

PERSON-JOB FIT, PERSONALITY, ORGANIZATIONAL COMMITMENT AND INTENTION TO STAY AMONG EMPLOYEES IN MARKETING DEPARTMENTS

Goh Ee Leng
Michelle Lee Chin Chin

Department of Psychology, Faculty of Science and Technology, Sunway University

ABSTRACT

The current study utilized a cross-sectional method among 153 employees in various marketing departments in Malaysia to investigate the influence of personality factors (i.e. extraversion and agreeableness) on person-job fit (P-J fit) and organizational commitment. It is hypothesized that organizational commitment mediates the relationship between P-J fit and intention to stay, and personality factors interact with P-J fit on organization commitment. Results showed that there were significant relationships between P-J fit, organizational commitment, and intention to stay. Both personality factors showed differences in one's organizational commitment and intention to stay. The study highlighted the importance of fit and personality of an individual in a marketing department. Personality test is suggested to continue to be used as one of the assessment tools during hiring process for marketing department as it helps to select candidates whose personality is suitable for the job.

Keywords: *Person-Job Fit, Personality, Organizational Commitment, Intention to Stay*

INTRODUCTION

Recently, research findings have disclosed how “fit” (i.e., Person-Organization fit, Person-Job fit, Person-Environment fit) affects employees’ work outcomes such as turnover intentions, commitment, and job satisfaction. For instance, P-J fit was found to be positively related to an individual job involvement, job satisfaction, organizational identification, and intention to stay (O’Reilly, Chatman, & Caldwell, 1991). However, to date, only a handful of research had examined these relationships (i.e. Ilyas, 2013).

Additionally, a drawback of prior studies was that they generalize their findings to all departments (e.g., Lauver & Kristof-Brown, 2001) and previous literature did not take into consideration of personality factors (i.e., extraversion, agreeableness) in influencing P-J fit or as an antecedents of organizational commitment. Therefore, to overcome the limitations of previous studies, the present study aims to investigate the relationships between P-J fit, personality factors (i.e. extraversion, agreeableness), organizational commitment, and intention to stay. It is important to focus on marketing department as this department is the most important

department in any business organizations (Holat, 2011). It communicates and is responsible for marketing products or a service value to the customers (American Marketing Association, 2013).

Person-Job Fit, Organizational Commitment and Intention to Stay

According to Lauver and Kristof-Brown (2001), P-J fit is defined as the match between the individual’s knowledge, skills, and abilities (KSAs) and the demands of the job. The P-J fit model can be explained by the theory of work adjustment (Dawis, England, & Lofquist, 1968). According to this theory, the closer the correspondence of an individual’s abilities (KSAOs) with the requirements of the job role or organization, the higher the likelihood the individual will perform the job better. For example, in a marketing profession, employees are required to listen to unruly customers (e.g. agreeableness), and making sales calls (e.g. extraversion). Hence, it is expected that employees who are able to relate to the tasks positively are more likely to be more comfortable performing the tasks and to remain in their job.

Intention to stay is defined as “*employees’ self-reported intention to remain in an organization*” (Ahmad, Uli, & Idris, 2010). It is also proven that employees’ turnover will negatively impact the organization profitability and effectiveness (Price & Muller, 1986). Therefore, by taking into consideration factors that are associated with employees’ intention to stay, it will be able to minimize the actual turnover rates (Maertz & Campion, 1998). Besides, numerous studies have also shown that P-J fit has a positive relationship with intention to stay (e.g. Trevor, 2001).

Organizational commitment is defined as “*the relative strength of an individual’s identification with and involvement in a particular organization*” (Mowday, Steers, & Porter, 1979, p. 226). A highly committed employee is someone who is willing to give all his effort just to meet the organization’s goal, accepts and believes in the organization’s values, and has a very strong desire to remain in the organization (Lawrence & Lawrence, 2009). Employees who have high organizational commitment are more likely to stay in their job and the effect of commitment is related with job outcomes such as turnover and job performance (Klein, Becker, & Meyer, 2009).

