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MASTERARBEIT / MASTER'S THESIS

Titel der Masterarbeit / Title of the Master's Thesis

„Fit enough to stay in the company?”

The relationship between person environment fit
dimensions and turnover intentions in private and public
sector companies“

verfasst von / submitted by

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angestrebter akademischer Grad / in partial fulfilment of the requirements for the degree of
Master of Science (MSc)

Wien, 2019 / Vienna, 2019

Studienkennzahl lt. Studienblatt /
degree programme code as it appears on
the student record sheet:

UA 066 840

Studienrichtung lt. Studienblatt /
degree programme as it appears on
the student record sheet:

Masterstudium Psychologie UG2002

Betreut von / Supervisor:

Univ. Prof. Dr. Erich Kirchler

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Acknowledgement

First, I would like to express my sincere gratitude to Prof. Dr. Erich Kirchler for guidance and expertise that helped me through my writing process.

Further, I would like to thank Mag. Michael Hamberger, M.A. for his helpful insights and guidance through the process of writing my thesis.

A special thanks to my mother for her unconditional support and motivation to help me finish my studies.

Finally, I would like to thank my friends Fikreta, Smirna, Verena Adem and Nela for their help and support.

1. Introduction

“If someone doesn't fit in your company you have an obligation to get rid of them, because you're holding them back from excelling elsewhere.” Barbara Corcoran

Traditional solid organizational hierarchical structures and careers in form of life-long employment are matter of past in today's business world (Baruch, 2006). The organizational systems faced changes in form of more flexible dynamics, fluidity, innovations and unpredictable careers (Baruch, 2006). Human resource managements are nudged to find employees that not only have the best achievements and skills, but the ones who will be a proper match for the company. Organizational environmental systems could be triggers to many outcomes that can affect employees and their behavior. When organization faces the changes or restructuring, it is upon the employees to follow and properly adapt to these changes (Caldwell, Herold & Fedor, 2004). Adapting processes may vary given the nature of a persons's fit in the company. If a person shares organizational values and follows the company's goals, adaption could be easily achieved (Caldwell, Herold & Fedor, 2004). However, individuals in companies also work in teams and in most cases have a supervisor, so changes could also happen on micro level inside team or part of the company. Even if a person has a good fit with the organization, lacking the fit in the group or with supervisor may lead to difficulties in adapting to changes, eventually to their withdrawal from company.

In a world full of choices, people have more freedom to choose their environments (Van Vianen, 2018). In organizational context, environments can be extremely complex, sometimes providing what the person needs, but also be a possible disturbance in everyday work. Due to the economy, individuals are often forced to deal with working conditions that are not optimal for them (Van Vianen, 2018). Researchers argue the importance of predicting and understanding human behavior which can be understood only when taking into account the interaction between a person and complex systems of environment, and not assessing them separately (Chatman, 1989). Present study calls into question whether the various types of person's environment fit influence employee's withdrawal in the company. Covering the multidimensional approach of measuring person's fit with the organization, job, team and supervisors, as a different environmental systems it adds to the existing gap in the conceptualization part in the fit literature. Furthermore, by taking into account the objective environmental structures in form of public and private sector

companies, it enriches the dynamics of both behavioral and structural constructs that could affect employee's withdrawal behavior.

Given the nature of complexity in fit theories and approach, theoretical background of the person environment fit will be explained. Additionally, the detailed assessment of the relationship between person environment fit dimensions and turnover intention will be explored and discussed.

2. Theoretical background

2.1 The basic person environment fit premises

Determining the nature of interaction of both personal and environmental factors is important in predicting human behaviors, especially in organizations (Chatman, 1989). Person-environment fit (P-E fit) is in the focus of many organizational behavior researches and for a long time continues to be a central spot (Edwards, 2008; Edwards & Billsberry, 2010). Synergy between a person and their environment seems to be crucial in organizations because it may be a leading point in understanding important outcomes such as job satisfaction (Kristof-Brown, Colbert & Jansen, 2002), turnover intention (Tak, 2011; Andela & van der Doef, 2018) performance (Kristof-Brown, Zimmerman & Johnson, 2005) and commitment (Leng & Chin, 2016). Understanding this synergy may help organizations in retaining their employees, avoid unexpected costs, and keeping the levels of productiveness (Liu, Liu & Hu, 2010). The basic concept of P-E fit is established in the *interactionist theory of behavior* (Chatman, 1989, Muchinsky & Monahan, 1987). This began with Lewin's (1951) notion that behavior is an outcome of a person and the environment $B = F(P,E)$ (as cited in Edwards, 2008; Kristof – Brown & Guay, 2011; Sekiguchi, 2004). Explaining behavior only from the perspective of the individual or the environment separately does not properly explain the variance as the interaction of both (Sekiguchi, 2004).

Generally referring, person environment fit is defined as “the compatibility between an individual and a work environment that occurs when the characteristics are well matched” (Kristoff – Brown, et al., 2005, p.281). This compatibility can be achieved within a person and different components and levels of environment, such as match between the

individual's characteristics and organizational values and goals, job demands and individual's abilities, interpersonal similarities and correspondence with organizational culture (Kristof-Brown & Guay, 2011). For some individuals, interacting with different levels of their environment (job, interaction with colleagues, group and supervisor) achieving fit and making it consistent through time is an important goal, especially if they are newcomers and seek information that will help them adapt. In this regard, individuals are motivated to achieve cognitive consistency between facets of self, such as feelings, values, and attitudes (Yu, 2009). Even when discrepancy between the subjective perception of an individual and work-related outcome exists, *cognitive distortion* will take place to assimilate discrepancies (Yu, 2009). Importance of attaining cognitive consistency of self attributes and attitudes is prominent topic in many social theories such as cognitive dissonance theory (Festinger, 1957, as cited in Yu, 2009) and self-consistency theory (Lecky, 1968, as cited in Yu, 2009). Disagreement or a conflict between cognitive and behavioral factors leads to uneasiness and tendency to minimize by attitude adjustment (Yu, 2009). Grasping the construct of fit in empirical terms represents a challenge for researchers. People and the environments they occupy are multidimensional (Edwards & Bilsberry, 2010). These dimensions consist of *internal* components, such as „personality, values, attitudes, skills, emotions, and goals“ (Edwards & Bilsberry, p. 477), and *external* components including „job requirements, expected behavior, organizational culture, pay structures, and collegiality“ (Edwards & Bilsberry, 2010, p. 477). The problem arises in attempt to link all the components together into fit, which affects their behavior (Edwards & Bilsberry, 2010). The solution to this problem seems to be in finding the *link* between components of the person and the environment (Edwards & Bilsberry, 2010). Difficulties to link components of person and environment could be resolved by specifying comparing components of person and environment, making them *commensurate* (Caplan, 1987; Edwards, 2008; Kristof-Brown & Guay, 2011). These commensurable components simplify the assessment of the congruence between the person and environment. However, the question which arises is how do individuals perceive fit? The presumption that individuals incorporate information of distinct types of fit in additive way has been dominant for a long time in fit theory research (Kristof-Brown, et al., 2002). Furthermore, it was found that merging the information on individual's fit with their jobs, organizations and groups is even more complex than simple additive information processing style (Kristof-Brown et al., 2002). Individuals may be prone to use compensation process within

the aspects of fits as a form of fulfilling the gaps made by low fit in certain areas (Kristof-Brown, et al., 2002).

Researches have differentiated various types of P-E fit theories based on: a) spotlight of attention of fit dimensions: (organization, job, group or supervisor), b) the content of fit (demands – abilities, needs – supplies, complementary or supplementary approach) and c) measurement of fit (objective and subjective fit) (Cools, Van der Broeck & Bouckennooghe, 2009). The present study aims to explore the depth of P-E fit theories based on mentioned categories. The focus of fit dimensions covers organization, job, group and supervisors, as well as the content of fit including supplementary and complementary fit. Focusing on subjective approach in measuring perceived fit with various dimensions, the relationship between P-E fit dimensions on the employee withdrawal behavior will be explored.

2.2 The multidimensional complexity of P-E fit

In the fit research area, it still remains unclear which dimensions and subdimensions of P-E fit should be taken into account to properly assess overall fit, and this has been a continuous discussion in the P-E fit research (Andela & van der Doef, 2018; Chuang, Shen & Judge, 2016). Being simultaneously engaged in multiple aspects of work environments, individuals are constantly exposed to more than one dimension of their environment (Andela & van der Doef, 2018), which requires to take all the dimensions as relevant when assessing overall fit (Chuang, et al., 2016). One aspect of work environment is the job itself, which requires accountable skills to meet the job demands. When the person's skills meet these demands, proper person job fit can be achieved. Also, individuals are often surrounded by their colleagues and are not working in isolation, which adds another aspect of work environment, whereby the person-group (team) fit can develop (Kristof-Brown, et al., 2002). This could be important for the newcomers or employees that move to another company, especially if they are not compatible with their jobs and need to seek the support of their team. If good P-G fit exists, colleagues could help with the workload and therefore participate and add to P-J fit of another team member. Generally, the research shows that each type of fit has a specific influence on individual outcomes (Kristof-Brown, et al., 2002).

The most researched dimension of P-E fit is person–organization fit (P-O fit), which refers to the level of similarity between individuals and their organization (Chuang, et al.,

2016; Kristoff, 1996). Piasentin and Chapman (2006) reported 46 empirical studies that researched PO fit and 78 % involved value congruence dimension and 20 % goal congruence. The majority of research is based on theoretical deconstruction of the fit conceptualization, involving comparison of one facet of person with one facet of the environment to predict behavioural outcome (Edwards & Bilsberry, 2010).

