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The Relationships of Person-Organization Fit and Person-Job Fit with Work Attitudes: A Moderating Effect of Person-Supervisor Fit

Sangho Lee and Eunmi Jang
College of Business Administration, Soongsil University,
405 Kyongsang Hall, 156-743 Seoul, Korea

Abstract: This study examined unique relationships of Person-Organization (PO) fit and Person-Job (PJ) fit with work attitudes and the moderating effects of Person-Supervisor (PS) fit on their relationships. Survey data were obtained from a sample of 199 individuals with different job types and ranks in various companies across several industries including pharmacy, furniture, hospital, electronic equipment, etc., located in Korea. Hierarchical multiple regression analyses were conducted to test three hypotheses. The significance of the incremental variance explained by the addition of the main effect variables or interaction terms were examined in the hierarchical multiple regression analyses. The results show that individuals are able to distinguish between the perceptions of PO_fit and PJ_fit and that both PO_fit and PJ_fit had unique impacts on Organizational Commitment (OC) and Job Satisfaction (JS). The results supported hypothesis 1. However, the results did not support the hypothesis 2 that PO_fit is more likely to relate to OC and PJ_fit is more likely to relate to JS. Regarding hypothesis 3 this study found the effects of PO_fit x PS_fit and PJ_fit x PS_fit on OC. PO_fit or PJ_fit was shown to have stronger relationship with OC when individuals perceive high PS_fit than when individuals perceive low PS_fit. The results indicate that individual's perceptions of fit with their supervisors can be important moderators strengthening or weakening the relationships between PO_fit or PJ_fit perceptions and OC. The moderating effects of PS_fit were not found in relationships of PO_fit or PJ_fit with JS. The simultaneous examination of three levels of fit perceptions helped provide a more comprehensive picture about the influence of PE_fit perceptions. The implications of the results were further discussed.

Key words: Person-organization fit, person-job fit, person-supervisor fit organizational commitment, job satisfaction, relationships between PO_fit or PJ_fit

INTRODUCTION

The notion of Person-Environment (PE) fit has been of great interest to researchers in the field of organization and human resource management. PE_fit is generally defined as the degree of match between individuals and work environment. PE_fit has shown to relate to work attitudes including Organizational Commitment (OC) and Job Satisfaction (JS) (Judge, 1994). OC and JS have been considered to be important attitude factors to be managed for organizations (Chandani *et al*., 2016). The relationship between PE_fit and work attitudes can be explained by several theories such as interaction theory (Lewin, 1951) the theory of work-adjustment (Dawis and Lofquist, 1984) and the Attraction-Selection Attrition (ASA) (Schneider, 1987). According to the interaction theory, an individual's behavior is affected by the interaction between the individual and the environment (Chatman, 1989).

Theory of work-adjustment argues that individuals can satisfy their needs from organizational reinforcers and organizational requirements can be fulfilled by the abilities of the individuals (Dawis and Lofquist, 1984). Accordingly, individuals and organizations impose requirements of one another and the correspondence between individuals and organizations results in JS (Judge, 1994). Similarly, an ASA theory argues that people are attracted to are chosen by and remain in organizations that share similar values and preferences with them (Schneider *et al*., 1998). Thus, individuals who share the same values with their work environment tend to have positive work attitudes. As an overarching construct, PE_fit subsumes multiple levels of fit: Person-Vocation (PV) fit, Person-Organization (PO) fit, Person-Job (PJ) fit, Person-Group (PG) fit and Person-Supervisor fit (PS) fit (Kristof, 1996). There is a substantial amount of research focusing on a single level of PE_fit. However, increasing requests have been made to examine the effects of

Correspoinding Author: Sangho Lee, College of Business Administration, Soongsil University, 405 Kyongsang Hall, 156-743 Seoul, Korea

multiple levels of PE_fit in a single study since each level of fit has been considered as a distinct construct (Memon *et al*., 2015). In line with these requests, several studies have been conducted to investigate how multiple levels of PE_fit are related to each other and to work attitudes. For example, Cable and Judge (1996) examined PO_fit and PJ_fit perceptions of job seekers and new comers and found that PO_fit perceptions were better predictors of job choice intention, OC and JS. Saks and Ashforth (1997) examined job seeker's PO_fit and PJ_fit perceptions and showed that both fit perceptions related to JS and intention to quit. Brown (2000) also examined PO_fit and PJ_fit perceptions of job applicants and showed that PJ_fit perception was a better predictor of hiring recommendation. Lauver and Kristof (2001) investigated PO_fit and PJ_fit perceptions of employees in a large trucking company and demonstrated that each level of fit perception explained unique variance of JS and that PO_fit perception was a better predictor of turnover intention. In addition, Cable and DeRue (2002) examined three different types of fit including PO_fit, Demands-Abilities (DA) fit and Needs-Supplies (NS) fit. DA_fit and NS-fit are two different perspectives of conceptualizing PJ_fit. DA_fit indicates the degree of the individual's possession of abilities required by an organization. NS-fit is the match between individual's needs or rewards received as an exchange for their contributions to a job. They showed that the three types of fit perceptions were distinctive constructs. Similarly, Resick *et al*. (2007) reported that the three types of fit perceptions have unique relationships with satisfaction with the internship. However, all of these studies focused only on two levels of PE_fit, PO_fit and PJ_fit and most of them were performed in selection context (Mitchell and Lee, 2001). More studies need to examine more than two levels of PE_fit at the same time in daily working context (Porter and Smith, 1970). In addition, Cable and DeRue (2002) suggests that much of existing evidence on fit perceptions has difficulty in the interpretation because the measurement scales of fit perceptions differ among studies and contain different characteristic or content dimensions (e.g., values, personalities, goals, etc.) in them. A fit perception should be measured without mixing different characteristics or content dimensions in the same scale for clear interpretation (Piasentin and Chapman, 2006).

