

Gendered Overtime Night Shift Workers: The Mediation Effect of Perception of Equity on the Effect of Personal Fit, Work-Family Conflict on the Job Performance and Job Satisfaction

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Abstract: Job performance and job satisfaction are known as common and important constructs in behavioral studies. Numerous studies investigate factors influencing performance and job satisfaction. However, only few studies explored performance and job satisfaction's antecedents on for overtime night shift workers. They are known as workers with different pressure to their counterparts.

Key words: Perception of equity, personal fit, work-family conflict, job performance, job satisfaction

INTRODUCTION

The job performance of overtime night shift workers is considered to provide negative effects on the employees and to generate benefits to the company. Thus, overtime work influences employees' job performance and job satisfaction. Overtime activity is defined as the amount of time of a worker working beyond normal working hours. Normal working hours can be determined as something that are considered to be healthy or properly by the societies, trade or profession activities, regulations or agreements between businessmen and their employees or representative. Adding working hour load will influence their attitudes and behaviors. Overtime work has impacts on the employees' life such as depression, stress, family financial, social and health problems. Handling problems which are caused by overtime work has to be done thoroughly to maintain employees' job performance and job satisfaction.

Overtime work which is conducted by the hotel employees is consider to influence their attitude and behavior. Hotel employees often work overtime during the holidays when most of other people enjoy their time with their family. These hotel employees have to prepare the facilities and to serve the hotel guests who fill up various hotels during peek season's holiday. On-call service has to be done by the hotel employees if the hotel management would like to provide additional services for the hotel guests.

This certainly will make different between their work rhythm and other workers who enjoy their holidays. Empirically, overtime work negatively influences job motivation, achievement and satisfaction

(Karatepe and Baddar, 2006). Higher overtime hours will have impacts on their physical body and concentration. Their fitness, speed, accuracy and attention on the job will decline which can reduce their work quality and quantity. It is indicated that more overtime work conducted while other people are enjoying the holidays will influence the employees' job satisfaction because their work rhythms do not provide any opportunities for them to be with their families. However, overtime work is still quite desired by workers in order to add their income. Thus, motivation and job performance occasionally improve as the number of work hours increases. In addition, it is even claimed that overtime work is healthy and fun activities. Overtime work is considered as an agenda to pass the time for those who do not even have any agendas such as family, society or organization agenda. Overtime work will help the workers increase their performances if their work loads are less than optimal. Therefore, by working overtime, employees will be considered capable of increasing their workloads in accordance to their capacities so that they can achieve maximum performance (Baker and Dzielinski, 1960).

The findings among different researchers on the influence of overtime work on work performance and satisfaction have not yet academically provided consistent explanations. Several researches have showed that a variety of factors which are identified to improve work performance and satisfaction of an overtime worker include the job fit and the employees' capabilities/personal fit and family conflict (Shane and Nicolaou, 2013; Hinami *et al.*, 2013; Karatepe, 2013; Dejanasz *et al.*, 2013). The hotel employees who have the work capacity and ability in accordance to their jobs are indicated tend to enjoy and gain maximum

performance. Whereas family conflicts tend to have negative impact on the job performance. Therefore, this study aims to provide explanation regarding the impacts of personal fit, work-family conflict on the performance and satisfaction of overtime workers. Whereas the perception of equity in this research is used to understand the level of work situation and workers' psychological on the impacts of different level of personal fit, work-family conflict on their work performance and satisfaction.

Personal characteristic such gender has various effects on outcomes that in turn to indicate that it is difficult to generalize such findings in different contexts. Male and female employees may have different behavior at work such as how they response the rules and procedures at work. Male and female employees are different in decision-making processes and determining self-esteem, emotional expression and communication or conversational style. Thus, they are likely to apply opposite behavior and ethical evidence each other. Accordingly, it is expected that different gender provide an overview of different hotel employees' perceptions who work overtime on the equity of the job in the effect of personal fit, work-family conflict on the job performance and job satisfaction.