With a notion that individuals are paralely engaged in multiple aspects of environment, the recent change in P-E reserach strongly focuses on studying P-E fit across various dimensions of compatibility between a person and some aspects of their environment, such as job, organization, colleagues and supervisor (Chuang et al., 2016; Kristof-Brown et al., 2005). Nevertheless, in explaining some behavioral outcomes, the research in the field of fit is mostly focused on some types of fit (such as values and goals in P-O fit or general fit), neglecting other types (Ostroff, Shin & Kinicki, 2005) which resulted with incomplete picture of the P-E fit. The point which was critized was also incomplete assessment of fit content dimensions (e.g. values, goals, personality and interests), focusing only on specific contents, which yielded unidimensional point of view (Edwards & Cooper, 1990). As Edwards and Billsberry (2010) discuss, fit has been differently conceptualized in attempts to asses multidimensionality. Firstly, fit was reconstructed from diverse components, to achieve comprehensive sense of fit and integrate multidimensionality, whereby the employees experience overall fit as conjugated construct (Edwards & Billsberry, 2010). However, alternative model with multiple separated dimensions was also proposed, where different forms of fit perform independently and have different influence on behavioral outcomes. This model was shown to explain the outcomes such as commitment, intention to leave, and job satisfaction (Edwards & Billsberry, 2010). The modified version of mentioned model (Figure 1) is relevant for the current study and shows dimensions of fit explaining the turnover intention, while taking into account separate forms of fit, and not as conjugated construct.

Recently, incorporating multidimensional approach in P-E fit literature, a significant progress was made in assessment of the relationship between types of fit and work outcomes. Andela and Van der Doef (2018) showed that four dimensions of the P-E fit (P-O, P-J, P-G and P-S) are critical in explaining some work-related outcomes.

Fit can be understood in two forms: supplementary and complementary fit concepts. Supplementary fit refers to the shared similarities between individual and environmental

characteristic (Van Vianen, 2018). In complementary fit, environmental inconsistencies are complemented by the individual attributes or vice versa (Kristof-Brown, et al., 2015)

This study incorporates multidimensional approach in assessing fit, extending the environment aspect by differing between public and private sector companies. There are four types of P-E fit relevant in this study and these are: person – job (P-J fit), person – organization (P-O fit), person – group (P-G fit) and person – supervisor (P-S fit). Including various types of fit dimensions adds to the existing gaps in the fit literature, following the suggestion to include multidimensional approach in assessing outcome variables, in this case turnover intention.

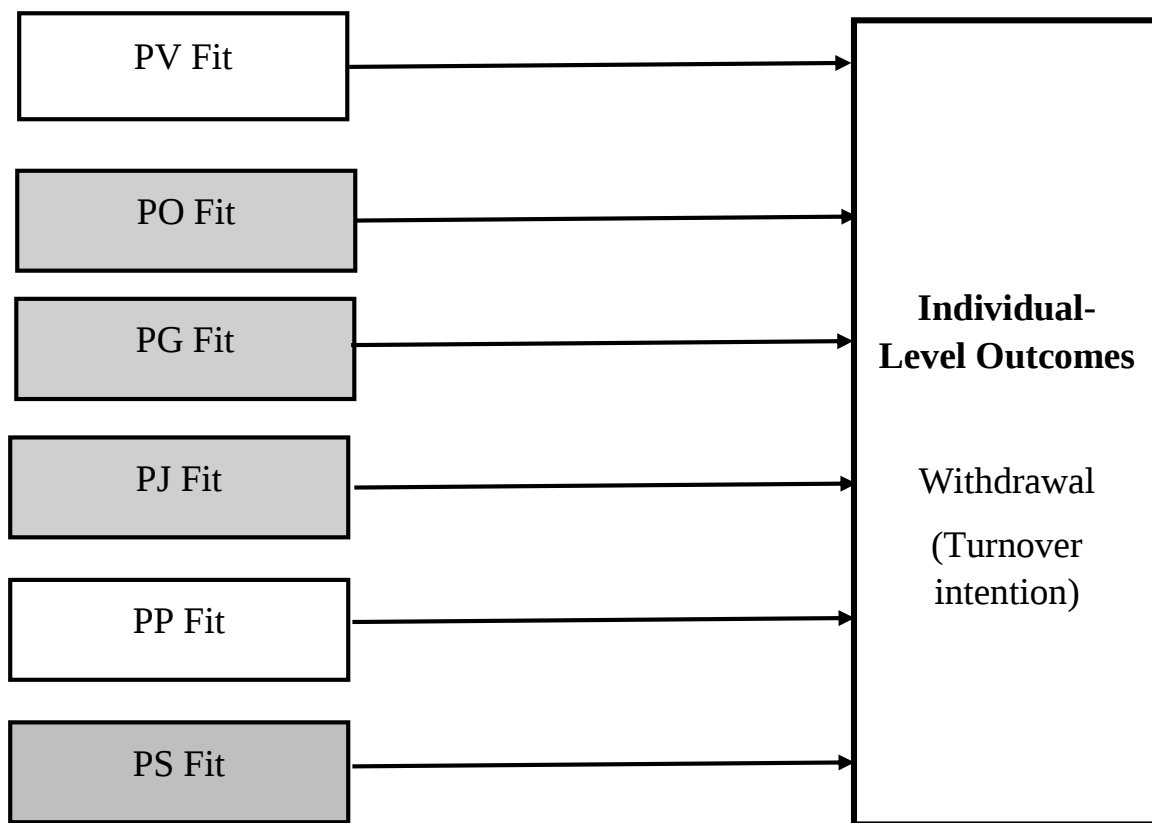


Figure 1.

Modified after an Alternative model of long-term tenure multidimensional fit assuming no overarching sense of fit from Edwards & Bilsberry (2010) (p. 479).

Note. PV Fit: person-vocation fit, PO fit: person-organization fit, PG fit: person - group fit, PJ fit: person - job fit, PP fit: person - person fit, PS fit: person supervisor fit

Highlighted fit dimensions are being assessed in this study, adding the supervisor fit (PS) dimension.

2.3. Supplementary fit paradigm

Supplementary fit theories include person – organization fit (P-O fit), person – group (team) fit (P-G fit) and person – supervisor fit (P-S fit) (Chuang et al., 2016; Van Vianen, 2018). Supplementary fit exists when a person “supplements, embellishes, or possess characteristics which are similar to other individuals in an environment“ (Sekiguchi, 2004, p. 180). The main focus in supplementary approach is on the personal aspects (Sekiguchi, 2004). Based on similarity with others, individuals develop sense of fitting in their environment. Regarding the supplementary fit paradigm of perceiving similarity with other in the environment, basic theories behind the concept of similarity often lead to social psychology theories of social categorization of world and people in it based on similarity and dissimilarity (Hogg & Terry, 2000).

2.3.1. Person organization fit

When congruence or match between an individual and their organisation concerning values, goals and personality is reached, individuals experience P-O fit (Chuang, et al. 2016). One of the basic theories that explain P-O fit is based in Schneider's (1987) *attraction-selection-attrition* framework which states that individuals are prone to be attracted to organizations with similar values and attributes. Argument for that is when a person and an organization share similarities in values and goals, individuals feel that their self-concepts are being strengthened, thus leading to positive work outcomes (Vogel & Feldman, 2009). Since values are important factors that play an important role in making choices, improving communication and performance (Adkins, Ravlin & Meglino, 1996), reaching value congruence is an important factor in adapting to the organization (Adkins, et al., 1996).

As being said, many researchers in this field assessed only one of the multiple content dimensions of every fit, namely in P-O fit, mostly values or goals, which yields incomplete picture of the P-O fit. In a current study P-O fit measures include values, goals and personality, adding to the current gap in the literature by including various content dimensions.

P-O fit can be acquired through socialization (Cable & Parsons, 2001), indicating to the “process by which an individual acquires the attitudes, behavior, and knowledge needed to

participate as an organizational member“ (Bauer, Morrison, & Callister, 1998; Van Maanen & Schein, 1979, as cited in Cable & Parsons, 2001, p. 2). Socialization makes it easier for newcomers to orientate their values and adjust them to the organization and reduce stress of uncertainty (Cable & Parsons, 2001). The P-O fit is one of the most researched dimensions of fit, especially through value congruence. Westerman and Cyr (2004) showed that value and personality congruence were related to intent to remain in the company, mediated by satisfaction and commitment. In their metanalysis, Kristof-Brown, et al. (2005) showed that the P-O fit had a strong correlation with job satisfaction ($r = .44$) and a moderate correlation for intent to quit ($r = -.35$). Recently, the P-O fit research progressed further by incorporating values, goals and personality in this fit dimension (Chuang, et al., 2016) making it more eligible to explain behavioral outcome variance. Chan (1996) argued that integrating the cognitive style at the individual level was one of the possible ways to examine P-O fit. He established that cognitive misfit led to actual turnover. Even though cognitive component does not lack in PO fit dimension, it still did not reach to a level of detailed explanation how individuals assess this fit.

2.3.2. Person group (team) fit

When individuals align their values, goals and personality with close working colleagues or a team, they are likely to reach a person-group fit (Kristof-Brown, et al., 2005). Achieving interpersonal similarity between the individual and their working group or team may improve work relationship between the coworkers. When an individual achieves strong and productive working relationships in a group, they are more prone to accomplish productive communication, and possibly add to group decisions (Werbel & Johnson, 2001; Vogel & Feldman, 2009; Van Vianen, 2018). Thus, P-G fit can also heighten the sense of following important group norms and add to developing group performance (Feldman, 1984).

Furthermore, Vogel and Feldman (2009) argue that aligning the values and goals with the organization, makes individuals susceptible to be interested in organizational progress, but having high P-G fit as well results in strong bonds with the organizational well-being and helping colleagues.

Studies that include group fit combined with other fit dimensions are less present in fit literature (Vogel & Feldman, 2009; Kristof-Brown, et al., 2005). The P-G fit has a weaker

relationship with work outcomes, but Vogel and Feldman (2009) argue this may be because the P-G fit effects work outcomes more indirectly, and therefore has a better role as a moderator between some fit dimensions and work related outcomes.

