Measuring the Impact of Person-Environment Fit between Career Commitment and Organizational Citizenship Behavior
A Case Study of International Cooperation and Development Fund

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Abstract
This paper has two research objectives. Firstly, analyze the relationship between Person-Environment fit and employees’ career commitment; secondly, analyze the relationship between Person-Environment fit and employees’ organizational citizenship behavior. The target of this study was the employees of International Cooperation and Development Fund (ICDF) which is a non-profit organization (NPO’s) in Taiwan. A quantitative research design was used. 92 questionnaires were handed out and 75 valid responses were received. The study shows three important findings. The first finding indicates Person-Organization fit, Person-Job fit, and Person-Group fit have a significant influence on employees’ career commitment and organizational citizenship behavior; the second finding shows that Person-Person fit has a significant influence on employees’ organizational citizenship behavior, however does not have a significant influence on employees’ career commitment; the third finding indicates Person-Vocation fit have no significant influence on employees’ career commitment and organizational citizenship behavior. This paper shows that it is important that not only International Cooperation Development Fund in Taiwan but also other Non-Profit organizations pay close attention to the Person-Environment fit which can directly affect the employees’ career commitment and organizational citizenship behavior.

Key words: Personal-Environmental Fit, Career Commitment, Organizational Citizenship Behavior, Non-Profit Organization

INTRODUCTION

The concept of person-environment (P-E) fit is grounded in the interaction theory of behavior (Chatman 1989; Muchinsky & Monahan 1987). This view emphasizes that neither personal characteristics nor the situation alone adequately explain the variance in behavior and attitude variables; instead, the interaction of personal and situational variables account for the greatest variance. In the P-E fit research domain, complementary fit is exemplified by research on psychological need fulfillment (Edwards 1991), which examines how people’s attitudes are affected by the fit between their desires and the supplies in the work environment available to meet those desires. Jansen and Kristof-Brown (2006) later explicate that P-E fit is multi-dimensional and constructed with the five dimensions Person-Organization (P-O) fit, Person-Job (P-J) fit, Person-Vocation (P-V) fit, Person-Group (P-G) fit and Person-Person (P-P) fit.

It is imperative to this study to note, however, that unlike for-profit organization employees, non-profit organizations (NPO) employees and volunteers are not motivated by economic incentives and rewards. It is a challenge, therefore, for NPOs to find rewarding methods by which to enhance their workers performance. This, then, requires the non-profit organizations to pay keen attention to the P-E fit element in order to facilitate their human resource management practices.

With the extensive and rapid growth of non-profit organizations and the current state of the economies worldwide, there are various critical problems which NPOs have come to face. One of the current problems facing non-profit organizations is capacity building. The United Nations Development Program (UNDP) (1991) defines capacity building as the creation of an enabling environment with appropriate policy and legal frameworks, institutional development, including community participation (of women in particular), human resources development and strengthening of managerial systems. Capacity building has become an issue for many non-profit
organizations, particularly after the period of economic recession, because they rely mostly on funding such as donations, government funds and charitable foundations to maintain their operations. Another problem which faces many non-profit and non-government organizations is a lack of proper management. Especially for the target of this study, the International Economic Cooperation Development Fund (ICDF) is a highly globalization NPO in Taiwan. With the variety of cooperative development projects expanded and the number of overseas technical missions, the organization comprised of 92 domestic personnel and 225 overseas experts. Additionally, there were 56 active members of the Taiwan ICDF Overseas Volunteers and 99 servicemen enrolled in the Taiwan Youth Overseas Service. Cross cultural and expatriate workers management in ICDF are urgent issues. How to provide rewarding methods to enhance expatriate workers’ performance is an important class to manage.

Many studies have looked at P-E fit in the corporate world. There, is however, very minimal studies done on P-E fit in the non-profit sector despite its rapid advancement globally. This study, then, will explore P-E fit, its various dimensions and its effect on volunteers and paid employees of one of the largest non-profit organizations in Taiwan.

**Purposes of the Study**

The purpose of this study, then, is to evaluate and address how the extent of P-E fit affects a variety of individual-level outcomes.

1. To determine the correlation between *P-E fit* and career commitment, organizational citizenship behavior on ICDF employees in Taiwan.

2. To investigate the effect of the various dimensions of P-E fit on career commitment and organizational citizenship behavior.

**Questions of the Study**

Based on the intentions to investigate and analyze P-E fit and its career commitment on NPO employees, this research aims to answer the following questions:

1. Is there any correlation between P-E fit and career commitment, organizational citizenship behavior on ICDF employees in Taiwan?