The current study investigates three levels of PE_fit perceptions; PO_fit, PJ_fit and Person-Supervisor (PS) fit, in relations with OC and JS. PO_fit and PJ_fit has been the most extensively researched among the various level of PE_fit (Kristof, 1996). Since, PO_fit and PJ_fit perceptions are considered as distinct constructs which may differentially relate to various outcomes, two outcome variables corresponding to the levels of fit perceptions are included in this study. One is OC as an organization-referent outcome and the other is JS as a job-referent outcome. Furthermore, this study explores the moderating effects of PS_fit perceptions on the relationships of PO_fit and PJ_fit perceptions with OC and JS. It will help understand how different levels of fit affect each other within the broader framework of PE_fit. Particularly this study tries to combine multiple levels of fit in a more complex way rather than a simple additive way. It will help provide a more comprehensive framework where multiple levels of fit interplay.

Literature review and hypotheses building

PO_fit and PJ_fit perceptions: PO_fit is generally defined as the compatibility between individuals and their organizations (Kristof, 1996). Although, PO_fit can be conceptualized in many different ways, the most common way of conceptualizing it is value congruence, indicating the similarity in values between individuals and organizations (Hoffman and Woehr, 2006). The concept of value congruence is grounded on the supplementary fit perspective, indicating the similarities between individual characteristics and organizational characteristics (Muchinsky and Monahan, 1987). The ASA framework (Schneider, 1987) provides a theoretical foundation for the relationships between PO_fit and work attitudes. Individuals tend to be more attracted to organizations that they perceive as having similar values to them. Thus, individuals who do not share the same values with their organization tend to be less satisfied and less committed to their organization (Schneider, 1987). Furthermore, organizational environment can provide individuals with the opportunity to fulfill their needs which in turn, results in positive work attitudes (Parkington and Schneider, 1979). When individual's values match with the organizational culture their needs are more likely to be fulfilled by the organization and the fulfillment increases OC and JS (Huang *et al*., 2012). A substantial number of researches have reported that PO_fit perceptions related to work attitudes such as OC and JS (Bowen *et al*., 1991). Meta-analysis by Verquer *et al*. (2003) and Brown *et al*. (2005) also showed that PO_fit perceptions had strong relationship with OC and JS. Based on the results of previous studies, it will be expected that the more individuals perceive values congruence with an organization the more they experience commitment to the organization and satisfaction toward their jobs.

PJ_fit is generally defined as compatibility between an individual's attributes and the job characteristics (Kristof, 1996). There are two ways of conceptualizing

PJ_fit; Demands-Abilities (DA) fit and Needs-Supplies (NS) fit. DA_fit concerns the relationship between the demands of a job and the abilities of a job holder and NS-fit concerns the relationship between the needs of an individual and the supplies from a job (Edwards, 1991). Both of DA_fit and NS-fit are concept ualization of PJ_fit based on a complementary fit perspective which indicates the extent to which the individual and environment each provides what the other party requires (Kristof, 1996). DA_fit is the most frequently used in the selection context (Adkins *et al*., 1994). In addition, most researches which examined unique relationships of PO_fit and PJ_fit with work attitudes used DA_fit to measure PJ_fit (Cable and DeRue, 2002). DA_fit refers to the match between individual's Knowledge, Skills and Abilities (KSAs) with the requirements of their jobs (Brown, 2000). Accordingly, DA_fit can be perceived when an individual has KSAs to fulfill the demands of a job. Based on the TWA theory (Dawis and Lofquist, 1984) many researchers have used JS as the most proximal outcome of PJ_fit. The TWA theory argues that the fit between individual and environmental characteristics yields increased JS (Cable and DeRue, 2002). Individuals who perceive high DA_fit experience a high level of congruence between their KSAs and the demands of a job which leads to the fulfillment of their needs (Arvey *et al*., 1991). Furthermore, high DA_fit likely serves to embed individuals in their organizations which increases their OC (Greguras and Diefendorff, 2009). Accordingly, the better an individual fits with the demands of his or her job in terms of knowledge, skills and abilities, the more the individual is likely to feel professionally and personally tied to an organization (Mitchell and Lee, 2001). Edwards (1991) reported that the majority of research has found that PJ_fit perception positively related to JS. The meta-analysis by Brown *et al*. (2005) also showed that PJ_fit perception had strong correlations with JS ($\rho = 0.56$) as well as OC ($\rho = 0.47$). Based on the results from previous studies, it will be expected that DA_fit relates to JS and OC.

The unique relationships of PO_fit and PJ_fit perceptions with work attitudes: Each of PO_fit and PJ_fit perceptions has been reported to relate to OC and JS as discussed above. However, it has been also argued that PO_fit and PJ_fit perceptions are distinct constructs and have unique impacts on OC and JS. PJ_fit is considered relative to a specific job, not to the values of an organization. Similarly, PO_fit is considered relative to an organization, not to a job. Accordingly, employees may possess the KSAs to fulfill the demands of the job but these individuals may not share the values of an organization and vice versa (Lauver and Kristof, 2001). Several studies examined PO_fit and PJ_fit perceptions simultaneously in a single study and verified their discriminant validity. Empirical evidence shows that PO_fit and PJ_fit perceptions are separate and distinct constructs with a modest amount of overlap. For example, using the concept of DA_fit, the correlation between PO_fit and PJ_fit was reported to be 0.35 (Cable and Judge, 1996), 0.72 (Kristof, 2000), 0.18 (Lauver and Kristof, 2001), 0.28 (Cable and DeRue, 2002), 0.28 (Resick *et al*., 2007) and 0.46 (Greguras and Diefendorff, 2009). Furthermore, PO_fit and PJ_fit perceptions were found to have unique relationships with various outcomes, controlling for each other (Cable and DeRue, 2002). Based on the pervious empirical evidence, the following hypothesis is derived:

- H_1: PO_fit and PJ_fit perceptions will have unique positive relationships with JS andOC

Cable and DeRue (2002) argues that the perceptions of different levels of fit should differentially associated with outcomes if these perceptions are truly distinct. Since PO_fit and PJ_fit perceptions focus on different level of referents their relative importance may differ depending on the outcomes with different targeting referents. For example, PJ_fit perceptions are made relative to a job and PO_fit perceptions are made relative to an organization. OC is an attitude about organizations or an organization-referent outcome and JS is an attitude specific to a job or a job-referent outcome. Accordingly, PO_fit perception is more likely to relate to OC and PJ_fitperception is more likely to relate to JS. The similar argument was made by Kristof (1996) suggesting that PO_fit should more strongly relate to OC and PJ_fit more to JS because of the difference in their levels of referents. Lauver and Kristof (2001) showed that the perception of PO_fit has a greater impact on organization-focused attitude of intent to quit than the perception of PJ_fit. Meta-analysis by Brown *et al*. (2005) also showed that JS was the most strongly related to PJ_fit perceptions and OC was the most strongly correlated with PO_fit perceptions. Based on the above argument, the following hypotheses are derived.

- H_{2a}: PO_fit perception will have a stronger relationship with OC than PJ_fit perception
- H_{2b}: PJ_fit perception will have a stronger relationship with JS than PO_fit perception

A moderating effect of PS_fit perceptions: PS_fit is defined as the similarity in characteristics such as

personality, values and attitudes, between individuals and their supervisors (Lankau *et al*., 2005). Because supervisors are usually recognized by subordinates as the agents of an organization and because they control resources needed to perform jobs they can be thought to be significant others for their subordinates (Zhang *et al*., 2015). Accordingly, supervisors will represent an important environment proximal to individuals and PS_fit perceptions will be another key concept of PE_fit relating to work attitudes. Individual's perceptions of PS_fit are reported to relate to their satisfaction with the job and organization (Wexley *et al*., 1980). However, the number of studies on PS_fit is not only relatively small but also almost no studies examine PS_fit simultaneously with PO_fit or PJ_fit (Vianen *et al*., 2011). This study focuses on moderating effects of PS_fit perceptions on the relationships between PO_fit or PJ_fit perceptions and work attitudes. First, PS_fit perception can be a key determinant of the extent to which PO_fit perception relates to work attitudes. When PS_fit perception is low, the positive relationships between PO_fit perception and work attitudes will become weaker. Because individuals tend to pay more attention to a low fit with their supervisor (as negative information) and to pay less attention to other level of fit such as PO_fit for their evaluations of work attitudes (Sekiguchi and Huber, 2011). On the other hand, the relationships between PO_fit perception and work attitudes will become stronger when PS_fit perception is high. Because the individuals tend to pay less attention to their fit with supervisors (as positive information) and pay more attention to other level of fit for their evaluations of work attitudes. Second, the same moderating effects of PS_fit can be explained in the relationships between PJ_fit and work attitudes. PS_fit perception weakens or strengthens the relationships between PJ_fitperception and work attitudes. When individuals perceive PS_fit low they are likely to pay less attention to their fit with jobs for the evaluations of their work attitudes. In contrast when individuals perceive PS_fit high they are likely to pay more attention to their fit with jobs for the evaluations of their work attitudes. Based on these arguments (Sekiguchi and Huber, 2011) the moderating effects of PS_fit perceptions on the relationships between PO_fit or PJ_fit perceptions and work attitudes are hypothesized as follows:

- H_{3a}: the relationships between PO_fit perception and organizational commitment or job satisfaction will be moderated by PS_fit perception such that the positive relationship between them will be stronger when PS_fit perception is higher
- H_{3b}: the relationships between PJ_fit perception and organizational commitment or job satisfaction will be moderated by PS_fit perception such that the positive relationship between them will be stronger when PS_fit perception is higher

MATERIALS AND METHODS

Sample: Data were collected using questionnaires from employees working for various companies including two pharmaceutical companies, a furniture company, a hospital, electronic or equipment companies, etc., located in Korea. A total of 203 questionnaires were distributed and 199 respondents completed questionnaires. Among a total sample of 199, 58.1% are males and 51.0% are married and 77.7% have an education level higher than university graduates. The respondents ranged in age from 20-50th and in job rank from bottom-level employees to senior managers with organization tenure ranging from "<1" to ">10 years". The job types of the respondents are managers, office workers, sales workers and so on. Of respondents, background variables, gender and age did not correlate with any of the variables in the hypotheses. The other background variables correlated with either fit perceptions or work attitudes. Accordingly, the background variables except for gender and age were controlled in regression analyses for hypotheses testing.

Measures: The perceptions of PO_fit, PJ_fit, PS_fit, OC and JS all were measured using 5-point Likert-scale ranging "strongly disagree" to "strongly agree". Respondents were asked to indicate their level of agreement on each question item.

Perceived PO_fit: Perceived PO_fit in this study was conceptualized in terms of value congruence between individuals and organizations because it is the most frequently used dimension of PO_fit (Hoffman and Woehr 2006). Three items identified by Cable and DeRue (2002) were employed to assess individual's perceived PO_fit. The question items included "The things that I value in life are very similar to the things that my organization values", "My personal values match my organization's values and culture" and "My organization's values and culture provide a good fit with the things that 1 value in life". The obtained alpha coefficient of this measure was 0.919.