Within the study of organizational commitment and intention to stay, ample evidences have shown a positive relationship between these two variables where employees who reacted much more positively in their working environment are more likely to remain in the organization (Reed, Kratchman, & Strawser, 1994).

Recently, there are studies trying to examine the role of organizational commitment as a mediator (Vandenberghe & Tremblay, 2008) where it was found that the effect of pay satisfaction on intention to stay is mediated by sacrifice commitment and normative commitment. Using a similar assumption, Tumwesigye (2010) also found that organizational commitment moderates the relationship between perceived organizational support and intention to stay.

Moreover, as mentioned above, P-J fit is hypothesized to be positively related to commitment and commitment is positively

related to intention to stay. Hence, the present study predicts that organizational commitment will have a mediating effect on P-J fit and intention to stay. The underlying logic behind this is may be, for instance, an individual with KSA fitting with the job (i.e. high P-J fit) but does not perceive his importance in the workplace (i.e. low commitment) may portray questionable intention of holding on to the job (i.e. intention to stay).

Personality, P-J fit, Organizational Commitment, and Intention to Stay

Personality is defined as “*a constant behavior patterns and intrapersonal process originating within an individual*” (Burger, 2008, p. 4). In other words, personality is known as a pattern of a comparatively unique traits and permanent characteristic that give both individuality and consistency to a person’s behavior (Feist, Feist, & Roberts, 2013).

Extraversion involves attributes such as enthusiastic, dominant, sociable, energetic, and talkative (Friedman & Schustack, 2012). As stated by Judge and Cable (1997), extraverts are associated with team-oriented organizational culture due to their preference for affiliation. Individuals who are high in extraversion are more likely to have better P-J fit for jobs that requires a greater quantity and quality of interpersonal interaction with people inside or outside of the organizations (Judge & Cable, 1997). In other words, extraverts are perceived to have a better P-J fit, higher commitment and higher intention to stay with jobs that are more interactive, people-oriented and jobs that involve higher quality and quantity of interpersonal interaction. In contrast, individuals who score lower in extraversion (i.e. introverts) are expected to have negative relationship or no relationship between P-J fit and beliefs regarding interpersonal interaction (Judge & Cable, 1997). This may be because the extraversion characteristics they possess such as actively seeking new information and feedback helped them to adapt and adjust to social interaction and sales occupations easily (Barrick & Mount, 1991) unlike introverts. Introverts are more inward turning hence they will have to expend more energy in social situations. Therefore, it is expected that introverts will have a harder time to adapt to work environments that require social

interactions such as in marketing or sales settings.

Agreeableness involves attributes such as cooperative, friendly, trusting, and warm (Friedman & Schustack, 2012). Individuals high in agreeableness have higher preference for supportive organizational culture (Judge & Cable, 1997). Therefore, individuals who are high in agreeableness are more likely to have better P-J fit, higher commitment and higher intention to stay for jobs that provides greater opportunities for interactions that involve helping or serving customers (Judge & Cable, 1997). However, individuals who are low in agreeableness are more likely to have either no relationship or negative relationship between P-J fit and beliefs regarding interaction with customers. This may be because individual who are high in agreeableness are pleasant individuals who effortlessly get along with others (Barrick & Mount, 1991). Hence, working in social interactions settings fit the traits need.

Misfit between personality and the job task resulted in higher dissatisfaction among the employees (Christiansen, Sliter, & Frost, 2014). When there is misfit, employees become distressed when they are required to perform tasks that require personality traits that they do not excel in. For instance, extraverted employee may perceive this as a stressor when they were asked to do organizing task, whereas the other introverted employee may not (Edward & Cooper, 1990). Hence, characteristics or personalities that are incompatible with the work environment will exhibit higher distress. As a result, these employees are less likely to stay in their job. This is because in Mahdi et al. (2012) found that both intrinsic and extrinsic form of job satisfaction has a positive relationship with employees' intention to stay.