Job performance: Job performance is individual-level variable generated by individual worker (Campbell *et al.*, 1993). Campbell (1990) noted that the job performance should not be directly seen as a person's behavior. It is composed of mental results like an answer or decision result. However, job performance need to be part of individual control. Job performance is a concept developed based on a variety of point of views such as types, dimensions, influencing factors and job performance parameters. The experts differentiated job performances in terms of task and contextual performances (Borman and Motowidlo, 1993). Task performance is similar to an outcome obtained from the formal employment rules whereas contextual performance is associated with the willingness behavior which occurs naturally. They describe task performance as requested behavior whereas contextual performance as a behavior which does not specifically meet the aspects required by the job. Task performance can also be defined as an accomplished activity effectiveness which contributes to the core of organization job. Task performance measures the outcomes of employees' job that fulfill the formal requirement of the job and accomplish all of their important job and tasks (Williams and Anderson, 1991). Whereas contextual performance describes boarder

meanings related to the activities that indirectly support the main job but these support the organization, social and physiological environments where the main job is conducted. Such activities are not determined as part of the job but they determine the organization effectiveness improvement (Borman and Motowidlo, 1997).

Job performance parameter consists of the differences between speed and accuracy as well as the differences between typical and maximum job performance. Campbell (1990) considered that the parameters have important influence on the job performance measurement. The difference between speed and accuracy is similar to the difference between quality and quantity (Lawler, 1973). However, Sackett *et al.* (1988) considered that there is fundamental different between typical and maximum job performance. Typical job performance is about how the employees accomplish the job in general, whereas maximum job performance is about how the employees accomplish the job with more efforts. A person tends to show maximum job performance when observed. Thus, some conditions become conducive to improve maximum job performancesuch as during interview, evaluation from the head of the company regarding the employees' understanding related to their job. The results of the job performance evaluation usually do not show the actual job performance. Consequently, the head of the company has difficulty to evaluate the actual job performance.

Job satisfaction: Newstrom stated that "job satisfaction is the favorableness or unfavorableness with employees view their work" (Newstrom and Davis, 2007). Job satisfaction means a supporting or un-supporting feeling experienced by the employees during their work. Yukl and Wexley defined job satisfaction as "the way an employee feels about his or her job. It means that job satisfaction is a way that an employee feels about his her job. It can be concluded that job satisfaction is a feeling that supports or does not support the employees' themselves related to the job or their life conditions. Feelings which are related to the job, include the aspects such as career advancement effort and opportunities, relationships between peers, job placement and the organization structure. Meanwhile, feelings which are related to their life conditions, include age, health, capability and education.

According to Levi and Arsanjani (2002), factors influencing the job satisfaction have five aspects which include the job it self, supervisor, co-workers, promotions and wage. Every job requires specific skills in accordance to its own field. How difficult it is to do a job as well as

how the feeling of a person has regarding the skills required to do the job will improve or the job satisfaction. A good supervisor is the one who appreciates his or her followers' work. The followers can perceive their supervisor as a figure of father, mother or friend. Co-workers is a factor related to the relationships between the employees and their supervisor and other workers who have the same or different types of the job. Promotion is a factor related to the presence or absence of opportunities to achieve career advancement during the employees' work. Wage/salary is a factor to fulfill the life need of employees which can be considered to be worthy or not.

Other aspects in the job satisfaction include mentally challenging job, worthy rewards, supportive work condition, supportive co-workers and the fitness between personality and the job. Mentally challenging job: most employees like the jobs that provide them opportunities to utilize their skills and capabilities and to offer tasks, capabilities, freedom, feedbacks that inform how well they do the job. These characteristics make the job mentally challenging. A less challenging job creates boredom but too high challenging job creates frustration and feeling of fail. When the challenge condition is moderate, most of the employees will experience happiness and satisfaction.