Perceived PJ- fit: We conceptualized PJ_fit perception in terms of Demands-Abilities (DA) fit for this study. To

measure DA_fit perception we used three items developed by Lauver and Kristof (2001) which contain questions about fit with the job in terms of KSAs. The question items included "My abilities fit the demands of this job", "I have the right skills and abilities for doing this job" and "There is a good match between the requirements of this job and my skills". The obtained alpha coefficient of this measure was 0.871.

Perceived PS_fit: PS_fit perception in this study was conceptualized in terms of value congruence and attitude similarity between individuals and their supervisors. Individual's value congruence with their supervisors was assessed using a 3-item scale revised by Cable and DeRue (2002). The question items included "My personal values match my supervisor's values and ideals", "The things that 1 value in life are similar to the things my supervisor values" and "My supervisor's values provide a good fit with the things 1 value". Perceived similarity between individuals and supervisors was measured with six items dealing with attitudes on family, money, career strategies, goals in life, education and overall perspective. The factor analyses resulted in one-factor solution for all items about value congruence and attitude similarity. Thus, value congruence and attitude similarity were combined to form the measure of PJ_fit perception. The obtained alpha coefficient of this measure was 0.900.

OC: A 9-item scale developed by Porter and Smith (1970) was used to measure OC. Sample items of this scale included "I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful", "I talk up this organization to my friends as a great organization to work for", "I really care about the fate of this organization". The obtained alpha coefficient of the scale was 0.772.

JS: A 3-item scale developed by Hackman and Oldham (1975). was employed to measure general JS. The three items consisted with the following questions such as "Generally speaking, I am very satisfied with this job", "I frequently think of quitting this job (reverse scored)", "I am generally satisfied with the kind of work I do in this job". The obtained alpha coefficient of the scale was 0.802.

Analysis methods: We conducted hierarchical multiple regression analyses to test our hypotheses. Following the Baron and Kenny (1986) approach we examined the significance of the incremental variance explained by the addition of the main effect variables or interaction terms, along with the significance of the regression coefficients.

RESULTS

Factor analyses and descriptive statistics: We performed exploratory factor analyses with principle component analysis and varimax-rotated solution. The first factor analysis extracted nine factors with 6 question items loaded the highest on the other factors than the expected factors. Based on this result, 1 question item in PJ_fit perceptions and 5 question items in OC were removed and performed the second factor analysis. The result yielded a five-factor solution, explaining total 69.7% of the variance. The result of the second factor analysis is presented in Table 1.

Basic statistics, including means and standard deviation and correlations are summarized in Table 2. Cronbach α for each measure was above 0.80 and all the correlations among the variables are significant in the expected direction. For example, the correlation between PO_fit and PJ_fit perceptions is 0.31 ($p<0.01$). PO_fit perception has positive correlations with OC ($r = 0.51$, $p<0.01$) and JS ($r = 0.45$, $p<0.01$). PJ_fit perception also has positive correlations with OC ($r = 0.34$, $p<0.01$) and JS ($r = 0.49$, $p<0.01$). PJ_fit perception positively correlates with both PO_fit ($r = 0.45$, $p<0.01$) and PJ_fit ($r = 0.15$, $p<0.05$) although the relationship between PJ_fit and PJ_fit is relatively weak. PJ_fit perception also has positive correlations with OC ($r = 0.35$, $p<0.01$) and JS ($r = 0.34$, $p<0.01$).

Table 1: The result of factor analysis

	Contents of factor				
Varibles	No. 1	No. 2	No. 3	No. 4	No. 5
PO_fit	0.200	0.786	0.329	0.088	0.157
	0.259	0.851	0.212	0.113	0.146
	0.241	0.860	0.188	0.131	0.178
	0.064	0.077	0.103	0.861	0.192
PJ_fit	-0.045	0.068	0.072	0.869	0.117
	0.098	0.127	0.201	0.807	0.220
PJ_fit	0.758	0.217	-0.060	-0.009	0.272
	0.793	0.154	0.065	0.006	0.262
	0.838	0.177	0.048	-0.019	0.192
	0.766	0.035	0.152	-0.068	0.029
	0.834	0.170	0.113	0.034	0.028
	0.656	-0.138	0.227	0.155	0.090
	0.632	0.134	0.147	0.105	-0.240
	0.672	0.303	0.020	0.078	0.065
Organization	0.116	0.127	0.802	0.076	0.008
commitment	0.305	0.152	0.650	0.146	0.306
	0.071	0.143	0.772	0.111	0.254
	0.046	0.213	0.609	0.108	0.107
Job satisfaction	0.130	0.156	0.246	0.350	0.690
	0.216	0.124	0.215	0.106	0.732
	0.065	0.203	0.161	0.303	0.772
Eigen value	4.833	2.556	2.529	2.508	2.205
Variance (%)	23.014	12.171	12.042	11.943	10.502
Cumulative (%)	23.014	35.186	47.227	59.170	69.672