2.3.3. Person supervisor fit

Further exploring P-E fit, the person supervisor fit is more detailed relationship assessment between the supervisors and their subordinates. It is defined as a level of similarity between the characteristics of supervisor and their employees or subordinates (Van Vianen, 2018). The supervisor and the employee can share their similarities together with the attributes of goals, values, personality and therefore can be a proper fit to each other. This notion stems from the interpersonal attraction theory from Huston and Levinger (1978). Employees can profit from accomplishing fit with their supervisors, in terms of rewards, promotion and career opportunities (Van Vianen, 2018). When employees are similar with their supervisors, it can also lead to inclusion and certainty, high leader member exchange, and trust in supervisors (Van Vianen & Shen & Chuang, 2011). Ideally, the supervisor's and employee's values align and promote the organizational values, thus encouraging work behaviors accepted and valued in organization (Sluss, Ployhart, Cobb & Ashforth, 2012).

2.4. Complementary fit paradigm

In the complementary form of fit, the shortcoming in a person or environment is *fulfilled* by the other and mutually complemented (Kristoff–Brown & Guay, 2011; Edwards, 2008). Furthermore, complementary fit can be differentiated by showing whether needs are expressed by the person (needs-supplies) or environment (demands-abilities) fit (Edwards, 2008). When the needs of the person are met “by extrinsic and intrinsic rewards in the environment” (Edwards, 2008, p. 170) it is then conceptualized as *needs-supplies* fit (Edwards, 2008) and when the person provides their competences to the environment, then it is the area of *demands-abilities* fit (Edwards, 2008). The complementary fit paradigm stems from the psychological *need fulfillment theory*. This theory postulates that people will get dissatisfied when the environment does not provide what they need (Edwards & Cable, 2009).

2.4.1. Person job fit

This complementary type of fit is broadly conceptualized as individuals' congruence or fit with a specific job (Kristof, 1996). Further, Edwards (1991) defined it as the congruence between job demands and the individual's abilities (*demands – abilities* fit or D-A fit), or the needs of the person and the supplied attributes of a job (*needs – supplies* fit or N-S fit). D-A fit is composed of KSAs (knowledge, skills and abilities) and personality, whereby N-S fit is conceptualized of the dimensions of interests and job characteristics (Chuang, et al., 2016).

Fulfilling the job requirements and providing abilities that complement environment's characteristics, makes the abilities commensurate with job requirements in achieving fit (Kristof-Brown et al., 2005). As Caplan (1987) pointed out, the commensurate dimensions are important for measuring dimensions of fit with similar individual and environmental factors, that are reasonably related to one another (Van Vianen, 2018).

When the job meets needs, desires or preferences of employees, the needs – supplies fit can be reached (Kristof-Brown et al., 2005). However, personality can also be an important factor in fitting with a job and performance. Piasentin and Chapman (2006) noted that personality characteristics and job-related skills and abilities are important in conceptualizing complementary fit. Positive work outcomes such as satisfaction and lower turnover intention are also prominent when there is a match between personal interests and the job. Holland's theory of occupational interests (1996) provides interests as additional dimension of needs-supplies fit and it includes six personality types, which characterizes individuals' career interests and the environment, and these are: realistic, investigative, artistic, social, enterprising, and conventional.

2.5. Person environment fit dimensions and turnover intention

Human resources management in many companies have an important role of retaining the employees and supporting optimal working conditions. Employees turnover results in costs of new employment, weakens company's reputation and may affect productivity (Shaw, Gupta & Delery, 2005). Exploring reasons why people leave the company can affect selection and retention of employees positively and lead to savings (Cools et al., 2009). Turnover intention is a strong bibehavioral indicator of actual turnover,

whereby intention refers to internal process of thinking about leaving the organization, before the decision is made (Liu et al., 2010). Factors that could affect the turnover intention could be divided in three categories: environment or economy, organization and employees (Moynihan & Pandey, 2007).

In regards to the organizational level, Moynihan & Pandey (2007) assumed that strong social intraorganizational networks may weaken the turnover intention. When employees feel they have high level of support and have a sense of belonging there, they might feel obliged to their colleagues in returning the support and therefore be less likely to think about turnover. This mentioned category can be aligned with the P-O fit. Similar part of the theory could be found in Rusbult's investment model of commitment (1980) stating that investment of resources in the work can make employees committed to the company and reluctant to think about turnover.

Environmental or economy factors as Moynihan & Pandey (2007) propose are similar to the individual's fit with their job, specifically with *demands – abilities* and *needs – supplies fit*. In managing their work, employees need to feel that their abilities meet job demands and that the job provides what they need.

Tak (2011) showed that various dimensions of person environment fit are related to turnover intention. Person job fit correlated strongly with turnover intention than any other type of fit, whereas P-O fit correlated with actual turnover. Arguments for these findings were that when newcomers realize their job does not fit their individual preferences, they are more prone to thinking about leaving (Tak, 2011). Nevertheless, upon making a final decision to leave the company, the most important is person organization fit, which means when compatibility with the organization is not fulfilled, the probability of actual turnover is very high (Tak, 2011). The lack of findings on how various types of the P-E fit dimensions affect turnover in the intention is evident, especially taking into account multidimensional approach in measuring P-E fit (including more than one dimension of environment), thus the current study aims to explore how dimensions of the P-E fit affect turnover intention.

Employees face everyday challenges at work. If they have achieved a good fit on organizational level, taken that they have a good fit with environmental factors, their colleagues and supervisors, those challenges can be easily overcome and they can feel satisfied in the organization and do not think about leaving the company. However, if fit

on some level of their environment is not achieved, they may face problems that may not be easily overcome due to lack of fit in some level of the environment. The sense of fit achievement with, for example, colleagues may motivate employees to seek help before thinking about leaving the company.

2.6. Turnover intentions in private and public sector companies

In observing organizations and their entities in order to understand behavior or actions, important factor is understanding them as systems influenced by their context (Tsui, 2006). Scholars and managers already recognize the importance of connecting the organization-environment interdependence (Tsui, 2006). The main difference between private and public sector companies is in their ownership (Rainey, Backoff & Levine, 1976), namely private companies are owned by entrepreneurs or shareholders, whereby public are in the ownership of the political community members (Boyne, 2002).

Boyne (2002) points out that public and private companies differ in organizational environments, underlining out some differences of public sector companies (p. 100), such as:

- *Complexity*: public sector deals with diversity of stakeholders, where each of them assigns different demands and tasks on managers.
- *Permeability*: Public sector companies being open to the public makes them more prone to be affected by external factors
- *Instability*: Changes in public sector policies are conditioned by the political changes and may put pressure on managers to act accordingly to present political situation.
- *Absence of competitive pressures*: Public companies do not face often problems of rivalry and do not have pressure to compete with other companies for the same services.

Public companies are regarded as more *bureaucratic* having more precise decision-making processes, being less flexible and less prone to take risks than private sector companies (Boyne, 2002). Wang, Y., Yang and Wang, K., (2012) showed that the turnover intentions in public sectors are lower, due to the employee's greater need for security. It seems that different factors such as complexity, permeability, instability and absence of

competitiveness as some key points of diversity between public and private sector shape various environmental factors with employees, resulting in different work experiences.

Steijn (2008) showed that employees with higher level of Public Service Motivation (PSM) fit are more satisfied and express less turnover intention. Langer, Feeney and Lee (2019) found that a relationship between job satisfaction and work environments is mediated by the P-O fit, suggesting that there exists a complex relationship between the working structures and individual's experience of fit. The interplay of both behavioral (fit experience) and structural aspects (different sectors) may have shaped different work environment for the employees (Langer et al., 2019). Considering the complexity of differences between private and public sector companies, only main differences in terms of their structure are taken into account.

2.7. Hypotheses

Current thesis aims to answer a few research questions, namely the nature of relationship between P-E fit dimensions and turnover intentions, differences in sectors regarding the turnover intentions and their relation to P-E fit dimensions.

Based on the theoretical background, the relationship between the dimensions of P-E fit with turnover intention will be assessed and the following hypothesis was proposed:

H1: The P-E fit dimensions are negatively related to the turnover intention.

To assess if there is a difference between private and public sector companies in the turnover intentions, the following hypothesis will be analyzed:

H2: There will be a significant difference in turnover intentions between public and private sector companies

Due to the employment in different sectors, employees may have faced different conditions and experiences and therefore experienced different fits with their environment.

To address this issue, the possible effects of structural aspects will be explored in the relation to P-E fit dimensions and turnover intention:

H3: After controlling for the company type, there will be a significant negative relationship between person environment fit dimensions and turnover intention.

3. Method

3.1. Materials and procedure

Perceived Person-Environment Fit Scale (Chuang, et al., 2016) was used as a measure of a person-environment fit. The scale is composed of four dimensions, which are following: *Person-Organization Fit Scale* (POFS), *Person-Job Fit Scale* (PJFS), *Person-Group Fit Scale* (PGFS) and *Person-Supervisor Fit Scale* (PSFS). The PPEFS was constructed including the various dimensions of P-E fit as a result of incomplete measures of the dimensions in the fit literature, where P-E fit was measured using only one or two dimensions in explaining behavioral outcomes. Chuang, et al. (2016) constructed an instrument that includes various dimensions of P-E fit, consisting of relevant subscales for every dimension (goals, values, interests, personality) thus strengthening the construct of P-E fit that was often incomplete.

Person-Organization Fit Scale consists of two subscales referring to goals and values in the organization: POFS values (e.g. *“How would you describe the match between your emphasis and your organization's emphasis on the following values?”*, i.e., honesty, achievement, fairness, and helping others), and POFS goals (*“How would you describe the match between your goals and your organization's goals on the following dimensions?”* e.g., reward, the amount of effort expected, and competition with another organizations).