Additionally, the trait activation theory (Tett, Simonet, Walser, & Brown, 2013) posits that employees tend to express greater satisfaction when their traits match and are consistent with task demands. It had pointed out that this is firstly due to how the opportunity for expression of their trait as part of work behavior can be motivating and rewarding, and secondly, when these traits contribute to successful tasks, it is also tangibly rewarded (Tett et al., 2013).

Studies of personality as it relates to commitment are few, and the results are mixed (Klein et al., 2009). For instance, Panaccio and Vandenberghe (2012) found that individuals high on extraversion and agreeableness are positively associated with affective, normative and continuance-sacrifices commitment whereas individuals high on neuroticism are positively associated with continuance-alternatives commitment and negatively associated with affective commitment. Whereas, Erdheim Wang and Zickar (2006) found that neuroticism, conscientiousness and openness were all negatively significant to continuance commitment while agreeableness was positively significantly related to normative commitment. Therefore, different personalities will have different organizational commitment.

Taken together the above findings, the following hypotheses are proposed:

Hypothesis 1: Organizational commitment partially mediates P-J fit and intention to stay.

Hypothesis 2: Individuals high on extraversion will have a) higher P-J fit, b) higher commitment, c) higher intention to stay; as compared to individuals low on extraversion.

Hypothesis 3: Individuals high on agreeableness will have a) higher P-J fit, b) higher commitment, c) higher intention to stay; as compared to individuals low on agreeableness.

METHOD

Participants

A total of 153 employees, consisting of 79 males (49.1%) and 82 females (50.9%) in various marketing departments in Malaysia were recruited for this study. The participants in this study ranged from 22 years old to 63 years old ($M = 31.5$, $SD = 8.74$). All participants should have at least 1 year of working experience and is currently working full time in the marketing and sales department or in the marketing department only. Majority of the participants recruited were from marketing departments (70.2%, $N = 78$) while the rest were in sales and marketing departments (29.8%,

N=46).

Instruments

Person-job fit was measured using Perceived Person-Job (P-J) Fit scale (Lauver & Kristof-Brown, 2001). This 5-item scale contained questions regarding the fit with the job in terms of skills such as “My abilities fit the demands of this job”. Seven different responses were given to answer the questionnaire. For hypothesis 6, the cut off scores for the P-J fit were obtained by calculating the median of the accumulated scores as suggested by McCluskey and Lalkhen (2007). Scores ranging from 5-10 indicate low P-J fit while scores ranging from 11-30 indicate high P-J fit. In this study, the Cronbach’s alpha coefficient was .91.

Organizational commitment was measured using Organizational Commitment Questionnaire (OCQ) (Mowday, Steers, & Porter, 1979). This 15-item scales assesses three aspects of commitment, which are, (i) a strong belief in and acceptance of the organization’s goals and values; (ii) a willingness to exert considerable effort on behalf of the organization; and (iii) a strong desire to maintain membership in the organization. The Mowday et al. (1979) measured these items by questions such as “I am proud to tell others that I am part of this organization”. Similarly, a 7-point Likert scale was given to the respondents to answer the questionnaire. The internal consistency reliabilities of this scale ranged from .89 to .91 (Mowday et al., 1979). In this study, the

Cronbach’s alpha coefficient was 80.

Intention to stay was measured using Turnover Intention Scale (Irving, Coleman, & Cooper, 1997). All three items were reversed phrased to indicate the intention to stay. The respondents’ turnover intention was assessed with three items, such as “I do not intend to stay in this job for the foreseeable future”. A 5-point Likert scale was given to the respondents to answer the questionnaire. The coefficient alpha for this measure was .73.