Table 2: Basic statistics and correlations

Varibles	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14
PO_fit	2.8928	0.94739	0.919	-												
PJ_fit	3.5260	0.71482	0.308**	0.871	-											
PS_fit	2.8643	0.74913	0.454**	0.150*	0.900	-										
Organization commitment	3.0151	0.80035	0.511**	0.341**	0.345**	0.808	-									
Job satisfaction	3.2138	0.84686	0.450**	0.488**	0.338**	0.506**	0.802									
Marriage	0.5101	0.50117	-0.076	0.087	-0.117	0.060	-0.100	-								
Education level	2.8122	0.60631	0.117	0.147*	-0.021	0.042	-0.048	0.170*	-							
Job rank	2.5678	1.48874	-0.049	0.155*	-0.129	0.145*	0.003	0.540**	0.234**	-						
Tenure	3.1616	1.34585	-0.120	0.005	-0.159*	0.081	-0.134	0.505**	0.217**	0.676**	-					
Officeworker	0.4724	0.50049	-0.152*	-0.171*	-0.177*	-0.005	-0.051	-0.110	-0.130	-0.084	0.000	-				
Salesworker	0.2764	0.44834	0.019	0.159*	0.076	0.073	0.088	0.134	0.118	0.278**	0.161*	-0.585**	-			
*Industry 1	0.4322	0.49663	-0.177*	-0.117	-0.103	-0.020	-0.091	0.115	0.013	0.158*	0.314**	0.170*	0.164*	-		
*Industry 2	0.2010	0.40176	0.052	0.023	0.028	0.081	0.056	-0.186**	0.032	-0.192**	-0.267**	0.078	-0.030	-0.438**	-	
*Industry 3	0.1005	0.30143	0.115	0.003	0.161*	-0.111	-0.131	-0.007	0.077	-0.195**	-0.065	-0.316**	-0.207**	-0.292**	-0.168*	-

**p<0.01; *p<0.05; Reliabilities (Cronbach α) of the scales appear on the diagonal; Industry 1 indicatespharmaceutical, Industry 2 indicates furniture and Industry 3 indicates hospital

Table 3: Regression analyses for Hypotheses 1 and 2

								95% CI	
Variables	R^2	F-values	ΔR^2	ΔF-value	B	β	t-values	Lower	Upper
DV: Organization commitment									
Step 1	0.041	0.892	0.041	0.892					
Constant					2.771		8.792***	2.149	3.393
Marriage					-0.013	-0.008	-0.094	-0.293	0.266
Education					0.009	0.007	0.087	-0.189	0.206
Job rank					0.080	0.149	1.360	-0.036	0.197
Tenure					0.008	0.014	0.131	-0.117	0.133
Office					-0.014	-0.008	-0.077	-0.361	0.334
Sales					0.031	0.017	0.160	-0.350	0.412
*Industry 1					-0.055	-0.034	-0.361	-0.354	0.245
*Industry 2					0.171	0.086	0.971	-0.176	0.517
*Industry 3					-0.201	-0.076	-0.804	-0.695	0.292
Step 2	0.361	9.447***	0.320	46.001***					
Constant					0.883		2.507*	0.188	1.579
Marriage					0.026	0.016	0.223	-0.204	0.256
Education					-0.104	-0.079	-1.251	-0.268	0.060
Job rank					0.046	0.085	0.933	-0.051	0.142
Tenure					0.061	0.102	1.166	-0.042	0.164
Office					0.122	0.076	0.842	-0.164	0.409
Sales					0.034	0.019	0.216	-0.279	0.348
*Industry 1					0.092	0.057	0.732	-0.156	0.340
*Industry 2					0.204	0.103	10.414	-0.081	0.489
*Industry 3					-0.213	-0.081	-10.038	-0.619	0.192
PO_fit					0.430	0.509	7.935***	0.323	0.537
PJ_fit					0.208	0.186	2.887**	0.066	0.351
DV: Jab satisfaction									
Step 1	0.067	1.485	0.067	1.485					
Constan					3.696		11.032***	3.035	4.357
Marriage					-0.162	-0.095	-10.092	-0.455	0.131
Education					-0.030	-0.021	-0.276	-0.240	0.181
Job rank					0.070	0.122	10.128	-0.052	0.192
Tenure					-0.100	-0.158	-10.510	-0.231	0.031
Office					-0.091	-0.053	-0.494	-0.455	0.273
Sales					0.082	0.043	0.406	-0.316	0.480
Worker									
*Industry 1					-0.198	-0.115	-1.245	-0.513	0.116
*Industry 2					-0.116	-0.055	-0.631	-0.478	0.247
*Industry 3					-0.473	-0.169	-1.808	-0.989	0.043
Step 2	0.394	10.835***	0.327	49.415***					
constant					1.163		3.074	0.416	1.909
Marriage					-0.137	-0.080	-10.133	-0.374	0.101
Education					-0.124	-0.087	-10.425	-0.296	0.048
Job rank					0.013	0.022	0.251	-0.087	0.113
Tenure					-0.034	-0.054	-0.635	-0.141	0.072
Office					0.033	0.020	0.222	-0.263	0.329
Sales					0.042	0.022	0.257	-0.281	0.366
Worker									
*Industry 1					-0.052	-0.030	-0.400	-0.308	0.204
*Industry 2					-0.076	-0.036	-0.507	-0.369	0.218
*Industry 3					-0.476	-0.170	-2.243*	-0.894	-0.057
PO_fit					0.318	0.354	5.688***	0.208	0.428
PJ_fit					0.477	0.389	6.266***	0.327	0.627