2. Is there an explicit correlation between the various dimensions of both P-E fit and the career commitment, organizational citizenship behavior on ICDF employees in Taiwan?

**LITERATURE REVIEW**

**Person-Environment Fit**

The fundamental assumption of fit research is that outcomes are a function of the interaction between individuals and their environments, where good fit typically results in positive outcomes for the individual” (Edwards 1991; Kristof 1996). As stated in the introduction of the study, members of non-profit organizations are not driven by economic gains like their public sector counterparts; instead they are intrinsically motivated (Almer, Higgs, & Hooks, 2005; Etzioni 1988; Larson 1977). It can be challenging, therefore, for NPOs to find methods by which to enhance their workers performance in regards to providing incentives. This, then, requires non-profit organizations to pay keen attention to the P-E fit element of their workers and employees in order to better benefit from their capital and also facilitate their human resource management practices (Drucker, 1989).

**Career commitment**

Career commitment has been studied and used in different fields from the last 30 years and earlier (Bedeian & Keremy, 1991; Blau, 1985, 1989, 2003, 2006; Carden, 2007; Carson & Bedeian, 1994; Goulet & Singh, 2002; Kidd & Green, 2004; Meyer, 1993). Most of them have emphasized the importance of career commitment influence in human resources management and organization development. For example, Bedeian and Keremy (1991) studied career commitment as a predictor of turnover intentions and turnover behavior. In his research, he discerned a negative relationship between career commitment and turnover, which meant the higher the career commitment, the less the turnover behavior. He also explained that career commitment will have an impact on turnover intentions, by analyzing the “expected utilities of present job for attaining future career growth opportunities” (p.338). Colarelli
and Bishop (1990) made a significant contribution to the field by studying career commitment and its relationship with the organization. They also found that mentoring has a positive correlation with career commitment.

**Organizational citizenship behavior**

Organ (1988) defines organizational citizenship behavior as “Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” (p. 4). OCB is considered a key element of organizational effectiveness. It is further defined as an employee’s willingness to go above and beyond the prescribed roles which they have been assigned (Organ, 1990). These extra-role behaviors are considered as a contribution to the maintenance and enhancement of the social and psychological context that supports task performance in the organization (Organ, 1997). Organ (1988) identified five OCB dimensions, namely altruism, courtesy, civic virtue, conscientiousness and sportsmanship.

**METHODOLOGY**

**Research Framework and Hypothesis**

From the review, it was perceived that relationships exist between P-E fit and career commitment. Minimal information exists, however, between these relationships in non-profit organizations. The original framework was developed by Jansen and Kristof-Brown’s (2006) theoretical framework of P-E fit. Based on Cheng-Ping Shih and Jasmine Lauren Brown (2011), the evaluation and performance of the P-E fit model was build and each variable were improved.

In this study we use average to analyze the result. This framework is comprised of five dimensions of fit (P-O, P-J, P-V, P-G and P-P) along with career commitment and organizational citizenship behavior. The research hypothesis and research model are given below. In this study, we use null-hypothesis to state our hypotheses.

H$_{1a}$: P-O fit has no significant effect on Career Commitment.

H$_{1b}$: P-O fit has no significant effect on Organizational Citizenship Behavior.

H$_{2a}$: P-J fit has no significant effect on Career Commitment.

H$_{2b}$: P-J fit has no significant effect on Organizational Citizenship Behavior.

H$_{3a}$: P-V fit has no significant effect on Career Commitment.

H$_{3b}$: P-V fit has no significant effect on Organizational Citizenship Behavior.

H$_{4a}$: P-G fit has no significant effect on Career Commitment.

H$_{4b}$: P-G fit has no significant effect on Organizational Citizenship Behavior.

H$_{5a}$: P-P fit has no significant effect on Career Commitment.

H$_{5b}$: P-P fit has no significant effect on Organizational Citizenship Behavior.
Sample

The organization was selected by using a convenient sampling method. The sample population for this research is the employees of the non-profit organization International Cooperation and Development Fund (ICDF) which is located in Taiwan. Of the 92 questionnaires distributed, 75 were collected. This means a return rate is 81.52%.

