

ABSTRACT

The person-environment fit concept has been of interest in management research for years. Understanding the effect of the person-environment fit on the attitudes and behavior of employees in an organization would be beneficial for both researchers and practitioners. This research examines the influences of all the dimensions of fit between employees and their working environment i.e. person-organization fit, person-job fit, person-group fit and person-supervisor fit on their working performance, organizational citizenship behavior, and also their organizational commitment. Two intrinsic motivational constructs i.e. self-determination and work meaningfulness were added to the conceptual model in the expectation that they would mediate the relationship between the fit and the attitudes and behavior of employees. In addition, the moderating effects of the industrial context and employee's age generation were tested. Generation X and generation Y employees who work in two different industries, Fast Moving Consumer Goods and banking were selected. A questionnaire survey was designed. Four hundred forty dyadic data sets from the focal employees and their immediate supervisor were gathered. Structural equation modeling together with multiple group analysis was performed to analyze the data.

The key findings indicated both direct and indirect relationships between the person-environment fit and affective commitment. For the working performance, its direct relationship with person-environment fit was not illustrated, but an indirect relationship via self-determination was found. Moreover, an indirect relationship between the person-organization fit and organizational citizenship behavior via work meaningfulness was shown while a direct relationship between the person-environment fit and organizational citizenship behavior was not found. This indicated the significant mediating roles of intrinsic motivation on the attitudes and behavior of the employees. In addition, the mediating role of self-determination is stronger for generation Y employees whereas for generation X employees work meaningfulness was found to be stronger. However, differences between the employees working in different industries were not found.