***, **, *p<0.001; 0.01, 0.05; Industry 1 = pharmaceutical, Industry 2 = furniture and Industry 3 = hospital

Hypotheses 1 and 2: Hypothesis 1 concerns the unique relationships of PO_fit and PJ_fit perceptions with OC and JS. To examine Hypothesis 1 we conducted hierarchical multiple regression analyses where we entered control variables into the first step followed by main effect variables in the second step. The results are presented in Table 3. After controlling for background information in step 1 each of OC and JS was regressed on PO and PJ_fit perceptions. The addition of PO and PJ_fit perceptions at step 2 explained a significant amount of incremental variance in both OC ($\Delta R^2 = 0.32$, $p<0.001$) and JS ($R^2 = 0.33$, $p<0.001$). At step 2, each fit perception is found to have significant independent effect on OC as well as JS. After controlling for each other, PO_fit perception affects OC ($\beta = 0.51$, $p<0.001$) and PJ_fit perception affects OC ($\beta = 0.19$, $p<0.01$). Similarly, after controlling for each other, PO_fit perception affects JS ($\beta = 0.35$, $p<0.001$) and PJ_fit perception affects JS ($\beta = 0.39$, $p<0.001$). The results support Hypothesis 1. Hypothesis 2a predicts that PO_fit perception after controlling for PJ_fit perception will have a stronger relationship with OC than PJ_fit perception will after be controlling for PO_fit perception. To test this hypothesis, we examined the 95% confidence intervals around regression weight on OC regression weights in addition to regression coefficients (Lauver and Kristof, 2001). As seen at step 2 in Table 3, the regression coefficient between PO_fit perception and OC ($\beta = 0.51$, $p<0.001$) is greater than the regression coefficient between PJ_fit perception and OC ($\beta = 0.19$, $p<0.01$). However, the 95% confidence intervals of regression coefficient for PO_fit overlap with those for PJ_fit. Thus, hypothesis 2a is not supported. Similarly, hypothesis 2b predicts that PJ_fit perception after controlling for PO_fit perception will have a stronger relationship with JS than PO_fit perception will after be controlling for PJ perception. To test this hypothesis we also examined the 95% confidence intervals around regression weights on JS (Lauver and Kristof, 2001). As seen at step 2 in Table 3, the regression coefficient between PJ_fit perception and JS ($\beta = 0.39$, $p<0.001$) is not much different from the regression coefficient between PO_fit perception and JS ($\beta = 0.15$, $p<0.01$). Furthermore, the confidence intervals of regression coefficients for PO_fit and PJ_fit perceptions overlap with each other. Thus, hypothesis 2b is not also supported.

Hypotheses 3: Hypothesis 3a concerns the interaction effects of PO_fit and PS_fit perceptions on OC and JS. To test hypothesis 3a we conducted hierarchical multiple regression analyses where control variables were entered into the first step, followed by main effect variables in the second step and an interaction term in the third step. The results are presented in Table 4. As seen in Table 4, an interaction term (PO_fit x PS_fit) entered at Step 3 explained a significant amount of the incremental variance in OC ($R^2 = 0.02$, $p<0.05$) but not in JS ($R^2 = 0.01$, ns). A PO_fit x PS_fit on OC is not only significant but also positive ($\beta = 0.68$, $p<0.05$) while the interaction term on JS is not significant ($\beta = 0.41$, ns). The PO_fit x PS_fit was graphed on OC following the procedures suggested by Cohen *et al.* (2003). This graph is depicted in Fig. 1 which indicates that the relationship between PO_fit perception and OC is stronger when the perception of PS_fit are high than when PS_fit perception is low. When individuals perceive PS_fit high, those who perceive greater fit with their organizations report greater OC than those who fit the organizations less well. Thus, hypothesis 3a is supported for OC but not for JS.

Hypothesis 3b concerns the interaction effects of PJ_fit and PS_fit perceptions on OC and JS. Again, hierarchical multiple regression analyses were conducted and the results are presented in Table 5. An interaction term (PJ_fit x PS_fit) entered at Step 3 explained a significant amount of the incremental variance in OC ($R^2 = 0.02$, $p<0.05$) but not in JS ($R^2 = -0.00$, ns). A PJ_fit x PS_fit on OC is not only significant but also positive ($\beta = 0.94$, $p<0.05$) while the interaction term on JS is not significant ($\beta = 0.00$, ns). The PJ_fit x PS_fit is also graphed on OC. The result is almost same as the interaction of PO_fit and PS_fit. As shown in Fig. 2, the relationship between PJ_fit perception and OC is stronger when the perception of PS_fit is high and the relationship is weaker when PS perception is low. Thus, hypothesis 3b is also supported for OC but not for JS.