Personality (i.e., extraversion and agreeableness) was measured using Goldberg (1999) 50-item International Personality Item Pool (IPIP) scale. The IPIP scale includes 10 items to assess each of the traits with extraversion, agreeableness, conscientiousness, emotional stability and openness to experience. A 5-point Likert scale was given to the respondents to answer the questionnaire. The cut-off scores of this study were obtained by calculating the median of the accumulated scores as suggested by McCluskey and Lalkhen (2007). Goldberg (1999) reported its reliability at .80. In this study, the Cronbach’s alpha coefficient was .88.

RESULTS

Table 1 presented the descriptive statistics (mean, standard deviations and intercorrelations) among all measures. Results for the hypotheses analysis are shown in Table 2, 3, and Figure 1.

Table 1 Means, Standard Deviations and Intercorrelations among Measurement Items

Measure	M	SD	1	2	3	4	5
1. Person-Job Fit	18.87	4.31	-				
2. Intention to Stay	6.97	2.08	-.29**	-			
3. Organizational Commitment	72.63	11.53	.40**	-.38**	-		
4. Extraversion	31.92	5.53	.28**	-.16	.35**	-	
5. Agreeableness	35.99	4.69	.29**	-.16*	.36**	.37**	-

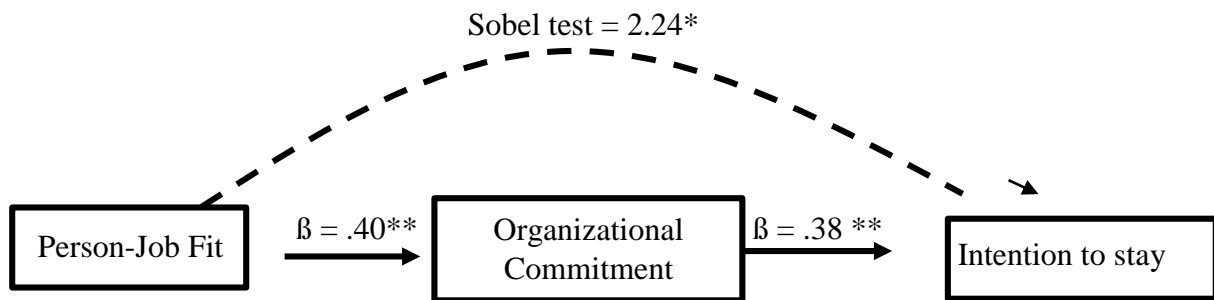


Figure 1 Summary of Sobel Test

Hypothesis 1 predicted that organizational commitment mediate P-J fit and intention to stay. Using Sobel Test (Preacher & Hayes, 2004) the criteria in running mediation is when (i) the IV significantly affects the mediator, (ii) the IV significantly affects the DV in the absence of the mediator, and (iii) the mediator has a significant unique effect on the DV. One unit of P-J fit increases organizational commitment by .40 units. Every increase in one unit of organizational commitment increases intention to stay by .38 units. In the presence of P-J fit and organizational commitment, organizational commitment increases intention to stay by .17 units. In this study, the Sobel value is at 2.24, $p < .05$ (see Figure 1). Since, organizational commitment and intention to stay is also significant, thus organizational commitment partially mediates P-J fit and intention to stay. Hypothesis 1 was supported.

Hypothesis 2 predicted that individuals high on extraversion have a better a) P-J fit, b) organizational commitment, and c) higher intention to stay in marketing departments. By using an independent t-test, the results (see Table 2) show that there was significant difference between introverts ($M = 18.04$, $SD = 4.42$) and extraverts ($M = 19.60$, $SD = 4.09$) in P-J fit where $t(151) = -2.27$ and $p = .025$. Similarly, there was also significant difference between introverts ($M = 68.72$, $SD = 10.46$) and extraverts ($M = 76.11$, $SD = 11.37$) in organizational commitment where $t(151) = -4.17$, $p < .001$. Extraverts are more likely have a better P-J fit and commitment in the marketing departments as compared to introverts. Conversely, there was no significant

difference between introverts ($M = 7.17$, $SD = 1.91$) and extraverts ($M = 6.79$, $SD = 2.21$) on intention to stay where $t(151) = 1.12$, $p = .264$. There are no differences between introverts and extraverts in the intention of staying in their jobs in the marketing departments. Therefore, only hypothesis 2a and 2b were supported.