Instrument

To achieve the purposes of the present study, the researcher employed a quantitative approach, particularly the use of questionnaire survey, for data collection. The questionnaire included items from previous measurements that have been utilized to evaluate the main variables which are, the five dimensions of P-E fit and their affective outcome: career commitment. Wholly, the questionnaire was a combination of the demographics, the five dimensions of P-E fit and the corresponding affective outcomes. The first part talked about demographic data (7 items): This variable included the participants’ gender, age, educational background, years of service at this specific organization, years of work experience, and current department. Part two talked about P-E fit: (14 items) which consisted of five dimensions: person-organization fit (P-O fit), person-job fit (P-J fit), person-vocation fit (P-V fit), person-group fit (P-G fit) and person-person fit (P-P fit). Vogel and Feldman’s (2009) instrument to measure P-E fit was utilized. The last part talked about career commitment (3 items), which adopted three questions from the Organizational Commitment Questionnaire (OCQ) developed by Mowday, Porter and Steers (1979) to determine the study’s participants’ commitment to their occupation by using three items by Brayfield and Rothe (1951). For organizational behavior citizenship (3 items), the scale being used to measure this outcome was the Organizational Behavior Citizenship Checklist (OCB-C).

Validity and Reliability

The results in Table 1 indicated high internal consistency based on the alpha reliability of all items combined with 0.915 (13 items) for the Person-Environment Fit; variables 0.652 (2 items) for the Person-Organization Fit; variables 0.921 (3 items) for the Person-Job Fit; variables 0.757 (2 items) for the Person-Vocation Fit; variables 0.861 (4 items) for the Person-Group Fit; variables 0.784 (2 items) for the Person-Person Fit; variables 0.900 (3 items) for the career commitment and variables 0.702 (3 items) for the organizational citizenship behavior.

<table>
<thead>
<tr>
<th>Constructs</th>
<th>Items</th>
<th>Cronbach Alpha Value (N=14)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Person-Organization Fit</td>
<td>2</td>
<td>.652</td>
</tr>
<tr>
<td>Person-Job Fit</td>
<td>3</td>
<td>.921</td>
</tr>
<tr>
<td>Person-Vocation Fit</td>
<td>2</td>
<td>.757</td>
</tr>
<tr>
<td>Person-Group Fit</td>
<td>4</td>
<td>.861</td>
</tr>
<tr>
<td>Person-Person Fit</td>
<td>2</td>
<td>.784</td>
</tr>
<tr>
<td>Complete Test</td>
<td>13</td>
<td>.915</td>
</tr>
<tr>
<td>Career Commitment</td>
<td>3</td>
<td>.900</td>
</tr>
<tr>
<td>Organizational Citizenship</td>
<td>3</td>
<td>.702</td>
</tr>
<tr>
<td>Behavior</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Data Analysis
In this study we use multiple linear regression method. The data for this research was analyzed using the Statistical Package for the Social Sciences (SPSS) PC 19.0. Before analysis, the data were coded using number sequences. The 29 person-environment fit questions were coded using a 5-point Likert scale. The codes for the 6 demographic questions include: sex, age, education level, years at ICDF, years of work experience, and work status.

**RESEARCH RESULTS**

**Multiple Regression**

A multiple linear regression analysis was applied to examine whether or not the independent variables possess statistical significance as predictor variables. Career commitment and organizational citizenship behavior are used for criterion variable. The independent variables are the 29 person-environment fit questions.

By using the backward elimination procedure, the p-values for the 29 independent variables were examined, and the highest insignificant variable in each equation was eliminated. This process is repeated until all remaining independent variables reach at least the 10% level of significance. The first equations of each multiple regression as well as the results of the last equations for career commitment were reported in Table 2; the first equations of each multiple regression as well as the results of the last equations for organizational citizenship behavior were reported in Table 3.

**Career commitment indicator**

For Equation 1 on Table 2, the value of $R^2$ is 0.995, which demonstrates that these person-environment fit components successfully explain the indicator “career commitment.” In Equation 1, 3 of 5 variables show statistical significance to career commitment which are “person-organization fit,” “person-job fit,” and “person-person fit.” Since we use backward elimination procedure in this study, we ignore the insignificant variables.

For Equation 3 on Table 2, the value of $R^2$ is 0.989, which demonstrates that these person-environment fit components successfully explain the indicator “career commitment.” Theoretically, it is a very good model to explain career commitment. In Equation 3, the number of significant independent variables on this indicator of career commitment is 3, which are “person-organization fit,” “person-job fit,” and “person-group fit.” Of those 3 variables, all of them have positive parameters. In the following paragraphs, a detailed discussion is provided on the empirical results.

In the person-environment fit dimensions, most of the questions proved to have positive influence on the above mentioned career commitment. Several positive and significant questions are recorded below.