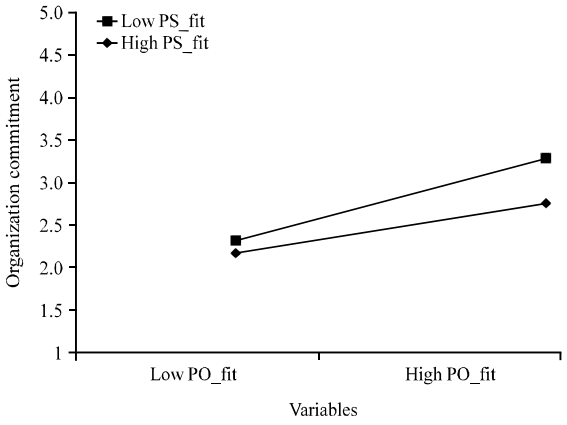

Fig. 1: PO_fit x PS_fit interaction graph

Table 4: The interaction effects of PO_fit x PS_fit

	Organization commitment				Jab satisfaction			
Steps	β	t-values	ΔR^2	ΔF-value	β	t-values	ΔR^2	ΔF-value
Step 1			0.041	0.892			0.067	1.485
Constant		8.792***				11.032***		
Marriage	-0.008	-0.094			-0.095	-1.092		
Education	0.007	0.087			-0.021	-0.276		
Job rank	0.149	1.360			0.122	1.128		
Tenure	0.014	0.131			-0.158	-1.510		
Office	-0.008	-0.077			-0.053	-0.494		
Sales	0.017	0.160			0.043	0.406		
*Industry 1	-0.034	-0.361			-0.115	-1.245		
*Industry 2	0.086	0.971			-0.055	-0.631		
*Industry 3	-0.076	-0.804			-0.169	-1.808		
Step 2			0.319	45.985***			0.224	28.868***
Constant		2.843***			-0.062	5.232***		
Marriage	0.030	0.411			-0.056	-0.803		
Education	-0.050	-0.793			0.104	-0.849		
Job rank	0.126	1.396			-0.087	1.090		
Tenure	0.096	1.095			0.017	-0.946		
Office	0.078	0.862			0.039	0.179		
Sales	0.016	0.176			-0.065	0.417		
*Industry 1	0.033	0.429			-0.049	-0.802		
*Industry 2	0.094	1.293			-0.203	-0.642		
*Industry 3	-0.112	-1.432			0.382	-2.467		
PO_fit	0.478	7.030***			0.188	5.342***		
PS_fit	0.196	2.883***				2.618*		
Step 3			0.020	5.788*			0.007	1.841
Cconstant		3.711***				4.518***		
Marriage	0.030	0.420			-0.061	-0.803		
Education	-0.050	-0.804			-0.056	-0.856		
Job rank	0.137	1.531			0.110	1.158		
Tenure	0.100	1.156			-0.085	-0.923		
Office	0.096	1.072			0.028	0.294		
Sales	0.028	0.313			0.046	0.494		
*Industry 1	0.034	0.449			-0.065	-0.794		
*Industry 2	0.120	1.651			-0.034	-0.435		
*Industry 3	-0.086	-1.106			-0.188	-2.262		
PO_fit	0.044	0.231			0.122	0.600		
PS_fit	-0.149	-0.942			-0.020	-0.118		
PO_fit x PS_fit	0.680	2.406*			0.407	1.357		
F	9.365***				6.443***			
Total R^2	0.380				0.298			

***p<0.001 **p<0.01 *p<0.05; Industry 1 is pharmaceutical, Industry 2 is furniture and Industry 3 is hospital

Table 5: The interaction effects of PJ_fit x PS_fit

	Organization commitment				Jab satisfaction			
Steps	β	t-values	ΔR^2	ΔF-value	β	t-values	ΔR^2	ΔF-value
Step 1			0.041	0.892			0.067	1.485
Constant		8.792***				11.032***		
Marriage	-0.008	-0.094			-0.095	-1.092		
Education	0.007	0.087			-0.021	-0.276		
Job rank	0.149	1.360			0.122	1.128		
Tenure	0.014	0.131			-0.158	-1.510		
Office	-0.008	-0.077			-0.053	-0.494		
Sales	0.017	0.160			0.043	0.406		
*Industry 1	-0.034	-0.361			-0.115	-10.245		
*Industry 2	0.086	0.971			-0.055	-0.631		
*Industry 3	-0.076	-0.804			-0.169	-10.808		
Step 2			0.218	27.086***			0.296	42.578***
Constant		1.278				1.850		
Marriage	0.006	0.077			-0.085	-1.171		
Education	-0.019	-0.283			-0.044	-0.714		
Job rank	0.097	0.991			0.032	0.354		
Tenure	0.097	1.030			-0.054	-0.613		

Table 5: Continue

	Organization commitment				Jab satisfaction			
Steps	β	t-values	ΔR^2	ΔF-value	β	t-values	ΔR^2	ΔF-value
Office	0.046	0.472			0.002	0.020		
Sales	-0.038	-0.399			-0.021	-0.235		
*Industry 1	0.008	0.100			-0.064	-0.830		
*Industry 2	0.089	1.136			-0.046	-0.638		
*Industry 3	-0.120	-1.430			-.203	-2.600*		
PJ_fit	0.280	4.177***			0.448	7.254***		
PS_fit	0.360	5.395***			0.290	4.680***		
Step 3			0.019	4.855*			0.000	0.000
Constant		2.536*				0.727		
Marriage	0.005	0.065			-0.085	-1.168		
Education	-0.023	-0.350			-0.044	-0.710		
Job rank	0.107	1.102			0.032	0.352		
Tenure	0.095	1.012			-0.054	-0.611		
Office	0.064	0.663			0.002	0.019		
Sales	-0.013	-0.139			-0.021	-0.234		
*Industry 1	-0.009	-0.112			-0.064	-0.824		
*Industry 2	0.095	1.223			-0.046	-0.636		
*Industry 3	-0.091	-1.085			-0.203	-2.560		
PJ_fit	-0.214	-0.914			0.450	2.056		
PS_fit	-0.356	-1.073			0.293	0.925		
PJ_fit x PS_fit	0.935	2.203*			-0.004	-0.009		
F	5.888***				8.663***			
Total R^2	0.279				0.364			