Hypothesis 3 predicted that individuals high on agreeableness have a better a) P-J fit, b) organizational commitment, and c) higher intention to stay in marketing departments. By using an independent t-test, the results (see Table 3) show that there was significant difference between individuals low in agreeableness ($M = 17.79$, $SD = 4.62$) and individuals high in agreeableness ($M = 19.73$, $SD = 3.85$) in P-J fit where $t(151) = -2.27$ and $p = .006$. Similarly, there was also significant difference between individuals low in agreeableness ($M = 67.47$, $SD = 9.79$) and individuals high in agreeableness ($M = 76.76$, $SD = 11.19$) in organizational commitment where $t(151) = -5.39$, $p < .001$. Individuals that are high in agreeableness are more likely have a better P-J fit and commitment in the marketing departments as compared to individuals low in agreeableness. However, there was no significant difference between individuals low in agreeableness ($M = 7.25$, $SD = 1.96$) and individuals high in agreeableness ($M = 6.74$, $SD = 2.15$) in intention to stay where $t(151) = 1.51$, $p = .132$. There are no differences between individuals high in agreeableness and individuals low in agreeableness in the intention of staying in their jobs in the marketing departments. Therefore, only hypothesis 3a and 3b were supported.

Table 2 Extraversion on P-J Fit, Intention to stay and Organizational Commitment

Variables	Low on Agreeableness		High on Agreeableness		t (151)	p	Cohen's d
	M	SD	M	SD			
Person-Job Fit	17.79	4.62	19.73	3.85	-2.77	.006	-0.46
Organizational Commitment	67.47	9.79	76.76	11.19	-5.39	<.001	-0.88
Intention to stay	7.25	1.96	6.74	2.15	1.51	.132	0.25

Table 3 Agreeableness on P-J Fit, Intention to stay, and Organizational Commitment

Variables	Introverts		Extraverts		t (151)	p	Cohen's d
	M	SD	M	SD			
Person-Job Fit	18.04	4.42	19.60	4.09	-2.27	.025	-0.37
Organizational Commitment	68.72	10.46	76.11	11.37	-4.17	<.001	-0.68
Intention to stay	7.17	1.91	6.79	2.21	1.12	.264	0.18

DISCUSSION

The main objective of the study was to examine the relationship between P-J fit, personality (i.e. extraversion, agreeableness), organizational commitment and intention to stay among employees in marketing departments in Malaysia. Overall, the findings of the study suggested there was a significant relationship between P-J fit, organizational commitment and intention to stay where organizational commitment acts as the mediator between them. Also, the present study found that extraverts and agreeable people were more committed towards the organization and had higher level P-J fit as compared to individuals who had lower on extraversion and agreeableness. However, the results showed that there were no significant interactions between personality factors and P-J fit on organizational commitment.

Additionally, the result of the study was consistent with previous studies. The study

supported the notion that there is a significant difference between P-J fit on intention to stay (e.g., Trevor, 2001) and organizational commitment on intention to stay (e.g., Reed et al., 1994). The directions for both relationships were found to be positively related where higher P-J fit leads to higher intention to stay, and higher organizational commitment also leads to higher intention to stay. In other words, when a person's KSA fits the job demand, or when his beliefs and values connect with his organizational values and beliefs, he would less likely to resign.