Worthy rewards: the employees want wage system and promotion policy which are perceived fairly and align with their expectations. Providing appropriate wage based on the demand of the job, the individual skill level and the community wage standard will most likely result in satisfaction because not everyone is merely pursuing money. Many people are willing to accept smaller amount of money to work at the preferable location or less demanding job or to have greater flexibility of their job and the hours of work. However, the key which is worrying the wage with satisfaction is not the amount of money paid; more importantly is the perception of equity. Similarly, an employee makes efforts to obtain more promotion policies and practices as well as better social status. Therefore, individuals who perceive that promotion decisions are made in fair manner will most likely feel satisfied of their job.

Supportive work condition: employees care about good work environment for their personal comfort and easiness to do the tasks. Studies demonstrate that employees prefer physical environment which is not harmful or troublesome. Temperature, light, noise and other environmental factors should not be extreme (too much or little). Supportive co-workers. People are getting more than just money or tangible achievements from the work. For most of the employees work also

fulfill social needs. Therefore, if they have friendly and fun co-workers, it can create job satisfaction improvement. However, the supervisor's behavior is also major factor of satisfaction. The fit between personality and the job. Essentially, people whose personality is congruent with the job they choose should have the right talents and abilities to meet the demands of their jobs. Thus, it will be more likely to succeed on their jobs. Because of this success, there is high possibility to achieve higher satisfaction from their jobs.

Personal fit: The concept of personal fit is an analysis on the fit of a person with the job (person job fit), organization (person organizational fit) and environment (personal environment fit) as well as group (personal group fit). According to Edward (1991), person job fit is the suitability between the needs and offers (needs-supplies perspective) and between abilities and demand (demands-abilities perspective). Thus, person job fit (PJ fit) is defined as the fit between person's ability and the job demand or between the person's hope and the job character.

Whereas, Person Organizational fit (PO fit) is defined as the fit between the employees and the organization (Kristof-Brown *et al.*, 2005). It describes the level of fit between individual and organization. Values are considered as keys of organizational cultures which are translated into norm, practice and procedure. Thus, a lot of researchers show that this individual fit supports performance achievement even though there are different findings from one to others.

Empirically, it is found that there is relationship between person fit and performance. Such finding has been conducted by Bateman and Organ (1983) and Smith *et al.* (1983). Even though there are different results, the findings indicate that person fit provides positive influence on the job performance. Similarly, person fit tends to provide positive influence and job satisfaction (Furnham and Haeffer, 1984). The job comfort of hotel employees on the self fit on their job will provide more motivation for them to work. The overtime work that they conduct does not give heavy load perception. Thus, it still give positive contributions on their job performance. Therefore, this research considers that there is direct effect between person fit and the outcomes:

- Hypothesis 1: person fit has positive effect on the job performance of the overtime night shift hotel employees
- Hypothesis 2: person fit has positive influence on the job satisfaction of the overtime night shift hotel employees

Work-family conflict: Work-family conflict is usually defined as a form of inter role conflict where pressures from the work and the family roles are conflicting in several aspects. It means that the roles of work or family is made more difficult based on the participation in the role of family/work (Greenhaus and Beutell, 1985). The conflict between these roles can take two directions (Frone, 2003) which include the role of work that can interfere the role of family or the role of family that can interfere the role of work.

Empirically, Amstad *et al.* (2011) indicated that work-family conflicts usually are potentially considered as the source of stress that has negative effect on the well-being and behavior. The potential consequences of work-family conflict can be divided into three different categories: those related to the job and the outcomes related to family. Both of the work-family conflict directions have been found to have relationship with the outcomes related to the job such as job satisfaction, organization commitment, intention to quit, fatigue, absenteeism, work-related strain and organizational citizenship behavior as well as the outcomes related to the family such as the marital satisfaction, family satisfaction and family-related strain. The 3rd domain category has also been found to have relationship with the bidirectional work-family conflict; this outcomes include life satisfaction, psychological pressure, somatic complaint, depression and drugs consumption or abuse. Thus, the impact of work-family conflict on the outcomes:

- Hypothesis 3: work-family conflict decreases the job performance of the overtime night shift hotel employees
- Hypothesis 4: work-family conflict decreases the job satisfaction of the overtime night shift hotel employees

