypotheses 4 was supported ($\beta = .20$). As expected, employees’ organizational commitment significantly affected organizational citizenship behavior. Hypotheses 5 and 6 predicted that, as organizational citizenship behavior and organizational commitment increase, turnover intent decreases. Therefore, Hypotheses 5 ($\beta = .21$) and 6 ($\beta = .46$) were supported. Considering Hypotheses 3, 4, 5 and 6, despite the non - significant direct linkage between employees’ person - environment fit and turnover intent, employees’ person - environment fit indirectly influenced turnover intent through

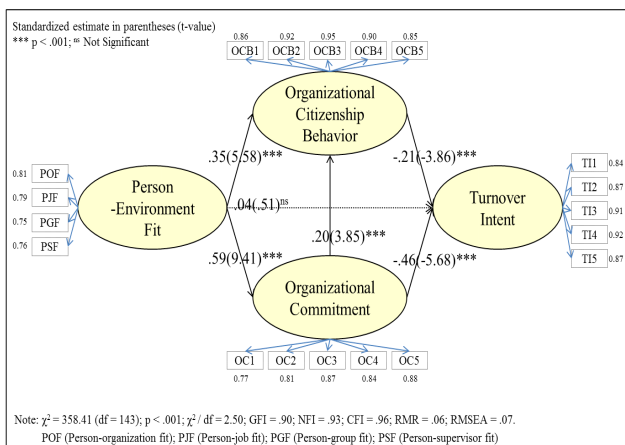


Fig. 2. Structural equation model with estimates.

organizational citizenship behavior and organizational commitment.

Discussion

This study found that foodservice employees' person - environment fit had a significant, positive effect on organizational citizenship behavior. These findings support previous work (Zhuang & Lin 2005, Kristof-Brown *et al* 2005), Yek & OK 2011), which demonstrated that any inconsistency between individual and organizational environment values improves organizational outcomes such as increased organizational citizenship behavior. As employees' person - environment fit increases, so does their organizational commitment. As previous research has confirmed (Kristof-Brown AL 1996, Cable & De Rue 2002, Choi & Yoo 2005, Greguras & Diefendorff 2009), an employees' person - environment fit, which creates an employee's high commitment to organization. Regarding the non - significant relationship between employees' person - environment fit and turnover intent, the results should be interpreted with caution. Although these findings did not correspond with those of previous work (Saks & Ashforth 1997, Kristof-Brown *et al* 2002, Lyons & O'Brien 2006, Tak JK 2011), which identified the direct effect of employees' person - environment fit on turnover intent, this study found an indirect influence via employees' organizational citizenship behavior and organizational commitment. As such, simply ensuring the recognition of person - environment fit may not be enough to reduce employees' turnover intent. However, person - environment fit could reduce employees' turnover intent when they practiced organizational citizenship behavior and commitment. Consequently, we found that person - environment fit affects turnover intent through the mediator of organizational citizenship behavior and organizational commitment. In other words, foodservice employees who believe that their values fit their organization's environment tend to engage in more organizational citizenship behaviors and organizational commitment, thereby their turnover intent is reduced. It is not that their turnover intent becomes stronger because they do not fit with their organization's environment but that due to person - environment fit their positive behaviors increase, their level of commitment to their organization intensifies and therefore their turnover intent decreases. This is partially consistent with Liu *et al* (2010) insofar as the influence of person - environment fit

on turnover intent is completely mediated by job satisfaction. As for the link between organizational commitment and organizational citizenship behavior, the influence of organizational commitment on organizational citizenship behavior was significant. This finding supported previous work (Meyer *et al* 2002, Cropanzano *et al* 2003, Cohen A 2006, Bove *et al* 2009), which suggested that employees' organizational commitment leads to high citizenship behavior. Also, as for the link between organizational citizenship behavior, organizational commitment and turnover intent, the influence of organizational citizenship behavior and organizational commitment on turnover intent was negatively significant. This finding supported earlier work (Aryee & Chay 2001, Coyne & Ong 2007, Chang *et al* 2007, Yi *et al* 2011), which employees' organizational citizenship behavior and organizational commitment reduce their turnover intent.

This study identified a causal relation of employees' person - environment fit, organizational citizenship behavior, organizational commitment and turnover intent. In particular, thus far most studies to date have focused only on a certain factor among person - environment fit elements. In contrast, this study defined person - organization fit, person - job fit, person - group fit and person - supervisor fit as sub - factors of person - environment fit and explored the influence of each factor on effect variables related with job attitudes. The reason is that organizational members may change their behaviors in accordance with their organization's culture and values, their job and department, and their fit with their superiors.