Person-Job Fit Scale (4 items) is embodied with the needs-supplies and demands-abilities fit (e.g. *“How would you describe the match between your professional skills, knowledge, and abilities and those required by the job?”*). The Person-Group Fit Scale scale consists of 10 items made of three subscales of values, goals and attributes dimensions: PGFS values (*“How would you describe the match between your emphasis and your group's emphasis on the following values?”* i.e., honesty, achievement, fairness, and helping others), PGFS goals (*„How would you describe the match between your goals and your group's goals on the following dimensions?”* i.e., reward, the amount of effort expected, and competition with another organizations), and PGFS attributes (*“How would you describe the match between you and your group members on the following characteristics?”* i.e., personality, work style, and lifestyle). The Person-Supervisor Fit Scale scale incorporates 5 items covering the dimensions of values, personality, work style, lifestyle, and leadership style (*“How would you describe the match between the things you value in life and the things*

your supervisor values? “; *“How would you describe the match between your personality and your supervisor's personality?”*). All items were scored on 7-point Likert scale (1=no match; 7=complete match). The turnover intention was measured with three items created by O'Reilly, Chatman & Caldwell (1991) e.g. *“If I have my way, I won't be working for this company a year from now”* scoring from 1 (*strongly disagree*) to 7 (*strongly agree*).

Given the location of the study and the mainly German speaking participants, the original Perceived Person-Environment Fit Scale and three items of turnover intention variable were translated to German. The translation of questionnaire and items were conducted in several steps by different individuals fluent both in English and German. First step was a translation of the items from German to English, e.g. the original English items of the PJFS *„How would you describe the match between your professional skills, knowledge, and abilities and those required by the job?”* to German version: *“Wie würden Sie die Übereinstimmung zwischen Ihren beruflichen Kompetenzen, Wissen und Fähigkeiten mit denen, die vom Job gefordert werden, beschreiben?”*

After having the first translation done, backwards German – English translation was conducted by another person in order to check the analysis and the content, e.g. German item of PJFS *“Wie würden Sie die Übereinstimmung zwischen Ihren beruflichen Kompetenzen, Wissen und Fähigkeiten mit denen, die vom Job gefordert werden, beschreiben?”* to reverse English translation: *“How would you describe the fit between your professional abilities and knowledge with the demands of the/your job?”* After some minor differences were detected, third individual revised the translated version and gave feedback on content of both original English questionnaire and the translated one. Finally, fourth individual revised the entire translated questionnaire to detect possible mistakes. To check for reliability of translated items, the pretest was conducted. The German version of questionnaire was tested through assessing the online questionnaire in SocSurvey tool. About 40 participants fulfilled the pretest questionnaire. Reliability analysis showed satisfactory results of scales: person-job fit scale $\alpha=.69$, person-organization fit scale $\alpha=.83$ (subscales values, $\alpha=.85$, goals, $\alpha=.65$), person-group fit scale $\alpha=.91$ (subscale values, $\alpha=.91$, goals $\alpha=.83$, attributes $\alpha=.85$), person-supervisor fit scale $\alpha=.87$ and the turnover intention $\alpha=.92$. After satisfactory results of reliability analysis, the German version of questionnaire and turnover items were implemented in SocSurvey together with the English version. Participants could choose the language of their questionnaire by clicking on either

German or English flag. After that they were presented with a short introduction about the study, demographic questions and questionnaire. Before a person supervisor fit scale, there was a filter question “*Do you have a supervisor?*” with the options *yes/no*. If the participant chose negative answer, the page with person-supervisor fit scale would be skipped and they would be automatically redirected to turnover intention questions page.

3.2. Sample

Many participants in study were recruited on social networks, through personal connections and via e-mail. The invitations to participate were sent mostly by e-mail or through social networks containing a link for online questionnaire. E-mails with invitations to participate containing a short introduction about a study and a link for online questionnaire were sent to a few companies both in private and public sector.

To assess the a-priori sample size analysis in G*power software (Faul, Erdfelder, Buchner, & Lang, 2009) was conducted. Based on prior metaanalysis study of Kristof-Brown, et al., (2005) effect sizes of available person-environment fit dimensions were taken into account. In the metaanalysis, relationship between various dimensions of person-environment fit and intent to quit, as well as turnover were analyzed. Intent to quit or turnover intention represent related construct, whereby it was not defined if the turnover refers to actual turnover in the company. Effect size of person-job fit with turnover $r = -.08$, person – organization fit with turnover was $r = -.14$ and person – group fit was only analysed with intent to quit, $r = -.22$. Effect size for person-supervisor fit were not available in the metaanalysis. Based on unclear construct of intent to quit and turnover, the a-priori sample size in G*power was analysed with the effect size of $r = -.08$ of the person-job fit with turnover, representing the smallest effect size found in the metaanalysis with the regard to turnover. Analysis of a-priori sample size including effect size of $r = -.08$ and five predictors of person-environment fit (person-job, person-organization, person-group and person-supervisor fit, including also the company type) showed that the sample size in the study should be around $N = 253$ participants.

Participants who worked minimum 20 hours per week, either in public or private sector companies, who were not self employed and who were at least 18 years old were eligible to participate. The final sample consisted of $N = 244$ participants who finished the online questionnaire until the last page. Based on the filter question if the participants have

supervisor, 29 participants who did not have a supervisor and therefore were not eligible to answer the questions of their fit with supervisor were excluded from the study, which reduced the final sample to $N = 215$ for the analysis. Demographic characteristics of acquired sample can be seen in Table 1.

Table 1

Demographic characteristics of the sample

Characteristics	N	%
Gender		
male	53	24.7
female	162	75.3
Age, $M = 33.7$, ($SD = 9.3$) y.		
Education		
Compulsory school	2	.9
Completed voc. training	8	3.7
High school diploma	34	15.8
University degree	171	79.5
Type of the company		
Public	74	34.4
Private	141	65.6
Tenure		
<1 year	62	28.8
2-5 years	98	45.6
6-10 years	28	13
>11 years	27	12.6
Field of work		
Service	79	36.7
Production	13	6
Social field	21	9.8
Commerce	21	9.8
Medical field	26	12.1
Education	38	17.7
Administration	17	7.9

4. Results

The means, standard deviations, and intercorrelations of the variables relevant for the study are presented in the Table 2. Even though the company type does not correlate significantly with P-O and P-S fit it was analyzed in the regression analysis due to the theoretical background and potential explanation of the variance in turnover intention. Statistical analysis was conducted in SPSS version 26.

Table 2

Means, Standard Deviations and correlations among Study Variables N=415

	M	SD	1	2	3	4	5	6
1. P-O fit	5.04	1.06	-					
2. P-J fit	5.22	1.06	.52**	-				
3. P-G fit	5.06	1.07	.67**	.46**	-			
4. P-S fit	4.33	1.46	.52**	.47**	.54**	-		
5. Turnover intention	3.69	2.06	-.50**	-.53*	-.48**	-.47**	-	
6. Company type	-	-	-.08	-.17*	-.18**	-.13	.14*	-

Note. P-O fit person organization fit, P-J fit person job fit, P-G fit person group fit, P-S fit person supervisor fit

Company type was effect coded with values -1 (public sector) and 1 (private sector).

* $p < .05$. ** $p < .01$.

In order to test hypothesis 1 and 3 standardized multiple regression analysis was conducted, using Bootstrap bias corrected estimation approach with 1000 samples. Before testing hypotheses with multiple regression, the assumptions before conducting multiple regression analysis were tested and regulated by using Bootstrap method. The assumption of multicollinearity was assessed through VIF (variance inflation factor) and it should not exceed 10 (Belsley, Kuh, & Welsch, 1980). The table of VIF is included in the result section, due to general multicollinearity problem of the fit dimensions. In Table 2 the VIF of all the predictors in the study shows that the assumption for multicollinearity has been met.

Table 3

Variance inflation factor (VIF) of the predictors in the study

Predictors	VIF
Person job fit	1.52
Person organization fit	2.10
Person group fit	2.08
Person supervisor fit	1.60
Company type	1.06

Table 4

Multiple regression analysis of person-environment fit dimensions on turnover

Predictors	B	95% Boot CI	SE (β)	β	t	p
P-J fit	-.59	[-.85, -.31]	.13	-.31	-4.64	.00
P-O fit	-.30	[-.57, -.03]	.15	-.16	-2.01	.05
P-G fit	-.29	[-.56, -.02]	.15	-.15	-1.96	.05
P-S fit	-.23	[-.43, -.03]	.10	-.16	-2.39	.02

 $R^2 = .38$; $**p < .01$

Note. CI stands for confidence intervals

In Table 4, results of multiple regression analysis for testing the hypothesis 1 are presented. P-J fit predictor showed to be the most predictive in explaining turnover intention ($\beta = -.31$, $p < .001$) and this relationship showed to be negative. P-O fit ($\beta = -.16$, $p < .05$) and P-S fit ($\beta = -.16$, $p < .02$) follow the P-J fit in explaining the variance of turnover intention, whereby the P-G fit was the weakest predictor in the model, but nevertheless, significant one ($\beta = -.15$, $p < .05$). Furthermore, model with predictors explained 38% of turnover intention. Hypothesis 1 was confirmed, namely that the P-E fit dimensions were negatively related to turnover intention.

For testing hypothesis 2, t-test for independent samples was conducted. The results show that employees who work in private sector companies express more turnover intention, $M = 3.89$, $SE = 0.17$ (Figure 2.) than those working in public sector companies $M = 3.29$, SE

= 0.24. This difference was shown to be statistically significant ($t = -2.06$; $p = 0.04$). Thus, hypothesis 2 confirmed, that there is a statistically significant difference in turnover intentions between public and private sector companies.