Perception of equity: Perception of equity is the perspective of equity between the advantages gained using the efforts conducted by themselves and the advantage gained using the efforts conducted by others. Someone will consider that he or she is treated fairly if he or she considers the ratio of input to the results to be similar to those around him or her. If an employee considers that others have the ratios of advantage and effort which are different from him or her ratio, this will be perceived as unfair. The higher the difference between the ratios is the higher the employee's dissatisfaction is. It potentially decreases the employee's performance. Thus, perception of equity is indicated to strengthen the influence of personal fit and work-family conflict on the job performance and satisfaction:

- Hypothesis 5: perception of equity mediates the effect of personal fit and work-family conflict on job performance and job satisfaction of the overtime night shift hotel employees (Fig. 1)

Gender: Scholars summarize that personal characteristic has various effect on outcomes that in turn to indicate that it is difficult to generalize such findings in different contexts (Lok and Crawford, 2001; Rashid *et al.*, 2003; Meyers and Maheswaran, 1991; Filipova 2011; Erben and Guneser, 2008; Fu and Deshpande, 2012). Hence, they suggest researchers to investigate individual characteristics such gender, marital status and education on various models on studies (Fu and Deshpande, 2012; Hochwater *et al.*, 2000). Male and female employees may have different ethical basis at work. Females are found to be more expressive rather than male that in turn affect their attitude and ethical behavior at work such as how they response the rules and procedures at work. Female employees seem to protect their own interest above all else stronger than male. They tend to decide for themselves what is right and wrong and show their emotion stronger than male (Davis, 1999; Sahay *et al.*, 2012).

Ndubisi (2006) indicates that male and female employees are different in decision-making processes such as financial decision making and retirement decisions, preference for work schedule and absenteeism. They also differ at what is perceived or processed as being ethical attributes important in determining self-esteem, emotional expression and communication or conversational style. Thus, female is likely to apply opposite behavior and ethical evidence rather than male. Accordingly it is expected that:

- Hypothesis 6: the mediation effect of perceptions of equity on the relationship between personal fit and work-family conflict on the job performance and job satisfaction are different among male and female hotel employees' (Fig. 1)

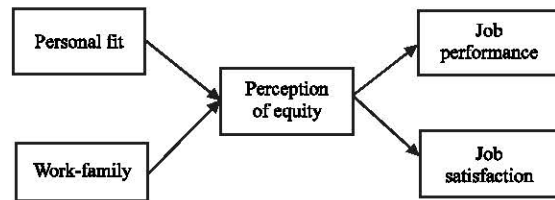


Fig. 1: Research model: male vs. female on the mediation effect of perception of equity on the effect of personal fit, work-family conflict on the job performance and job satisfaction

Table 1: Mean, standard deviation, correlation and Cronbach

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11
Gender	1.35	0.485											
Age	28.00	13.536	-0.070										
Education background	1.75	0.795	0.096	0.055									
Wage	2.02	0.532	0.010	0.343**	0.383**								
Marital status	1.42	0.592	-0.034	-0.121	-0.053	-0.189**							
Work experience	3.75	2.459	0.076	0.206*	0.082	-0.180	-0.056						
Perception of equity	3.28	0.588	0.094	-0.058	0.003	0.070	0.021	-0.197*	0.362				
Personal fit	3.98	0.597	0.186**	-0.110	-0.099	-0.130*	0.056	0.085	0.010	0.496			
Work-family conflict	2.79	0.607	0.020	-0.170*	0.120	-0.012	-0.051	-0.026	0.095	-0.237**	0.831		
Job performance	4.19	0.567	0.063	-0.027	-0.199**	-0.223**	0.106	-0.039	0.049	0.410**	-0.377**	0.789	
Job satisfaction	3.36	0.728	0.129*	0.006	0.046	0.042	-0.071	0.017	-0.057	0.042	0.222**	0.117	0.561

**Correlation is significant at the 0.01 level (2-tailed)

MATERIALS AND METHODS

The samples used in this study are the hotel employees in Yogyakarta who have overtime night shift task. In terms of the data collection, there are 155 respondents out of 300 distributed questionnaires which results in the level of responsiveness of 52%. The average age of the respondents is 30 years old who have worked for 5 years. There are 70 (46.7% of respondents) males.