***p<0.001; **p<0.01; *p<0.05; Industry 1 is pharmaceutical, Industry 2 is furniture and Industry 3 is hospital

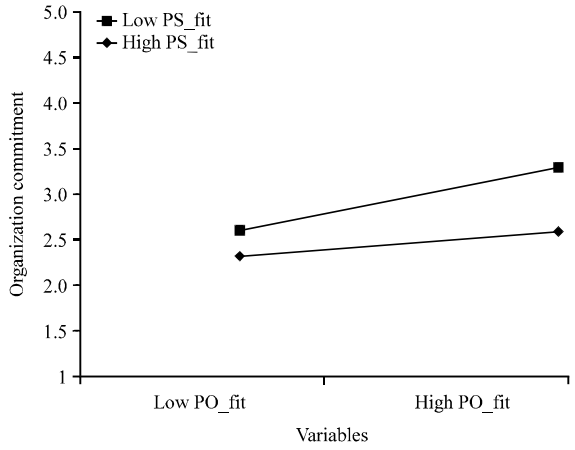

Fig. 2: PJ_fit x PS_fit interaction graph

DISCUSSION

This study provides evidence that PO_fit and PJ_fit perceptions are distinct constructs and they interact with PJ_fit perception to influence work attitude such as organizational commitment. By examining three levels of PE_fit including PO_fit, PJ_fit and PJ_fit this study helps extend our understanding of the concept of PE_fit. Results of this study showed PO_fit and PJ_fit perceptions were correlated (r = 0.35) with both measures having acceptable reliabilities (β coefficients of PO_fit and PJ_fit were 0.92 and 0.87, respectively). This result is almost identical with those of the previous studies which reported modest correlations (Greguras and Diefendorff, 2009). Although, correlated with each other, PO_fit and PJ_fit perceptions are argued to have unique relationships with OC and JS14. Results of this study supported the arguments, by showing that PO_fit and PJ_fit perceptions, controlling for each other, affected OC as well as JS. The results indicate that individuals are able to distinguish between the perceptions of PO_fit and PJ_fit and that each of the fit perceptions has unique or independent impacts on work attitudes. The improvement of an individual's perceptions of fit with his or her job and organization can additively affect his or her OC and JS. This study also examined the differential relationships of PO_fit and PJ_fit perceptions. It is argued that PO_fit perceptions are more likely to relate to OC and PJ_fit perceptions are more likely to relate to JS (Brown *et al*., 2005). However, the results of this study showed no difference in the degree of impacts of each fit perceptions on OC and JS. Although, not statistically significant, the regression coefficient between PO_fit perception and OC was stronger than the regression coefficient between PJ_fit perception and OC. This result is almost identical with that of a previous study (Lauverand Kristof, 2001) reporting that PO_fit perception had a greater impact on organization focused attitude of intent to quit than PJ_fit perceptions while no difference between them was found on job focused attitude. Thus, the relative importance of PO_fit and PJ_fit perceptions needs further examination particularly in their relations with organization-focused attitudes.

CONCLUSION

The most critical findings of this study are the effects of PO_fit x PS_fit and PJ_fit x PS_fit on OC. According to

the results, PO_fit or PJ_fit perception had stronger relationship with OC when individuals perceive high PS_fit. These findings suggest that PS_fit perceptions are combined with PO_fit or PJ_fit perceptions in a more complex way rather than in a simple additive way. Individual's perceptions of fit with their supervisors can be important situations or moderators that strengthen or weaken the relationships between PO_fit or PJ_fit perception and OC. Especially, a supervisor may be an environment most proximal to or a significant other to individuals at work. When individuals perceive low fit with their supervisors they tend to pay more attention to the low PS_fit and less attention to other types of fit (i.e., PO_fit or PJ_fit) for their evaluation of commitment to an organization. In contrast when individuals experience high fit with their supervisors they do not have to pay much attention to PS_fit and tend to pay more attention to other types of fit for their evaluation of OC. This explanation is in line with the argument made in selection decision by Sekiguchi and Huber (2011). The moderating effects of PS_fit were not found in the relationships between PO_fit or PJ_fit perceptions and JS. PS_fit perception may be an important situation affecting the evaluation of organization-focused attitude but not be an important context affecting the evaluation of job-focused attitudes. These results would tell that supervisors play a more critical role to form individual's attitudes about an organization rather than attitudes toward a job. Supervisors are usually considered as an agent of an organization and as one specific type of person–organization fit (Colbert, 2004).

Strengths and limitations: One of the strengths is that this study examined multiple levels of fit perception in a single study. Most of previous research has examined only one level of PE_fit. Even the research examining multiple levels of fit perception included only two level of PE_fit. This study examined three levels of fit perceptions including PO_fit, PJ_fit and PS_fit in the same study. The examination of these levels of fit simultaneously provides a more realistic and comprehensive picture about the influence of PE_fit perceptions because people at work interact with their organizations, jobs and supervisors on a daily basis. The second strength is that the sample of this study consisted of individuals with different job types and job ranks in various companies across several industries. Job type, job rank and industry were controlled in the regression analyses to test our hypotheses. Compared with the studies using the sample in the same job type, the same job ranks or one company or industry, the results of this study can relatively be easy to generalize across various job types and ranks and various organizations and industries. The third strength is that this study tried not to mix different characteristics or content dimensions in conceptualizing and measuring each level of fit perceptions. PO_fit perception was conceptualized in terms of value congruence and PJ_fit in terms of demands-abilities fit. This conceptualization is the most widely used in the studies on PE_fit perceptions (Resick *et al*., 2007). Accordingly, this study did not confound the conceptualization of each fit perception with its measurement (Piasentin and Chapman, 2006). In this study, however different levels of fit perceptions were defined using different content dimensions. Future research needs to deal with this issue when examining multiple levels of fit perceptions in a single study. For example, it should be carefully concerned that the differences in environment levels or targeting referents are not confounded with the differences between supplementary fit and complementary fit.

This study measured perceived fits along with work attitudes such as OC and JS. Thus, as addressed by Brown *et al*. (2005) the question can arise about whether all the measures are simply tapping into overall affect-laden judgments. In addition, a common methods bias or a same source bias can be involved in the results since this study measured fit perceptions and work attitudes based on self-reports.

In conclusion this study shows that both PO_fit and PJ_fit are important as they independently affect OC as well as JS. This study also shows that the impacts of PO_fit or PJ_fit on OC are stronger when individuals perceive high PS_fit. Future research needs extend this study using other attitudinal and behavioral outcomes. In addition, future research needs consider other content domains for the conceptualization of various fit levels. For example, in addition to value congruence, goal, personality, interest congruence can be considered for the conceptualization of PO_fit. A needs-supplies component can also be considered for the conceptualization of PO_fit or PJ_fit. Furthermore, considering the possibility that PO_fit and PJ_fit perceptions differentially relate to various outcomes, it will be useful to examine what levels or types of fit are more strongly associated with particular outcomes in what situations. As suggested by Sekiguchi the examination of contingency variables is required to identify relative importance of various level of PE_fit.

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