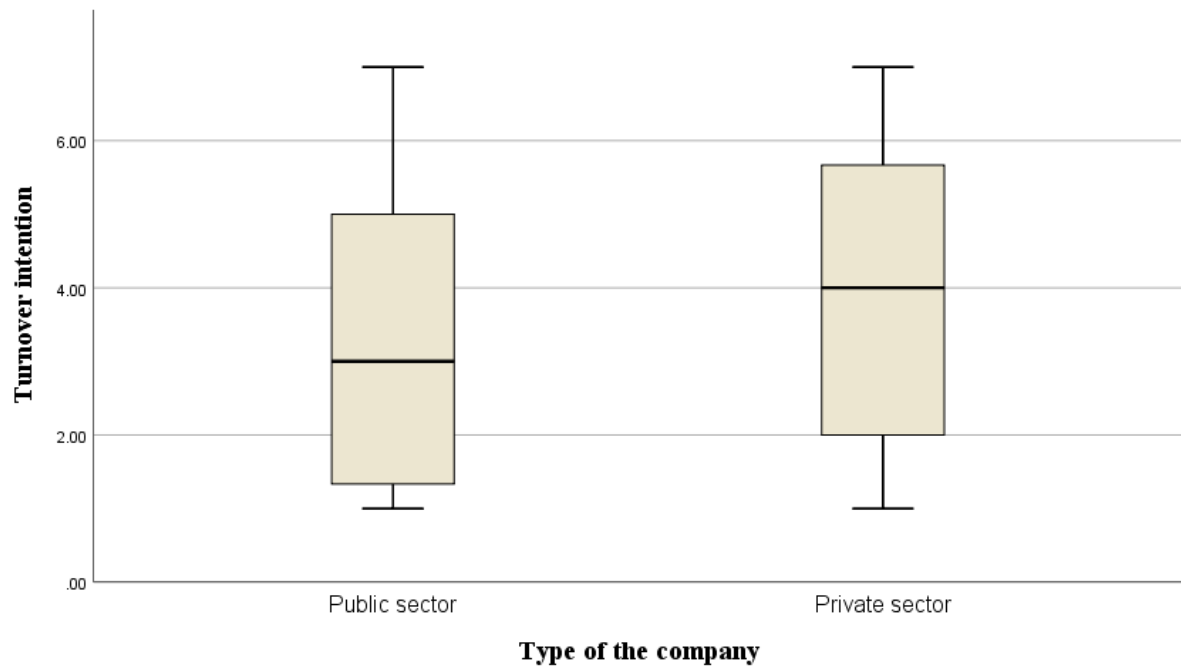


Figure 2. Graph showing the mean of turnover intentions in private and public sector companies

Second multiple regression analysis was conducted to test hypothesis 3, to assess the strength of the predictors on turnover intention when keeping the company type controlled. In table 5 the results of second multiple regression analysis are showed. P-J fit remained to be the strongest predictor in explaining turnover intention ($\beta = -.30$, $p < .001$), followed by P-O fit ($\beta = -.16$, $p < .04$) and P-S fit ($\beta = -.16$, $p < .02$). P-G fit was statistically not significant anymore, comparing to the model 1 ($\beta = -.15$, $p < .06$). The company type was not statistically significant in explaining the variance of turnover intention ($\beta = .03$, $p < .60$). The second model explained also 38% of the variance and third hypothesis was partially confirmed. P-G was not more significant after including company type in the regression.

Table 5

Multiple regression analysis of fit predictors including company type on turnover intention

Predictors	B	95% Boot CI	SE (B)	β	t	p
P-J fit	-.58	[-.85, -.30]	.13	-.30	-4.54	.00
P-O fit	-.31	[-.59, -.04]	.15	-.16	-2.05	.04
P-G fit	-.28	[-.55, -.01]	.15	-.15	-1.86	.06
P-S fit	-.30	[-.44, -.03]	.10	-.16	-2.38	.02
Company type	.06	[-.16, .33]	.12	.03	.54	.59

$R^2 = .38$; $**p < .01$

Note. Company type was effect coded with -1 for *public sector companies* and 1 for *private sector companies*

4.1. Person- environment fit mediates the relationship between the company type and turnover intention - explorative analysis

In order to further assess the relationship between P-E fit dimensions, turnover intention and company type, an explorative analysis was conducted. The P-E fit dimensions, company type and turnover intentions were included in mediation analysis, conducted in SPSS version 26 with the software package Macro (Hayes, 2013).

Results show that the relationship between the company type and turnover intention is mediated by person-environment fit dimensions. This mediation could be confirmed by testing the indirect effect, using a bootstrap estimation approach with 5000 samples (Figure 3), with significant indirect effects of company type on turnover intention through P-J fit, P-G fit and P-S fit. No mediation through P-O fit could be found, as this dimension of P-E fit was not significantly mediating the relationship between company type and turnover intention.

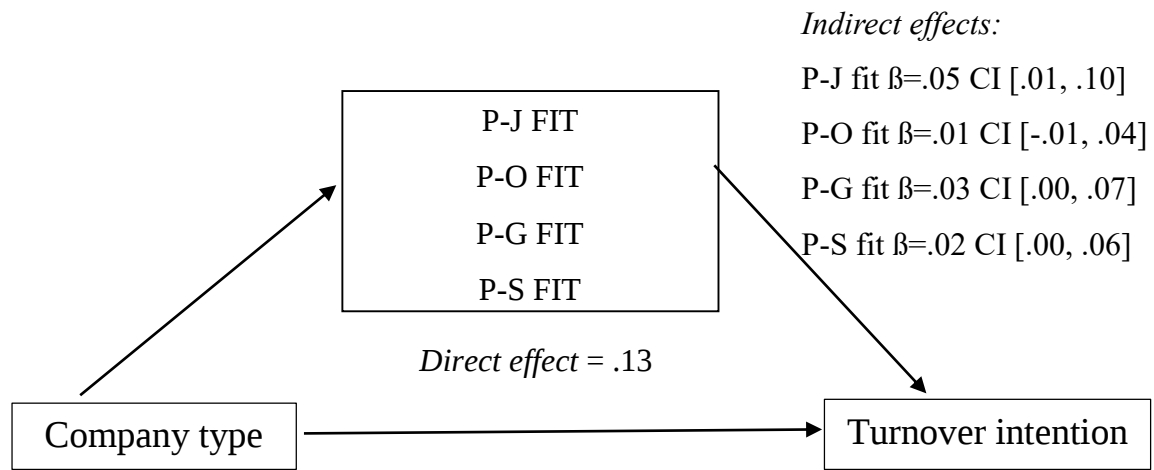


Figure 3. *Mediation model of person environment fit dimensions on the relationship between company type and turnover intention.*

The second hypothesis, namely that there is a difference between private and public sector companies in turnover intentions, was confirmed in t-test (Figure 2.) after explorative analysis could not be supported, being fully mediated by the person – environment fit dimensions.

5. Discussion

The current study aimed to explore how various types of P-E fit affect turnover intention in private and public sector companies, taking into consideration multidimensional approach in measuring P-E fit dimensions including the levels of organization, job, team and supervisors. By including the structural context of private and public administrations, it added the possible interplay of structural changes and behavioral outcomes, which could occur in different sectors regarding individual's experience of fit inside two different administration sectors. Results show that the P-E fit dimensions are negatively related to turnover intention, confirming the first hypothesis. Individuals who achieve fit with their job, organization, team and supervisors are less prone to leave the company they work for. These findings are consistent with findings from Andela & Van der Doef (2018), who found that turnover intention was explained by P-J, P-O and P-S fit. It is important to note that Andela & Van der Doef (2018) also used multidimensional P-E approach, as the current study and managed to confirm that indeed, the P-E fit is a

multidimensional construct. Chuang, et al. (2016) confirmed that the P-E fit dimensions of P-J, P-O, and P-S fit significantly explained turnover intention, by also adding to the existing gap in the literature by creating multidimensional approach measure of the P-E fit used in this study, and encouraging the researches to adopt multidimensional approach.

It is interesting to note that types of P-E fit dimensions included as predictors explained turnover intention significantly, but with different predictive strengths, pointing out that individuals experience different levels of fit with various organizational environmental systems and not general fit. The strongest predictor of turnover intention was P-J fit, suggesting that the individuals prioritize their fit with job the most, which means not experiencing fit with current job may lead to turnover intention, regardless of other types of fit. When perceived abilities do not meet the demands of job requirements, or if the job does not fulfill desired needs, discrepancy between the person and their environment (in this case job) may happen. If a person perceives their abilities do not meet the demands of a job (e.g. lack of knowledge or information to manage a task), or if a person desires high autonomy job and does not work in a job that provides autonomy, feelings of frustration and strain could happen, leading to making a decision of leaving the company.

These findings are not in correspondence with the study of Kristof-Brown & Lauver (2001) who found out that P-O fit was a better predictor in turnover intention than P-J fit. However, in his study, Tak (2011) found out that P-J fit significantly correlated with turnover intention, whereby the actual turnover was explained by the P-O fit and not by the P-J fit.

Furthermore, it was shown that not only the P-J fit predicted the turnover intention, but other P-E dimensions as well, which clearly suggest that multidimensional approach in measuring P-E fit may be the best for explaining some behavioral outcomes in organizations. Every P-E fit dimension significantly explained variance in the turnover intention, demonstrating that people assign different importance to their experience of fit with different systems in which they daily engage, which can further influence their decision making process, such as changing the job. Individuals also take into account their fit with the team and the supervisor when deciding to leave the company as well, pointing out the importance of interpersonal relationships. After including the company type into regression with types of P-E fit, adding the context of different administration sectors, some changes in results were noted. The P-G fit was not significant anymore in explaining turnover intention. The third hypothesis could be partially confirmed, namely after

controlling for the company type, the dimensions of the P-E fit will be negatively related to turnover intention. It is interesting to note that P-G fit was not significant anymore, suggesting a different role of person environment fit dimensions in different structural contexts of companies. It is possible that team dynamics are different in private and public sector companies and possibly employees are not supported to invest in interpersonal aspects especially in public sector where hierarchy is different compared to private sector companies. Possible explanation also may be in the absence of competitiveness in public sector companies (Boyne, 2002) employees are not pressured to work together to ensure their services are the best. This may lead to the absence of team work in important aspects in the company, such as decision making processes lacking the team work experiences.