Measurements

Job performance: There are seven questions developed by William and Andersons (1991) which are used as employees’ job measures. An example of statement to measure job performance is “I have accomplished assigned tasks quite well”, using 5-point Likert scale. Higher score of the statement describes the better job performance.

Job satisfaction: There are five questions developed by William and Andersons (1991) used as employees’ job satisfaction measures. An example of statement to measure job satisfaction is “improvement on my current job target achievement”. Higher score of the statement describes better job satisfaction.

Work-family conflict: There are eighteen questions developed by Carlson, Kacmar and Williams which are used as employees’ work-family conflict measures. An example of statement to measure work-family conflict is “my job holds me from my family more than I want”. Higher score describes higher work-family conflict.

Personal fit: There are twelve questions which are developed by Resick, Shantz and Baltes which are used as employees’ personal fit measures. An example of statement to measure personal fit is “I have the same objectives as the place where I work at”. Higher score of the statement describes better personal fit.

Perception of equity: There are 6 questions which are developed by Janssen as employees’ personal of equity measures. An example of statement to measure perception

of equity is “the loss that I give is too much compared to the results I receive”. Higher score of the statement describes better perception of equity.

RESULTS AND DISCUSSIONS

Confirmatory Factor Analysis (CFA) was used to examine the quality and the accuracy of the measurement model. According to Anderson and Gerbing (1988) procedures, CFA is used to measure reliability and validity before examining hypothesis. Structural equation modeling, using AMOS Software Program Version 22 has been used to examine the model. The result of the measurement is presented by the Chi-square value (df = 1058) $\chi^2 = 1721.814$ which is significant (p<0.01). The value of Chi-square/degree of freedom (df) of 1.63 conform the Marsh and Hovecar requirement which need to be <3. The adequacy of the model is presented by the value of RMR = 0.08 which conform the standard value <0.08 (Hu and Bentler, 1999; Steiger, 1990). Values of CFI = 0.739, IFI = 0.746 and GFI = 0.767, AGFI = 0.741 which conform the standards required by Marcoulides and Schumacker indicate that the model is quite adequate. Hence, perception of equity mediates the effect of personal fit and work-family conflict on job performance and job satisfaction of the overtime night shift hotel employees is likely confirmed.

Confirmatory factor analysis is adopted to examine the quality and fit/accuracy by evaluating the reliability. Cronbach’s value is a general criteria used to measure the construct reliability (Brennan, 2001). Whereas the divergent validity is presented by the correlation values between the constructs. The values in Table 1 depicts the internal construct consistency and shows that the constructs used are different from one to another.

The hypothesis is examined using regression. Table 1 show that personal fit is related to job performance but not to job satisfaction and work family conflict related to job performance and satisfaction. The different of male and female on mediation effect of perception of equity on the effect of personal fit, work-family conflict on the job performance and the job satisfaction is presented by Table 2.

Table 2: SEM moderation effect of gender on the contribution of perception of equity on the effect of personal fit, work-family conflict on the job performance and the job satisfaction

Models	Gender	
	Male	Female
Personal fit-perception of equity	$\gamma = 0.94$ $t = -0.861, r = 0.000$	$\gamma = -0.41$
Work-family conflict-perception of equity	$\gamma = 0.13$ $t = 0.377, r = 0.000$	$\gamma = -0.10$
Perception of equity-job performance	$\gamma = -0.83$ $t = -0.213, r = 0.000$	$\gamma = -0.94$
Perception of equity-job satisfaction	$\gamma = -0.60$ $t = -0.433, r = 0.000$	$\gamma = -0.79$

Baseline (unconstrained) model $\chi^2 (1058) = 1721.814$, constrained model $\chi^2 (2116) = 3249.991$; RMR = 0.09, CFI = 0.628, IFI = 0.644, GFI = 0.679, AGFI = 0.643