Firstly, from the person-organization fit perspective, the result indicates a positive parameter and t-ratio (3.982) which is significant at 1%. This implies that person-organization fit has a positive significant impact on the employees’ career commitment; the more they identify with the culture of their organization, the greater the likelihood of them finding a similarity between their values and their occupation.

Secondly, from the person-job fit perspective, the result indicates a positive parameter and t-ratio (7.124) which is significant at 1%. This means that person-job fit has a positive significant impact on employees’ career commitment; the better the fit between their personal interests and the kind of work they perform, the more employees find a similarity between their values and occupation.

Thirdly, from the person-group fit perspective, the result indicates a positive parameter and t-ratio (2.499) which is significant at 5%. This implies that person-group fit has a positive significant impact on the employees’ career commitment; these results indicate that the more employees feel one of the best parts of their job is working together with the people in their group; the more they will find a similarity between their values and occupation.

**Table 2: Multiple Regression of Independent Variables by Dimension as Predictors of Career Commitment**

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Equation 1</th>
<th>Equation 3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Beta</td>
<td>t</td>
</tr>
<tr>
<td>PO</td>
<td>.295***</td>
<td>3.897</td>
</tr>
<tr>
<td>PJ</td>
<td>.311*</td>
<td>1.931</td>
</tr>
</tbody>
</table>
For Equation 1 on Table 3, the value of $R^2$ is 0.994, which demonstrates that these person-environment fit components successfully explain the indicator “organizational citizenship behavior.” In Equation 1, 4 of 5 independent variables show statistical significance to organizational citizenship behavior which are “person-organization fit,” “person-job fit,” “person-group fit,” and “person-person fit.” Since we use backward elimination procedure in this study, we ignore the insignificant variables.

For Equation 3 on Table 3, the value of $R^2$ is 0.988, which demonstrates that these person-environment fit components successfully explain the indicator “organizational citizenship behavior.” Theoretically, it is a very good model to explain organizational citizenship behavior. In Equation 3, the number of significant independent variables on this indicator of organizational citizenship behavior is 4, which are “person-organization fit,” “person-job fit,” “person-group fit,” and “person-person fit.” Of those 4 variables, all of them have positive parameters. In the following paragraphs, a detailed discussion is provided on the empirical results.

In the person-environment fit dimensions, most of the questions proved to have positive influence on the above mentioned organizational citizenship behavior. Several positive and significant questions are recorded below.

Firstly, from the person-organization fit perspective, the result indicates a positive parameter and t-ratio (1.667) which is significant at 10%; this implies that person-organization fit has a positive significant impact on the employees’ organizational citizenship behavior; the more employees identify with the culture of their organization, the more they will be willing to take the time to advise, coach or mentor a co-worker.

Secondly, from the person-job fit perspective, the result indicates a positive parameter and t-ratio (3.083) which is significant at 1%; this means that person-job fit has a positive significant effect on employees’ organizational citizenship behavior; the better the fit between employees’ personal interests and the kind of work they perform, the likelier they will to offer ideas to enhance the work environment.

Thirdly, from the person-group fit perspective, the result indicates a positive parameter and t-ratio (2.714) which is significant at 1%; this indicate that person-group fit has a positive significant effect on employees’ organizational citizenship behavior; the more employees get along well with their group members on a daily basis, the more they will provide suggestions to improve the work environment.

At last, from the person-person fit perspective, the result indicates a positive parameter and t-ratio (1.790) which is significant at 10%; this indicate that person-person fit has a positive significant effect on employees’ organizational citizenship behavior; the more satisfying the relationship and cooperation between them and their co-workers, the more they will exhibit organizational citizenship behavior.

Table 3: Multiple Regression of Independent Variables by Dimension as Predictors of Organizational Citizenship Behavior

<table>
<thead>
<tr>
<th>Equations</th>
<th>Equation 1</th>
<th>Equation 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dimensions</td>
<td>Beta</td>
<td>t</td>
</tr>
<tr>
<td>PG</td>
<td>.198</td>
<td>1.082</td>
</tr>
<tr>
<td>PP</td>
<td>.152</td>
<td>1.051</td>
</tr>
<tr>
<td>PV</td>
<td>R^2 = .995</td>
<td>R^2 = .989</td>
</tr>
</tbody>
</table>

Note: Betas provided in the table are all standardized beta values.* p<0.1 **p<0.05. ***p<0.001.
Research Hypothesis

Table 2 shows that P-O fit, P-J fit, and P-G fit have a significant positive effect on Career Commitment. Therefore Hypothesis 1a, 2a and 4a are fully rejected; Table 3 shows that P-O fit, P-J fit, P-G fit and P-P fit have a significant positive effect on Organizational Citizenship Behavior. Therefore Hypothesis 1b, 2b, 4b and 5b are fully rejected. Table 4 summarizes the research results.