The most surprising results came from explorative analysis of second hypothesis stating the differences in turnover intention between private and public sector companies. The hypothesis was confirmed, namely that employees from private sector companies are more prone to leaving the company than the ones in public sector. These findings are not surprising per se, as many authors came to same results (Steijn, 2008; Wang, et al., 2012). Mentioned differences in private and public sector companies (instability, absence of competitiveness, different hierarchy) could possibly account for differences in turnover intentions. However, upon extending the model by adding the P-E fit dimensions, it was found that relationship between the company type and turnover intention was fully mediated by the P-E fit dimensions of job, group and supervisor fit, excluding the person organization fit (it was not significant). This striking result that emerged from data suggests that the second hypothesis of difference between private and public sector companies in turnover intention was actually not confirmed as the first analysis showed. The result suggest that individuals differ in turnover intentions because their experiences with different systems of environmental fit with which they engage may influence their decision to leave the company and not existing differences in sector structures. However, the P-O fit was the only predictor that was not a significant mediator. The possible explanation could be that employees may have already determined how their values and goals fit with the company's goals and values (Jansen & Kristof – Brown, 2006) and moved to other aspects of environment, possibly crucial for them, such as important source of knowledge retrieved from their colleagues or supervisors. The mediating role of P-E fit dimensions, using multidimensional approach is almost unresearched field in the P-E fit literature. Ahmad (2012) found that the P-E fit dimensions partly mediated the relationship between

organizational culture and staff turnover intention. However the measures included dimensions of job, organization and group fit, without the supervisor fit. The current study contributes to the literature gap in the fit literature, extending it with the findings of mediating role of P-E fit dimensions in explaining turnover intention.

Reasons why people leave the company are complex and may vary given the nature of company and employee. Sometimes, people do not stay in their company due to many factors of their commitment with the organization. Besides the interplay of the P-E fit dimensions with behavioral outcomes, possible explanation for turnover intention may be found in the investment model (Rusbult, 1980). This model was not tested in the study, but some similarities with the P-E fit dimensions theory could be found and alternative explanation is offered in the next section.

Rusbult's investment model (1980) was originally developed to explain commitment in romantic relationships. The investment model claims that people should feel higher levels of commitment to relationship when the feelings of satisfaction are present, when few alternatives to the relationship are available and they have invested a lot in their relationship (Rusbult, 1980; Le & Agnew, 2003). Investment model was extended to predict turnover intentions in work situations as well (Rusbult & Farell, 1981; Rusbult & Farell, 1983). This model of investment applied in work situations, consist of four model parameters: „job rewards, job costs, alternatives and investment“ (p. 254), which could affect turnover intentions (Dam, 2005). Complete job value is rated through assessment of subjective reward-cost analysis (rewards and cost values of different job attributes are considered resulting in complete job value) (Dam, 2005). This complete job value may influence the satisfaction with the job, which may indirectly play a role in turnover intention (Dam, 2005). Job alternatives and employee's investment in the job are other components that could influence job commitment (Dam, 2005). Job alternatives refer to the available employment options, whereby employee's investments are resources employee invested in the job (such as trainings and education) (Dam, 2005). Therefore, investment model assumes high job commitment and low turnover occurs when satisfaction derived from the work is high (rewards are greater than costs), alternatives lack or are non-existing and investments are big (Dam, 2005). Older employees who work longer for a company may have experienced changes in the structure and dynamics of the company and needed to properly adapt to them. That adaption could lead to feelings of satisfaction and employee's investment in the success of the company. Therefore, older employees may feel they are

committed to stay in the company due to investments they made such as interpersonal relationships with their colleagues and supervisors. They also may feel they helped to make the organization's culture and feel like they are part of success the organization achieves. Overall, this could influence their decision to leave the company.

The current study contributed to the P-E fit field by demonstrating the successful multidimensional approach, including overall dimensions of the P-E fit in explaining turnover intention. By considering existing different structures of private and public sectors it strengthens simultaneous interplay of structural contexts and experiences of fit. Explorative analysis of mediating effect of the P-E fit dimensions showed that the effect of the fit dimensions may be even more complex than expected, opening new possibilities in the future research.

Regarding the practical implications, organizations should focus more on helping employees achieve fit and implementing measures that promote fit such as open communication with the team, supervisors, trainings and procedure regarding the uncertainties with the job. Also, it would be helpful to assess fit in company with different levels of the environment as it could be important for the future of the organization.

5.1. Future research and limitations

The current study has several limitations. The questionnaire PPEFS (Chuang, et al., 2016) was translated to German for the purposes of reaching more participants in Austria and Germany. Possible differences due to the translation could affect participant's understanding of items in the questionnaire and possibly influence their answering. The sample consisted of only 25% men, which shows the majority of participants were women and men were underrepresented.

One of the limitations is also a common method bias, especially common in behavioral researches. This refers that the variance could be assigned to the measurement method and not the represented constructs (Podsakoff, MacKenzie, Lee & Podsakoff, 2003), which could cause measurement error.

Future research in the P-E field should further focus on exploring the constructs of the P-E fit dimensions and theories that explain antecedents of fit in more detailed fashion to avoid unclear use of fit construct present in the literature. Moreover, researchers should

also include the construct of misfit, as opposite to the fit and explore its effect on behavioral outcomes.

5.2. Conclusion

Person environment fit dimensions including fit with the job, organization, team and supervisor predict turnover intentions in the private and public sector companies. The present study extended the previous research in the P-E fit in the relation to turnover intention, including two different administration sectors and by showing that the P-E fit dimensions could also have a mediating, more complex role in explaining behavioral outcomes.

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7. Appendices

7.1. Appendix A

Perceived Person Environment fit scale translated to German:

Finale Punkte der wahrgenommenen Person-Umgebung Eignungsskala (PPEFS)

Person-Job Eignungsskala

1. Wie würden Sie die Übereinstimmung zwischen Ihren eigenen beruflichen Kompetenzen, Wissen und Fähigkeiten mit denen, die vom Job gefordert werden, beschreiben?
2. Wie würden Sie die Übereinstimmung zwischen Ihren Persönlichkeitseigenschaften (z.B. extrovertiert/introvertiert, sympathisch/unsympathisch, zuverlässig/unzuverlässig) und den vom Job geforderten Persönlichkeitseigenschaften beschreiben?
3. Wie würden Sie die Übereinstimmung zwischen Ihren Interessen (z.B. sozial/asozial, künstlerisch/unkünstlerisch, konventionell/unkonventionell) und denen, die Sie sich vom Job wünschen würden, beschreiben?
4. Wie würden Sie die Übereinstimmung der Eigenschaften Ihres jetzigen Jobs (z.B. Selbstständigkeit, Wichtigkeit, Vielfalt der Tätigkeit) und denen, die Sie sich von einem Job wünschen würden, beschreiben?

Person-Organisation Eignungsskala (POFS)

POFS-Werte

Wie beschreiben Sie die Übereinstimmung zwischen der eigenen Gewichtung und der Ihrer Organisation für folgende Werte?

1. Ehrlichkeit
2. Erfolg
3. Fairness
4. Anderen helfen

POFS-Ziele

Wie würden Sie die Übereinstimmung zwischen ihren Zielen und den Zielen der Organisation in Bezug auf folgende Dimensionen beschreiben?

5. Belohnung
6. Menge an erwartetem Aufwand
7. Wettbewerb mit anderen Organisationen

Person-Gruppe Eignungsskala (PGFS)

PGFS-Werte

Wie würden Sie die Übereinstimmung zwischen dem Schwerpunkt, den Sie selbst und den, den Ihre Gruppe auf die folgenden Werte legt, beschreiben?

1. Ehrlichkeit
2. Erfolg
3. Fairness
4. Anderen helfen

PGFS-Ziele

Wie würden Sie die Übereinstimmung zwischen ihren Zielen und den Zielen der Gruppe in Bezug auf folgende Dimensionen beschreiben?

5. Belohnung
6. Menge an erwartetem Aufwand
7. Wettbewerb mit anderen Organisationen

PGFS-Eigenschaften

Wie würden Sie die Übereinstimmung zwischen Ihnen und ihren Gruppenmitgliedern bei folgenden Ausprägungen beschreiben?

8. Persönlichkeit
9. Arbeitsstil
10. Lebensstil

Person-Vorgesetzter Eignungsskala (PSFS)

1. Wie würden Sie die Übereinstimmung zwischen den Dingen, auf die Sie im Leben Wert legen und den Dingen, auf die ihr Vorgesetzter Wert legt, beschreiben?
2. Wie würden sie die Übereinstimmung zwischen ihrer Persönlichkeit und der Persönlichkeit ihres Vorgesetzten beschreiben?
3. Wie würden sie die Übereinstimmung zwischen ihrem Arbeitsstil und dem Arbeitsstil ihres Vorgesetzten beschreiben?
4. Wie würden sie die Übereinstimmung zwischen ihrem Lebensstil und dem Lebensstil ihres Vorgesetzten beschreiben?
5. Wie würden sie die Übereinstimmung zwischen dem Führungsstil ihres Vorgesetzten und dem Führungsstil, den sie sich wünschen, beschreiben?

Anmerkung: Alle Punkte sind in einem 7-Punkte-System, wobei 1 “keine Übereinstimmung” und 7 “völlige Übereinstimmung” bedeutet.