To understand the relationship between person - environment fit, organizational citizenship behavior, organizational commitment and turnover intent, this study examined the effect of four factors on person - environment fit. Each level of the person - environment fit factors demonstrated that employees' organizational citizenship behavior has a significant relationship with person - organization fit, and person - group fit, although not with person - job fit, and person - supervisor fit. This means that when values of an individual's organization and those of his or her group (i.e., department) coincide, the employees' organizational citizenship behaviors improve, where as his or her fit with job or superiors does not significantly affect his or her organizational citizenship behaviors. In other words, foodservice employees are more likely to demonstrate organizational citizenship behaviors when they recognize that the values of their organization or group correspond to their own values than when they do not. Moreover, sub - factors of person - environ-

ment fit that affect employees' commitment to their organization turned out to be person - organization fit, person - job fit, and person - group fit, person - supervisor fit did not significantly influence their commitment to their organization. Based on the above result, person - organization fit and person - group fit are the most important variables in employees' organizational citizenship behaviors and commitment to their organization, and therefore managers should match their employees' values to those of their organization and department. Accordingly, recruitment of employees should be centered on the department and the organization that hires them and candidates who fit well with the department and the organization should be. This suggests that in the food and beverage (F & B) business and where employees are assigned affects their extra - role behaviors and commitment. This result is useful for understanding employees' attitudes and behaviors in foodservice industries. Furthermore, person - environment fit was found to affect employees' commitment to their organization more than it did their organizational citizenship behaviors. This means that employees' commitment to their job or organization is more greatly influenced by person - environment fit than by their organizational citizenship behaviors, a representative form of extra - role behaviors and suggests that improvement of person - environment fit on a company level may induce employees' commitment. Also, employees' organizational commitment was found to influence their turnover intent more than organization citizenship behaviors did. This means that, due to the characteristics of jobs, such as excessive tasks being imposed on employees and their being on duty during holidays, their organizational commitment expressed by their loyalty toward and affection for their company has a more important influence than organizational citizenship behaviors in determining their turnover intent. Therefore, it is determined that, in order to reduce employees' turnover intent, devising institutional measures is urgent, including welfare policies that can induce loyalty toward or affection for their organization, enhancement of leadership that can encourage team spirit, and establishment of a reward system that actively motivates them.

Despite its implications, several limitations of the study need to be discussed. First, the sample consists of employees at deluxe hotels in the Seoul metropolitan area. Therefore, the generalizability of the results may be limited to the employees in certain categories. Accordingly, subsequent studies might conduct comparative analyses of hotels and other parts of the

foodservice industries. This study emphasized the importance of employees' person - environment fit in foodservice company. However, the results did not support the proposed direct effect of employees' person - environment fit and turnover intent. Therefore, future research should assess crucial factors that are mediating variables between employees' person - environment fit and turnover intent. Further, this study measured OCB and OC with unidimensional constructs, not multidimensional constructs; therefore, future research is necessary to seek measures to evaluate more precisely employees' OCB and OC using more variables. Questionnaires were administered as translations from the original literature, and not all the items may be appropriate for Korean situations. To reduce relevant errors, this study performed translations and used the questionnaires after conducting a pilot test to sort out items that might not be easily understood by the respondents; however, this factor still may act as a limitation.

Appendix A

1. Person-environment fit

- PJF₁: My abilities perfectly match what my job demands
 PJF₂: I have skill and ability suitable for performing this job
 PJF₃: My skills perfectly match what my job demands
 PJF₄: My personal likes match perfectly what my job demands
 PJF₅: There is a good fit between my job and me
 POF₁: I really fit this organization
 POF₂: I feel that my personal values are a good fit with this organization
 POF₃: My values match those of current employees in this organization
 POF₄: I have affections and affinity for this organization
 POF₅: This organization has the same values as I do with regard to concern for others
 PGF₁: Working with other people in my group is one of the best parts of this job
 PGF₂: I *get along* well with the people I work with on a day-to-day basis
 PGF₃: There is not much conflict among the members of my group
 PGF₄: If I had more free time, I would enjoy spending more time with my co-workers socially
 PGF₅: There are some people I work with I try to avoid when possible®