Table 4: Research Results

<table>
<thead>
<tr>
<th>Research Hypothesis</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>H_{1a}^{a}: P-O fit has no significant effect on Career commitment.</td>
<td>Rejected</td>
</tr>
<tr>
<td>H_{1b}^{a}: P-O fit has no significant effect on Organizational Citizenship Behavior.</td>
<td>Rejected</td>
</tr>
<tr>
<td>H_{2a}^{a}: P-J fit has no significant effect on Career Commitment.</td>
<td>Rejected</td>
</tr>
<tr>
<td>H_{2b}^{a}: P-J fit has no significant effect on Organizational Citizenship Behavior.</td>
<td>Rejected</td>
</tr>
<tr>
<td>H_{3a}^{a}: P-V fit has no significant effect on Career Commitment.</td>
<td>Supported</td>
</tr>
<tr>
<td>H_{3b}^{a}:P-V fit has no significant effect on Organizational Citizenship Behavior.</td>
<td>Supported</td>
</tr>
<tr>
<td>H_{4a}^{a}: P-G fit has no significant effect on Career Commitment.</td>
<td>Rejected</td>
</tr>
<tr>
<td>H_{4b}^{a}:P-G fit has no significant effect on Organizational Citizenship Behavior.</td>
<td>Rejected</td>
</tr>
<tr>
<td>H_{5a}^{a}: P-P fit has no significant effect on Career Commitment.</td>
<td>Supported</td>
</tr>
<tr>
<td>H_{5b}^{a}: P-P fit has no significant effect on Organizational Citizenship Behavior.</td>
<td>Rejected</td>
</tr>
</tbody>
</table>

CONCLUSIONS

As the variety of cooperative development projects expanded yet further and the number of overseas technical missions increased, 92 domestic employees and 186 staff working at overseas missions, expatriate workers play a crucial role in Taiwan ICDF. To provide them with a rewarding system to increase their career commitment and organizational citizenship behavior when they are working overseas, we make three conclusions in the following paragraphs.

First of all, results indicate that “person-organization fit,” “person-job fit,” and “person-group fit” have a significant influence on employees’ career commitment and organizational citizenship behavior; with regards to “person-organization fit” perspective, the results indicate that identifying with the culture of one’s organization is the most important factor in enabling employees to be committed to their career and their organizational citizenship behavior; when it comes to “person-job fit,” the better the fit between employees’ personal interests and the kind of work they perform in their occupation, the greater the chance of them being committed to the career and exhibit organizational citizenship behavior; for “person-group fit” perspective, the more they perceive that work with the people in their work group is one of the best part of their job, the more they will show their commitment to their career and perform organizational citizenship behavior. Therefore, Taiwan ICDF should pay attention to the factors, “person-organization fit,” “person-job fit,” and “person-group fit.”

Secondly, “person-person fit” has a significant influence on employees’ organizational citizenship behavior, however does not have a significant influence on employees’ career commitment.

Thirdly, results indicate “person-vocation fit” have no significant influence on neither employees’ career commitment nor organizational citizenship behavior in ICDF. This implies that what their occupation offers them
enhances their willingness of remaining may have no significant impact on neither increase employees’ commitment to their career nor increase their organizational citizenship behavior in ICDF. Based on the results, we suggest Taiwan ICDF could ignore the “person-vocation fit” factor.

Furthermore, the findings of the study may reveal aspects that ICDF and other non-profit organizations could take into consideration in regards to their management practices and policies. Lastly, this study investigates the job-related issues from non-profit organization members’ point of view. This will be a significant contribution since human resources are the most indispensable element in the success and achievement of the mission of NPOs.

**Limitations and Recommendations for Future Study**

The contribution of the study lies in measuring the impact of person-environment fit on career commitment and organizational citizenship behavior in one of the most flourishing, pro-active, non-profit organizations in Taiwan: International Cooperation and Development Fund. Different participants and research methods could, however, produce varying results that could add to the results of this study.

As stated above, the present study only scrutinized ICDF employees. A recommendation for future research could be to extend the focus to other non-profit organization in Taiwan and compare and contrast the results to those of an NPO in China, Malaysia, the United States, etc.

Future research can determine the influence on specific demographic variables on person-environment fit. For example, researchers can study how age, sex and level of education impacts P-E fit and its affective outcomes. This could be done on a larger scale in an organization which has a larger workforce.

**REFERENCE**