Table 3: Hypothesis results

Hypothesis	Results
Hypothesis 1: person fit has positive effect on the job performance of the overtime night shift hotel employees	Confirmed
Hypothesis 2: person fit has positive effect on the job satisfaction of the overtime night shift hotel employees	Not confirmed
Hypothesis 3: work-family conflict decreases the job performance of the overtime night shift hotel employees	Confirmed
Hypothesis 4: work-family conflict decreases the job satisfaction of the overtime night shift hotel employees	Confirmed
Hypothesis 5: perception of equity mediates the effect of personal fit and work-family conflict on job performance and job satisfaction of the overtime night shift hotel employees	Confirmed
Hypothesis 6: the mediation effect of perceptions of equity on the relationship between personal fit and work-family conflict on the job performance and job satisfaction are different among male and female hotel employees?	Confirmed

The result shows that male and female have different effect of perceptions of equity on the relationship between personal fit and work-family conflict on the job performance and job satisfaction (Table 2 and 3).

Overtime shift workers are employees who have additional work loads. They have to adjust their time based on their overtime job demands. The job demands consist of the readiness of daily life mechanism changes related to themselves, jobs and family. Thus, the perception of the equity felt by them is indicated to have effect on the results of the job process. Male and female with different perception at work is likely to contribute their perception of equity on the effect of personal fit, work-family conflict on the job performance and the job satisfaction.

This research aims to provide an overview of perception of equity as a response of fairness obtained from the company that is caused by the overtime job demands. The results of this research show that the mediation effect of perception of equity is significant on the effect of personal fit and work-family conflict on the job performance and the job satisfaction of the overtime night shift hotel employees. The additional wage does motivate them to increase their job performance. Workers fitter with their job and have greater work-family conflict, the perception of equity influence on the job performance and satisfaction. It is understandable because the fit with the job will provide the feeling of their skills recognition on their job, even their job satisfaction is not guaranteed. Thus, professionalism of this skill provides influence on their job performance. Whereas the perception of equity provides significant effect to explain the effect of the

personal fit on the job satisfaction and performance of the shift workers. It can be happened because the perception of the overtime worker on fairness motivates them to promote better attitude at work. Work-family conflict is confirmed to have significant effect on the job performance and satisfaction. Accordingly, the overtime night shift workers require to be treated fairly at work. They are likely to expect the significant higher wage compensating their family time lost.

The mediation effect of perceptions of equity on the relationship between personal fit and work-family conflict on the job performance and job satisfaction are vary between male and female worker. It is plausible that female care to their family more than male. They seem to sue the better attentions at work than male. Accordingly the effects of fair treatments on job performance and satisfaction are higher than male.

CONCLUSION

This study is focused on the different gender on overtime night shift workers at hotel business. This study found that the effect of Perception of Equity (PoE) on the relationship between personal fit and work-family conflict and job performance and satisfaction are vary between male and female workers. Implications and future research are discussed.

IMPLICATIONS

Job professionalism and work-family conflict will be considered important by the workers. It cannot

be replaced by some recognitions for the overtime employees. Therefore, manager needs to show wiser attitudes and decisions to the overtime workers who can possibly make conflicts between the job and family and job professionalism.

Consequently, the workers do not feel that they are treated unfairly because of the greater workloads when they work overtime. They have to pay more attentions on scheduling female at overtime works.

LIMITATIONS

In addition to provide several contributions to the operational managerial, this research is able to open perspective of the effect of personal fit and work-family conflict of overtime workers. However, this research still has various limitations, the lack of good research model and in-depth critical analysis on the overtime workers in order to understand their unique characters and demands when they work. Therefore, various alternative constructs need to be included for the future research. Research that uses longitudinal approach is required to explain how far the role of perception of equity in explaining the effect of work-family conflict on the job performance and job satisfaction.

Work conditions which have significant spiritual aspects, leadership are suggested to be included for the future research in order to explain the effect of personal fit and work-family conflict on the job performance and job satisfaction as well as various outcomes of overtime workers' behaviors.

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