Backwards German – English translation of items

Person-Job-Fit Scale (PJFS)

1. Wie würden sie die Übereinstimmung zwischen ihren beruflichen Kompetenzen, Wissen und Fähigkeiten mit denen, die vom Job gefordert werden, beschreiben?
How would you describe the fit between your professional abilities and knowledge with the demands of the/your job?
2. Wie würden sie die Übereinstimmung zwischen ihren Persönlichkeitseigenschaften (z.B. Extrovert/Introvert, sympathisch/unsympathisch, zuverlässig/unzuverlässig) und den vom Job geforderten beschreiben?
How would you describe the fit between your personality traits (for example: extroversion/introversion, sympathetic/unsympathetic, reliable/unreliable) and the demands of the/your job?

3. Wie würden sie die Übereinstimmung zwischen ihren Interessen (z.B. sozial/asozial, künstlerisch/unkünstlerisch, konventionell/unkonventionell) und denen, die sie sich vom Job wünschen würden, beschreiben?
How would you describe the fit between your interests (for example: social/asocial, artistic/unartistic, conventional/unconventional) and those you wish your job had (ideally)?
4. Wie würden sie die Übereinstimmung der Eigenschaften ihres jetzigen Jobs (z.B. Selbstständigkeit, Wichtigkeit, Vielfalt der Tätigkeit) und denen, die sie sich von einem Job wünschen würden, beschreiben?
How would you describe the fit between the characteristics of your current job (for example: autonomy, meaning, task-variety) and those you wish your job had (ideally)?

Person-Organisation-Fit Scale (POFS)

POFS-Values

Wie würden sie die Übereinstimmung zwischen dem Schwerpunkt, den sie auf Werte legen und den ihre Organisation auf die folgenden Werte legt, beschreiben?

How would you describe the fit between

Of the following values, how would you describe the fit/consensus between the values that you hold in highest regard (focus on) and the values that your organisation holds in highest regard (focus on)?

1. Honesty
2. Success
3. Fairness
4. Helping others

POFS-Goals

Wie würden sie die Übereinstimmung zwischen ihren Zielen und den Zielen der Organisation in Bezug auf folgende Dimensionen beschreiben?

How would you describe the fit/consensus between your goals and the organisations goals on the following dimensions?

5. Rewards
6. Amount of effort
7. Competition with other Organisations

Person-Gruppe-Fit Scale (PGFS)

PGFS-Values

Wie würden sie die Übereinstimmung zwischen dem Schwerpunkt, den sie auf Werte legen und den ihre Gruppe auf die folgenden Werte legt, beschreiben?

Of the following values, how would you describe the fit/consensus between the values that you hold in highest regard (focus on) and the values that your group holds in highest regard (focus on)?

1. Honesty
2. Success
3. Fairness
4. Helping others

PGFS-Goals

Wie würden sie die Übereinstimmung zwischen ihren Zielen und den Zielen der Gruppe in Bezug auf folgende Dimensionen beschreiben?

How would you describe the fit/consensus between your goals and the groups goals on the following dimensions?

5. Rewards
6. Amount of effort
7. Competition with other Organisations

PGFS-Characteristics

Wie würden sie die Übereinstimmung zwischen ihnen und ihren Gruppenmitgliedern bei folgenden Ausprägungen beschreiben?

How would you describe the fit between you and your group-members' in the following characteristics?

8. Personality
9. Work style
10. Lifestyle

Person-Supervisor-Fit Scale (PSFS)

1. Wie würden sie die Übereinstimmung bei den Dingen, auf die sie im Leben wert legen und den Dingen, auf die ihr Vorgesetzter wert legt, beschreiben?
How would you describe the fit between what you consider important in life and what your supervisors consider important in life?
2. Wie würden sie die Übereinstimmung zwischen ihrer Persönlichkeit und der Persönlichkeit ihres Vorgesetzten beschreiben?
How would you describe the fit between your personality and your supervisors personality?
3. Wie würden sie die Übereinstimmung zwischen ihrem Arbeitsstil und dem Arbeitsstil ihres Vorgesetzten beschreiben?
How would you describe the fit between your work style and your supervisors work style?
4. Wie würden sie die Übereinstimmung zwischen ihrem Lebensstil und dem Lebensstil ihres Vorgesetzten beschreiben?
How would you describe the fit between your lifestyle and your supervisors lifestyle?
5. Wie würden sie die Übereinstimmung zwischen dem Führungsstil ihres Vorgesetzten und dem Führungsstil, den sie sich wünschen, beschreiben?
How would you describe the fit/consensus between the leadership style of your supervisors and the leadership style you (ideally) would wish for?

Note: All points are on a 7-point system, where 1 represents “no fit/consensus” and 7 “complete fit/consensus”.

The German translated items of turnover intention

1. I would prefer another job to the one I have now.
Ich würde einen anderen Job dem Jetzigen bevorzugen.
2. If I have my way, I won't be working on this company a year from now
Wenn es nach mir ginge, werde ich in einem Jahr nicht für diese Firma arbeiten.
3. I have seriously thought about leaving this company
Ich habe ernsthaft darüber nachgedacht diese Firma zu verlassen.

7.2. Appendix B

Introduction part in the pretest study to validate German version of questionnaire



Liebe Teilnehmer_innen

Vielen Dank für Ihr Interesse an dieser Befragung.

Diese Preteststudie beschäftigt sich mit "Person environment fit" und Kündigungsabsicht. Die Preteststudie dient zur Validierung von Fragebogen. Die Befragung dauert ca. 5 Minuten.

Vielen Dank für Ihre Teilnahme

Azra Kozlica, B.Sc.

[Weiter](#)

B.Sc. Azra Kozlica, Universität Wien – 20190% ausgefüllt

The German version of translated P-J fit scale in the pretest study

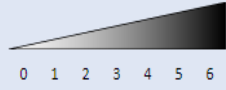
	keine Übereinstimmung						vollige Übereinstimmung
	1	2	3	4	5	6	7
1. Wie würden Sie die Übereinstimmung zwischen Ihren eigenen beruflichen Kompetenzen, Wissen und Fähigkeiten mit denen, die vom Job gefordert werden, beschreiben?	☐	☐	☐	☐	☐	☐	☐
2. Wie würden Sie die Übereinstimmung zwischen Ihren Persönlichkeitseigenschaften (z.B. extrovertiert/introvertiert, sympathisch/unsympathisch, zuverlässig/unzuverlässig) und den vom Job geforderten Persönlichkeitseigenschaften beschreiben?	☐	☐	☐	☐	☐	☐	☐
3. Wie würden Sie die Übereinstimmung zwischen Ihren Interessen (z.B. sozial/asozial, künstlerisch/unkünstlerisch, konventionell/unkonventionell) und denen, die Sie sich vom Job wünschen würden, beschreiben?	☐	☐	☐	☐	☐	☐	☐
4. Wie würden Sie die Übereinstimmung der Eigenschaften Ihres jetzigen Jobs (z.B. Selbstständigkeit, Wichtigkeit, Vielfalt der Tätigkeit) und denen, die Sie sich von einem Job wünschen würden, beschreiben?	☐	☐	☐	☐	☐	☐	☐

The German version of translated P-O fit scale (with values and goals subscales) in the pretest study

5. Wie beschreiben Sie die Übereinstimmung zwischen der eigenen Gewichtung und der Ihrer Organisation für folgende Werte?	keine Übereinstimmung						vollige Übereinstimmung
	1	2	3	4	5	6	7
Ehrlichkeit	☐	☐	☐	☐	☐	☐	☐
Erfolg	☐	☐	☐	☐	☐	☐	☐
Fairness	☐	☐	☐	☐	☐	☐	☐
Anderen Helfen	☐	☐	☐	☐	☐	☐	☐

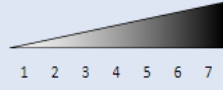
Weiter

6. Wie würden Sie die Übereinstimmung zwischen Ihren Zielen und den Zielen der Organisation in Bezug auf folgende Dimensionen beschreiben?

	keine Übereinstimmung	vollige Übereinstimmung
	 0 1 2 3 4 5 6	
Belohnung	☐ ☐ ☐ ☐ ☐ ☐ ☐	
Menge an erwartetem Aufwand	☐ ☐ ☐ ☐ ☐ ☐ ☐	
Wettbewerb mit anderen Organisationen	☐ ☐ ☐ ☐ ☐ ☐ ☐	

The German version of translated P-G fit scale in the pretest study (subscales values, goals and personality)

7. Wie würden Sie die Übereinstimmung zwischen dem Schwerpunkt, den Sie selbst und den, den Ihre Gruppe auf die folgenden Werte legt, beschreiben?

	keine Übereinstimmung	vollige Übereinstimmung
	 1 2 3 4 5 6 7	
Ehrlichkeit	☐ ☐ ☐ ☐ ☐ ☐ ☐	
Erfolg	☐ ☐ ☐ ☐ ☐ ☐ ☐	
Fairness	☐ ☐ ☐ ☐ ☐ ☐ ☐	
Anderen helfen	☐ ☐ ☐ ☐ ☐ ☐ ☐	

[Weiter](#)

8. Wie würden Sie die Übereinstimmung zwischen Ihren Zielen und den Zielen der Gruppe in Bezug auf folgende Dimensionen beschreiben?	
	keine Übereinstimmung vollige Übereinstimmung  1234567
Belohnung	☐ ☐ ☐ ☐ ☐ ☐ ☐
Menge an erwartetem Aufwand	☐ ☐ ☐ ☐ ☐ ☐ ☐
Wettbewerb mit anderen Organisationen	☐ ☐ ☐ ☐ ☐ ☐ ☐

9. Wie würden Sie die Übereinstimmung zwischen Ihnen und Ihren Gruppenmitgliedern bei folgenden Ausprägungen beschreiben?	
	keine Übereinstimmung vollige Übereinstimmung  1234567
Persönlichkeit	☐ ☐ ☐ ☐ ☐ ☐ ☐
Arbeitsstil	☐ ☐ ☐ ☐ ☐ ☐ ☐
Lebensstil	☐ ☐ ☐ ☐ ☐ ☐ ☐