PSF₁: I have characteristics in common with my supervisor

PSF₂: My supervisor and I are similar in terms of our attitude and values

PSF₃: I do not mind working my hardest for my supervisor

PSF₄: My supervisor and I see things in the same way

PSF₅: I am willing to apply extra efforts, beyond those normally required to meet my supervisor's work goals

2. Organizational citizenship behavior

OCB₁: I give my time to help employees with work-related problems

OCB₂: I share my knowledge and expertise with other employees

OCB₃: I am always ready to help or lend a helping hand to other staffs around me

OCB₄: I support employees who have problems at work

OCB₅: I talk to other employees before taking actions that might affect them

3. Organizational commitment

OC₁: I really feel as if this organization's problems are my own

OC₂: This organization has a great deal of personal meaning for me

OC₃: I would be very happy to spend the rest of my time with this organization

OC₄: I feel like part of the family at this organization

OC₅: My organization meets my major needs well

4. Turnover intent

TI₁: I am currently seriously considering leaving my current job to work at another company

TI₂: I sometimes feel compelled to quit my job in my current workplace

TI₃: I will probably look for a new job in the next year

TI₄: Within the next 6 months, I would rate the likelihood of leaving my present job as high

TI₅: I will quit this company if the given condition gets even a little worse than now

References

- Ahmad KZ (2010) Person - environment fit: a critical review of the previous studies and a proposal for future research. *Inter J Psych Stu* 2: 71-78.
- Anderson JC, Gerbing DW (1988) Structural equation modeling in practice: a review and recommended two-step approach. *Psych Bull* 103: 411-423.
- Aryee S, Chay YW (2001) Workplace justice, citizenship behavior and turnover intentions in a union context: examining the mediating role of perceived union support and union instrumentality. *J App Psych* 86: 154-160.
- Bentler PM, Bonett DG (1980) Significance tests and goodness-of-fit in the analysis of covariance structures. *Psych Bull* 88: 588-606.
- Bove LL, Pervan SJ, Beatty SE, Shiu E (2009) Service worker role in encouraging customer organizational citizenship behaviors. *J Bus Res* 62: 698-705.
- Cable DM, DeRue DS (2002) The convergent and discriminant validity of subjective fit perceptions. *J App Psych* 87: 875-884.
- Cable DM, Edwards JR (2004) Complementary and supplementary fit: a theoretical and empirical integration. *J App Psych* 89: 822-834.
- Chang HT, Chi NW, Miao MC (2007) Testing the relationship between three-component organizational/occupational commitment and organizational/occupational turnover intention using a non-recursive model. *J Voca Beha* 70: 352-368.
- Chen CF (2006) Job satisfaction, organizational commitment, and flight attendants' turnover intentions: a note. *J Air Tran Man* 12: 274-276.
- Choi M, Yoo T (2005) The effects of person - organization fit, person - job and person - supervisor fit on organizational commitment, job satisfaction, and turnover intention: the focus on interaction effects among three types of fit. *Korean J Indu Organ Psych* 18: 139-162.
- Cohen A (2006) The relationship between multiple commitments and organizational citizenship behavior in Arab and Jewish culture. *J Voca Beha* 69: 105-118.
- Coyne I, Ong T (2007) Organizational citizenship behaviour and turnover intention: a crosscultural study. *The Inter J Hum Res Man* 18: 1085-1097.
- Cropanzano R, Rupp DE, Byrne ZS (2003) The relationship of emotional exhaustion to work attitudes, job performance and organizational citizenship behaviors. *J App Psych* 88: 160-169.
- Dick RV, Knippenberg DV, Kerschreiter R, Hertel G, Wieseke J (2008). Interactive effects of work group and organiza-