The findings about organizational commitment and intention to stay on the other hand, adhere to Steers and Mowday's (1981) turnover model. This model postulate that employees are more committed to their job and organization when the discrepancy between their actual and ideal work attributes decreases, thus less likely to leave their job (Mowday et al., 1979). Also, a similar study has been reported that employees who highly identified themselves within their organization tend to perform better and are less

likely to leave their job as compared to employees who are less committed (Mowday et al., 1979). According to the norm of reciprocity, employees who scored higher on the levels of perceived organizational support will have higher tendency to reciprocate the organization with positive attitudes (e.g., higher commitment, higher intention to stay) (Eisenberger, Cummings, & Armeli et al., 1997).

The findings of this study can also be explained using the Becker's Side-bet Theory (Ritzer & Trice, 1969). This theory postulates that commitment happens through a process of placing side-bets (Ritzer & Trice, 1969). In general, Becker contends that the greater number of side-bets, the greater the commitment of the individual (Ritzer & Trice, 1969). In short, employees feel that their values (e.g., effort, time and money) to the organization will be deemed lost or worthless at some perceived cost if they were to leave the organization (Meyer & Allen, 1990). Therefore, employees who are more committed tend to have higher intention to stay. Consequently, the results of this study confirm prior studies in that organizational commitment is significantly positively related to employees' intention to stay.

Although most of the studies aforementioned were done in Western setting, there are also studies that have been reported in some Asian context that supported the results of this study. Choi and Yoo (2005) similarly acknowledged that P-J fit had the strongest correlation with employees' intention to stay. Also, a previous study conducted by Kim and Lim (2015) among Korean employees found that P-J fit is a strong predictor of intention to stay. Besides, a similar study conducted by Guan et al., (2010) among employees of various companies in Beijing, China also found that P-J fit has a significant positive relationship with intention to stay. Most importantly, the results of Guan et al., (2010) study were found to be relatively stronger than the results found in the Western context (see Cable & DeRue, 2002). Thus, it may suggest that although Asian countries which have higher collectivistic values higher organization identification, higher social

norms, personal evaluation such as individual P-J fit also matters in relation to intention to stay (Abrams, Ando, & Hinkle, 1998; Greem & Paez, 2005). Therefore, this further confirms that P-J fit is significantly related to employee intention to stay.

Moreover, the results of the present study had confirmed that organizational commitment mediated P-J fit and intention to stay. This implies that organizational commitment is one of the factors that influence an individuals' P-J fit and their decision to remain in their job. This also suggests that, there is a possibility that an individual is more likely to leave the job if his values and beliefs do not associate with the organizational values and beliefs, despite the fit of his KSA with the job requirements. Hence, employers will have to notice the influence of organizational commitment have towards their employees.

Also, this study supported the idea where extraversion and agreeableness are traits that are essential in marketing field. This is because the present study found individuals who are high in extraversion and agreeableness have higher P-J fit and organizational commitment than individuals who scored lower in these traits. In addition, Holat (2011) found that the main skills needed in the world of marketing are interpersonal skills, excellent communication, ability to think analytically and creativity. Also, Barrick and Mount (1991) found that creative and proactive individuals have greater fit for field-based jobs such as marketing manager but a poor fit for an office job highly dependent on rules such as accountants. Similarly, Judge and Cable (1997) also acknowledged extravert and agreeable people will perform better and are more satisfied working in interpersonal work settings.

Taken together, the results of the present study underscore that individual with higher P-J fit lead to higher commitment and higher intention to stay. Also, the findings found that extraverted and agreeable individuals performed better and were more committed in marketing fields.

CONCLUSION

In conclusion, the present study had reaffirmed that a person's fit on the job demand will influence their intention to stay in their job and commitment towards their organization, where higher P-J fit leads to higher organizational commitment and higher intention to stay. Nevertheless, the relationship between the individuals fit and intention to stay was partially influenced by their commitment. By understanding the importance of how personality influences P-J fit on the job outcomes may help employees in their work engagement and employers during recruitment and selection process in the near future.