Weiter

The German version of translated P-S fit scale in the pretest study



	keine Übereinstimmung	vollige Übereinstimmung
	1 2 3 4 5 6 7	
10. Wie würden Sie die Übereinstimmung zwischen den Dingen, auf die Sie im Leben Wert legen und den Dingen, auf die Ihr Vorgesetzter Wert legt, beschreiben?	☐ ☐ ☐ ☐ ☐ ☐ ☐	
11. Wie würden sie die Übereinstimmung zwischen Ihrer Persönlichkeit und der Persönlichkeit Ihres Vorgesetzten beschreiben?	☐ ☐ ☐ ☐ ☐ ☐ ☐	
12. Wie würden sie die Übereinstimmung zwischen Ihrem Arbeitsstil und dem Arbeitsstil Ihres Vorgesetzten beschreiben?	☐ ☐ ☐ ☐ ☐ ☐ ☐	
13. Wie würden Sie die Übereinstimmung zwischen Ihrem Lebensstil und dem Lebensstil Ihres Vorgesetzten beschreiben?	☐ ☐ ☐ ☐ ☐ ☐ ☐	
14. Wie würden Sie die Übereinstimmung zwischen dem Führungsstil Ihres Vorgesetzten und dem Führungsstil, den Sie sich wünschen, beschreiben?	☐ ☐ ☐ ☐ ☐ ☐ ☐	

Weiter

The German translated items of turnover intentions in the pretest study



	stimme gar nicht zu	stimme voll zu
	1 2 3 4 5 6 7	
15. Ich würde einen anderen Job dem Jetzigen bevorzugen.	☐ ☐ ☐ ☐ ☐ ☐ ☐	
16. Wenn es nach mir ginge, werde ich in einem Jahr nicht für diese Firma arbeiten.	☐ ☐ ☐ ☐ ☐ ☐ ☐	
17. Ich habe ernsthaft darüber nachgedacht diese Firma zu verlassen.	☐ ☐ ☐ ☐ ☐ ☐ ☐	

Weiter

7.3. Appendix C

The beginning of the main study with both English and German language options



English



German (formal)

Introduction in the main study



0% completed

Dear participant,

Thank you for taking part in this study!

The study investigates how different work environment aspects match the needs of employees and vice versa. It is conducted for the purpose of a master thesis.

Please note that some questions may appear very similar but they concentrate on different parts of study. Please read the questions carefully and try to answer them accurately. It should take you approximately 5-6 minutes to complete this questionnaire.

The data will be collected anonymously and used within the scope of my master thesis.

The requirements for participating in this study are:

- minimum age of 18
- minimum of 20 working hours per week
- no self employment

Azra Kozlica, B.Sc. (a01548425@unet.univie.ac.at)

Demographic data



13% completed

Gender

- ☒ female
- ☐ male

How old are you?

I am years old

What is your highest level of education?

- ☒ Compulsory school
- ☐ Completed vocational training
- ☐ High school diploma
- ☐ University degree

Next

25% completed

In what type of company do you work?

- ☒ public sector company
- ☐ private sector company

How long have you been working for your current company?

- ☒ < 1 Year
- ☐ 2 – 5 Years
- ☐ 6 – 10 Years
- ☐ > 11 Years

In which field do you work?

- ☒ Service
- ☐ Production
- ☐ Social field
- ☐ Commerce
- ☐ Medical field
- ☐ Education
- ☐ Administration

Next

P-J fit scale in the main study

38% completed

The following questions refer to your match with a current job. Please rate each of the following questions on a rating scale of 1 (no match) to 7 (complete match)

How would you describe the match between your professional skills, knowledge, and abilities and those required by the job?	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7
How would you describe the match between your personality traits (e.g. extrovert vs. introvert, agreeable vs. disagreeable, dependable vs. undependable) and those required by the job?	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7
How would you describe the match between your interests (e.g. social vs. unsocial, artistic vs. inartistic, and conventional vs. unconventional) and those you desire for a job?	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7
How would you describe the match between the characteristics of your current job (e.g. autonomy, importance and skill variety) and those you desire for a job?	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

P-G fit scale in the main study (subscale values and goals)

50% completed

How would you describe the match between your emphasis and your work group's emphasis on the following values?

Honesty	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7
Achievement	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7
Fairness	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7
Helping others	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

How would you describe the match between your goals and your work group's goals on the following dimensions?

reward	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7
the amount of effort expected	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7
competition with other groups	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

P-O fit scale in the main study (subscale values and goals)

How would you describe the match between your emphasis and your organisation's emphasis on the following values?

	no match	1	2	3	4	5	6	7	complete match
honesty	☐	☐	☐	☐	☐	☐	☐	☐	
achievement	☐	☐	☐	☐	☐	☐	☐	☐	
fairness	☐	☐	☐	☐	☐	☐	☐	☐	
helping others	☐	☐	☐	☐	☐	☐	☐	☐	

How would you describe the match between your goals and your organisation's goals on the following dimensions?

	no match	1	2	3	4	5	6	7	complete match
reward	☐	☐	☐	☐	☐	☐	☐	☐	
the amount of effort expected	☐	☐	☐	☐	☐	☐	☐	☐	
competition with other organisations	☐	☐	☐	☐	☐	☐	☐	☐	

Next

Filter question in the main study before P-S fit scale



63% completed

Do you have a supervisor?

- ☒ yes
☐ no

Next

B.Sc. Azra Kozlica, Universität Wien – 2019

P-S fit scale in the main study

75% completed

The following questions refer to the match between you and your supervisor. Please rate each question on a scale of 1 (no match) to 7 (complete match).

no match

complete match

1 2 3 4 5 6 7

How would you describe the match between the things **you** value in life and the things **your supervisor** values?

How would you describe the match between **your personality** and your **supervisor's personality**?

How would you describe the match between **your work style** and your **supervisor's work style**?

How would you describe the match between **your lifestyle** and your **supervisor's lifestyle**?

How would you describe the match between **your supervisor's leadership style** and the leadership style **you desire**?

Next

Turnover intention scale in the main study



88% completed

Please read the following statements and rate them on a scale of 1 (strongly disagree) to 7 (strongly agree)

strongly disagree

strongly agree

1 2 3 4 5 6 7

I would prefer **another job** to the one I have now.

If I have my way, I won't be working in **this** company a year from now.

I have seriously thought about **leaving this** company.

Next

Last page in the main study



You have reached the end of the study. You may close the browser tab. Thank you so much for participating!

[B.Sc. Azra Kozlica](#), Universität Wien – 2019

Abstract

The interaction of people and their work environments is important in explaining behaviors and work outcomes, especially in organizational context. Present study analyzes the relationship between person - environment (P-E) fit dimensions and turnover intentions in private and public sector companies. P-E fit is measured using multidimensional approach and includes dimensions of person job fit (P-J), person organization fit (P-O), person group fit (P-G) and person supervisor fit (P-S). The study was conducted on a sample of 215 participants working in private and public sectors companies. To assess the relationship between P-E fit dimensions, turnover intention, and types of the companies, multiple regression analysis and t-test were conducted. Results show that the P-E fit dimensions are negatively related to turnover intention and the P-J fit was shown to be the strongest predictor in explaining turnover intention. Furthermore, after controlling for the company sectors in regression, P-E fit dimensions were still significantly negatively related with turnover intention with the exception of the P-G fit. Explorative analysis showed that P-E fit dimensions mediated the relationship between the company type (public and private) and turnover intention. The results indicate that P-E fit is multidimensional construct and that P-E fit dimensions have different predictive power in explaining withdrawal behaviors. Employees prioritize differently environmental fits when deciding to leave the company.

Keywords: person-environment fit, turnover intention, company type

German Abstract

Das Verstehen der Interaktion zwischen Arbeitnehmer/innen und ihrem Arbeitsumfeld ist wichtig, um Verhalten und Arbeitsresultate erklären zu können. Die vorliegende Studie analysiert die Beziehung zwischen dem Person-Umgebungs-Fit (P-E) und den Bereitschaft den Arbeitsplatz zu kündigen. Untersucht wurden sowohl Unternehmen im privaten Sektor als auch jene des öffentlichen Sektors. Der P-E fit wird durch einen multidimensionalen Ansatz gemessen, welcher aus dem Person-Job Fit (P-J), dem Person-Organisations-Fit (P-O), dem Person-Gruppe Fit (P-G), und dem Person-Vorgesetzte Fit (P-S) besteht. Bei der Studie nahmen 215 Personen aus dem öffentlichen und privaten Sektor teil. Um die Beziehungen zwischen P-E fit, Kündigungswunsch und Unternehmenstyp festzustellen wurden eine multiple Regression sowie ein t-Test durchgeführt. Die Ergebnisse zeigen, dass der P-E fit negativ mit Kündigungswünschen korreliert, sowie dass der P-J Fit der wichtigste Prädiktor ist, um Kündigungswünsche zu erklären. Nach der Kontrolle des Unternehmenstyps (öffentlich vs. privat) in der Regressionsanalyse korrelierte der P-E Fit Dimensionen (mit Ausnahme des P-G Fit) signifikant negativ mit dem Wunsch nach Kündigung. Explorative Analysen zeigten, dass der P-E Fit die Beziehung zwischen Unternehmenstyp (öffentlich vs. privat) und Kündigungswunsch mediiert. Die Ergebnisse zeigen, dass der P-E Fit ein multidimensionales Konstrukt ist und, dass die verschiedene Arten des Umgebungsfit unterschiedliche Vorhersagekraft hinsichtlich Rückzugsverhalten haben. Angestellte priorisieren verschiedene Umgebungsfits, wenn sie ihr Unternehmen verlassen.

Schlagwörter: Person-Umgebung Fit, Kündigungswunsch, Unternehmenstyp