- tional identification on job satisfaction and extra-role behavior. *J Voca Beha* 72: 388-399.
- Fornell C, Larcker DF (1981) Evaluating structural equation models with unobservable variables and measurement error. *J Mark Res* 18: 39-50.
- Greguras GJ, Diefendorff JM (2009) Different fits satisfy different needs: linking person - environment fit to employee commitment and performance using self - determination theory. *J App Psych* 94: 465-477.
- Guangling W (2011) The study on relationship between employees' sense of organizational justice and organizational citizenship behavior in private enterprises. *Energy Pro* 5: 2030-2034.
- Hom PW, Griffeth RW (1991) Structural equations modeling a test of turnover theory: cross - sectional and longitudinal analyses. *J App Psych* 76: 350-366.
- Iplik FN, Kilic KC, Yalcin A (2011) The simultaneous effects of person-organization and person-job fit on Turkish hotel managers. *Inter J Cont Hosp Man* 23: 644-661.
- Jing LI, Juan-juan F (2010) The influence of person - supervisor fit on organizational citizenship behavior: a case of service industry. 2010 17th International Conference on Management Science and Engineering. Nov. 24-26, 1812-1816.
- Kilic KC, Iplik FN, Yalcin A (2011) The simultaneous effects of person - organization fit and person - job fit on Turkish hotel managers. *Inter J Cont Hosp Man* 23: 644-661.
- Kristof-Brown AL (1996) Person - organization fit: an integrative review of its conceptualizations, measurement and implication. *Pers Psych* 49: 1-49.
- Kristof-Brown AL, Zimmerman RD, Johnson EC (2005) Consequences of individuals' fit at work: a meta-analysis of person - job, person - organization, person - group and person - supervisor fit. *Pers Psych* 58: 281-342.
- Kristof-Brown AL, Jansen KL, Colbert AE (2002) A policy - capturing study of the simultaneous effects of fit with jobs, groups and organizations. *J App Psych* 87: 985-993.
- Liu B, Liu J, Hu J (2010) Person - organization fit, job satisfaction and turnover intent: an empirical study in the Chinese public sector. *Soc Beha Pers* 38: 615-626.
- Lyons HZ, O'Brien KM (2006) The role of person - environment fit in the job satisfaction and tenure intentions of African American employees. *J Coun Psych* 53: 387-396.
- Meyer JP, Allen NJ (1991) A three-component conceptualization of organizational commitment: Some methodological considerations. *Hum Res Man Rev* 1: 61-98.
- Mowday R, Porter L, Steer R (1979) The measurement of organizational commitment. *J Voca Beha* 14:224-237.
- Mowday R, Porter L, Steers R (1982) The measurement of organizational linkage: The psychology of commitment, absenteeism and turnover. Academic Press, NY. p 55.
- Murray-Gibbons R, Gibbons C (2007) Occupational stress in the chef profession. *Inter J Cont Hosp Man* 19: 32-42.
- Oh IS, Guay RP, Kim KH, Harold CM, Lee JH, Heo CG, Shin KH (2013) Fit happens globally: a meta-analytic comparison of the relationships of person-environment fit dimensions with work attitudes and performance across East Asia, Europe and North America. *Per Psych* 1: 1-54.
- Organ DW (1997) Organizational citizenship behavior: it's construct clean - up time. *Human Per* 10: 85-97.
- Ostroff C, Shin, Y, Kinicki AJ (2005) Multiple perspectives of congruence: relationships between values congruence and employee attitudes. *J Organ Beha* 26: 591-623.
- Rindskopf D, Rose T (1988) Some theory and applications of confirmatory second-order factor analysis. *Multi Beha Res* 23: 51-67.
- Saks AM, Ashforth BE (1997) A longitudinal investigation of the relationships between job information sources, applicant perceptions of fit and work outcomes. *Per Psych* 50: 395-426.
- Silverthorne C (2004) The impact of organizational culture and person - organization fit on organizational commitment and job satisfaction in Taiwan. *The Leader and Org Devel J* 25: 592-599.
- Tak JK (2011) Relationships between various person - environment fit types and employee withdrawal behaviors: a longitudinal study. *J Voca Beha* 78: 315-320.
- Vogel RM, Feldman DC (2009) Integrating the levels of person - environment fit: the role of vocational fit and group fit. *J Voca Beha* 75: 68-81.
- Werbel JD, DeMarie SM (2005) Aligning strategic human resource management and person-environment fit. *Human Res Man Rev* 15: 247-262.
- Williams LJ, Anderson SE (1991) Job satisfaction and organizational commitment as predictors of organizational citizenship and in - role behavior. *J Man* 17: 601-617.
- Yang LQ, Levine EL, Smith MA, Ispas D, Rossi ME (2008) Person - environment fit or person plus environment: a meta

- analysis of studies using polynomial regression analysis.

Human Res Man Rev 18: 311-321.

Zhuang AJ, Lin HY (2005) The influence of person - environment on work attitude and behavior. *Taiwan Man J* 5: 123-148.

접 수: 2013년 10월 31일
최종수정: 2013년 12월 30일
채 택: 2013년 12월 31일