REFERENCES

- American Marketing Association (2013). Definition of marketing. *American Marketing Association*. Retrieved from <https://www.ama.org/aboutama/pages/definition-of-marketing.aspx>
- Abrams, D., Ando, K., & Hinkle, S. (1998). Psychological attachment to the group: Cross-cultural differences in organizational identification and subjective norms as predictors of workers' turnover intentions. *Personality and Social Psychology Bulletin*, 24, 1027-1039.
- Ahmad, A., Uli, J., Idris, K. (2010). Job characteristics as antecedents of intention to stay and mediating effects of work family facilitation and family satisfaction among single mothers in Malaysia. *International Journal of Business and Social Science*, 1(3), 59 – 74.
- Barrick, M. R., & Mount, M. K. (1991). The big five personality dimensions and job performance: A meta-analysis. *Personnel Psychology*, 44(1), 1-26.
- Burger, J. M. (2008). *Personality* (8th ed.). Belmont: Wadsworth Cengage Learning.
- Cable, D. M., & DeRue, D. S. (2002). The convergent and discriminant validity of subjective fit perceptions. *Journal of Applied Psychology*, 87(5), 875-884. Retrieved from <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.318.9872.pdf>
- Choi, M., & Yoo, T. (2005). The effects of person-organization, person-job, and person-supervisor fit on organizational commitment, job satisfaction, and turnover intention: The focus on interaction effects among three types of fit. *Korean Journal of Industrial and Organizational Psychology*, 18(1), 139-162.
- Christiansen, N., Sliter, M., & Frost, C. T. (2014). What employees dislike about their jobs: Relationship between personality-based fit and work satisfaction. *Personality and Individual Differences*, 71, 25-29.
- Dawis, R. V., Lofquist, L. H., Weiss, J. D. (1968). A theory of work adjustment: A revision. *Minnesota Studies in Vocational Rehabilitation*, 23. Retrieved from [http://vpr.psych.umn.edu/assets/pdf/Monograph%20XXIII%20%20A%20Theory%20of%20Work%20Adjustment%20\(a%20revision\).pdf](http://vpr.psych.umn.edu/assets/pdf/Monograph%20XXIII%20%20A%20Theory%20of%20Work%20Adjustment%20(a%20revision).pdf)
- Edward, J. R., & Cooper, C. L. (1990). The person-environment fit approach to stress: Recurring problems and some suggested solutions. *Journal of Organizational Behaviour*, 11(4), 293-307.
- Eisenberger, R., Cummings, J., Armeli, S., & Lynch, P. (1997). Perceived organizational support, discretionary treatment, and job satisfaction. *Journal of Applied Psychology*, 82(5), 812-820.
- Erdheim, J., Wang, M., & Zickar, M. J. (2006). Linking big five personality construct to organizational commitment. *Personality and Individual Differences*, 41(5), 959-970.
- Feist, J., Feist, G. J., & Roberts, T. A. (2013). *Theories of personality* (8th ed.). New York, NY: McGraw-Hill.
- Friedman, H. S., & Schustack, M. W. (2012). *Personality: Classic theories and modern research*. Boston: Pearson.
- Goldberg, L. R. (1999). A broad-bandwidth, public domain, personality inventory measuring the lower-level facets of several five-factor models. In I. Mervielde, I. Deary, F. De Fruyt, & F. Ostendorf (Eds.), *Personality Psychology in Europe*, Vol. 7 (pp. 7-28). Tilburg, The Netherlands: Tilburg University Press.
- Green, E.G.T., & Paez, D. (2005). Variation of individualism and collectivism within

- and between 20 countries: A typological analysis. *Journal of Cross-Cultural Psychology*, 36(3), 321-339.
- Guan, Y., Deng, H., Bond, M. H., Chen, S. X., & Chan, C. C. H. (2010). Person-job fit and work-related attitudes among Chinese employees: Need for cognitive closure as moderator. *Basic and Applied Social Psychology*, 32(3), 250-260.
- Holat, K. (2011). Matching personality skills with marketing careers. *Journal of Undergraduate Research XIV*, 78(2), 315-320.
- Ilyas, S. (2013). Combined effects of person job fit and organizational commitment on attitudinal outcomes such as job satisfaction and intention to quit. *International Academic Conference*. Retrieved from <http://www.westeastinstitute.com/wp-content/uploads/2013/07/Saqib-Ilyas.pdf>
- Irving, P. G., Coleman, D. F., & Cooper, C. L. (1997). Further assessments of a three-component model of occupational commitment: Generalizability and differences across occupations. *Journal of Applied Psychology*, 82(3), 444-452.
- Judge, T. A., & Cable, D. M. (1997). Applicant personality, organizational culture, and organization attraction. *Personnel Psychology*, 50(2), 359-393.
- Kim, O. G., & Lim, J. Y. (2015). Effects of individual-organization personality agreement using five-factor model on hospital nurses' job satisfaction and organizational commitment. *Journal of Korean Academy of Nursing Administration*, 21(2), 164-173.
- Klein, H. J., Becker, T. E., & Meyer, J. P. (2009). Commitment in organizations: Accumulated wisdom and new directions. *Administrative Science Quarterly*, 54(4), 680-683.
- Lauver, K. J., & Kristof-Brown, A. (2001). Distinguishing between employees' perceptions of person-job and person-organization fit. *Journal of Vocational Behaviour*, 59(3), 454-470.
- Lawrence, A., & Lawrence, P. (2009). Values, congruence and organizational commitment: P-O fit in higher education institutions. *Journal of Academic Ethics*, 7(4), 297-314.
- Maertz, C. P., & Campion, M. A. (1998). 25 years of voluntary turnover research: A review and critique. *International Review of Industrial and Organizational Psychology*, 13, 49-81.
- Mahdi, A. F., Zaid, M., Roslan, M., Sakat, A., Sulaiman, A. (2012). The relationship between job satisfaction and turnover intention. *American Journal of Applied Sciences*, 9(9), 1518-1526.
- McCluskey, A., & Lalkhen, A. G. (2007). Statistics II: Central tendency and spread of data. *Continuing Education in Anaesthesia, Critical Care & Pain*, 7(4), 127-130.
- Meyer, N. J., & Allen, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1-18.
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(2), 224-247.
- O'Reilly, C. A., Chatman, J., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of Management Journal*, 34(3), 487-516.
- Panaccio, A., & Vandenberghe, C. (2012). Five-factor model of personality and organizational commitment: The mediating role of positive and negative affective states. *Journal of Vocational Behavior*, 80(3), 647-658.
- Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior Research Methods, Instruments, & Computers*, 36, 717-731.
- Price, J. L., & Mueller, C. W. (1986). *Absenteeism and turnover of hospital employees*. JAI press.
- Reed, S. A., Kratchman, S. H., & Strawser, R. H. (1994). Job satisfaction, organizational commitment, and turnover intention of United States accountants: The impact of locus of control and gender. *Accounting, Auditing & Accountability Journal*, 7(1), 31-58.
- Ritzer, G., & Trice, H. M. (1969). An empirical study of Howard Becker's Side-Bet Theory. *Social Forces*, 47(4), 475-478.
- Tett, R. P., Simonet, D. V., Walser, B., & Brown, C. (2013). *Trait activation theory: Applications, developments, and*

- implications for person-workplace fit.* New York: Routledge.
- Trevor, C.O. (2001). Interactions among actual ease-of-movement determinants and job satisfaction in the prediction of voluntary turnover. *The Academy of Management Journal*, 44(4), 621-638.
- Tumwesigye, G. (2010). The relationship between perceived organizational support and turnover intention in a developing country: The mediating role of organizational commitment. *African Journal of Business Management*, 4(6), 942-952.
- Vandenberghe, C., & Tremblay, M. (2008). The role of pay satisfaction and organizational commitment in turnover intention: A two-sample study. *Journal of Business and Psychology*, 22(3), 275-286.