



<http://researchcommons.waikato.ac.nz/>

## Research Commons at the University of Waikato

### Copyright Statement:

The digital copy of this thesis is protected by the Copyright Act 1994 (New Zealand).

The thesis may be consulted by you, provided you comply with the provisions of the Act and the following conditions of use:

- Any use you make of these documents or images must be for research or private study purposes only, and you may not make them available to any other person.
- Authors control the copyright of their thesis. You will recognise the author's right to be identified as the author of the thesis, and due acknowledgement will be made to the author where appropriate.
- You will obtain the author's permission before publishing any material from the thesis.

**Employee Perceptions of Fit, Intention to Quit, Organizational Commitment,  
Job Satisfaction and Work Engagement:  
Direct, Mediation and Moderation Effects**

A thesis  
submitted in partial fulfilment  
of the requirements for the degree

of

**Master of Applied Psychology**

at

**The University of Waikato**

by

**Inakshie Amerasinghe**



THE UNIVERSITY OF  
**WAIKATO**  
*Te Whare Wānanga o Waikato*

2014

## **ABSTRACT**

This research examined important work related perceptions and attitudes of employees currently working across major industries in New Zealand to gain insight into factors, including person-environment fit and intention to quit, that could contribute to the overall success of an organization, and the well-being of individuals at work.

The research model consisted of three parts: part A examined employee fit perceptions, namely value congruence, demands-abilities fit and needs-supplies fit, in direct relation to intention to quit. Part B proposed that the direct relationships predicted in part A would be mediated by organizational commitment, job satisfaction and work engagement. Part C proposed that work-related attitudes (continuance commitment and job satisfaction) and employee perceptions (needs-supplies fit) would moderate the relationships between types of perceived fit and employee intention to quit.

Two hundred and two surveys were included in the data analyses which showed complete support for the relationships predicted in part A and B of the theoretical model. Of the three fit types investigated in this study, it was found that needs-supplies fit had the strongest correlation with employee intention to quit. A few other key findings were that affective commitment mediated the relationship between value congruence and intention to quit, and that both job satisfaction and work engagement mediated the relationship between demands-abilities fit and intention to quit. No support was found for part C (moderated relationships). Although no causal inferences should be drawn from these results, these findings highlight the importance of employee fit perceptions, by demonstrating how types of

fit can impact upon an employee's intention to quit both directly and indirectly through work-attitudes.

A major implication that can be drawn from this research is that business owners could benefit from focusing specifically on certain essential types of P-E fit during the recruitment and selection process by selecting future employees with personal values that align with the values of the organization, have abilities to match the demands of their job role and have needs that can be matched by the supplies an organization has to offer. Continually monitoring the fit perceptions and attitudes of current employees through the application of feedback systems is also encouraged. Focusing on such factors provides employers with the opportunity to manage work-related perceptions and attitudes of employees in order to establish a healthy work-environment.

## **ACKNOWLEDGMENTS**

I would like to take this opportunity to express my gratitude to those who have contributed, each in their unique way, to my academic career.

First, I would like to thank my supervisors Dr. Donald Cable and Professor Michael O'Driscoll, who provided me with the necessary guidance to be able to reach the conclusion of this research endeavor. I am truly grateful for all that they have done to support me over the last three years of my academic journey at the University of Waikato.

I would like to thank all the organizations that agreed to let their employees take part in this study, and to all those who took the time to spread the word about my research survey. I would also like to extend my special thanks to those who made the effort to complete the survey.

I would like to thank my fellow classmates and close friends for always coming to my aid when I needed it. I am grateful to you all. I would like to especially thank my best friend Raj for always encouraging me to do my best. His words have always been a great source of strength during difficult times.

To my amazing mother, thank you for never leaving my side. Also to my father who is so far away, thank you for your wonderful words of wisdom and encouragement over the phone. Thank you for the undying love and support you two have always shown me. I dedicate this thesis to you both.

## TABLE OF CONTENTS

ABSTRACT .....	ii
ACKNOWLEDGMENTS .....	iv
TABLE OF CONTENTS .....	v
LIST OF TABLES .....	viii
LIST OF FIGURES .....	ix
CHAPTER ONE: INTRODUCTION .....	1
Purpose of This Research.....	2
Value Congruence .....	4
Demands-Abilities Fit .....	5
Needs-Supplies Fit .....	5
Employee Turnover Intentions.....	6
Organizational Commitment.....	7
Job Satisfaction .....	8
Work Engagement.....	9
Theoretical Model .....	10
Direct Relationships .....	12
Mediated Relationships.....	14
Moderated Relationships.....	17
Summary of Hypotheses .....	19

<b>CHAPTER TWO: METHOD .....</b>	<b>22</b>
Participants .....	22
Procedure.....	24
Measures .....	26
Data Analyses.....	29
<b>CHAPTER THREE: RESULTS .....</b>	<b>33</b>
Factor Analysis .....	33
Descriptive Statistics .....	36
Correlations and Reliability .....	37
Theoretical Model: Part A – Direct Relationships.....	39
Correlations: Criterion and Continuous Demographic Variables .....	40
T-tests: Criterion Variables and Demographic Variables with Two Categories....	42
ANOVAs: Criterion and Demographic Variables with Multiple Categories .....	42
Theoretical Model: Part B – Mediated Relationships .....	45
Theoretical Model: Part C – Moderated Relationships.....	51
Independent Sample T-test: Hard-copy vs. Online .....	57
<b>CHAPTER FOUR DISCUSSION .....</b>	<b>60</b>
Part A – Direct Relationships.....	61
Part B – Mediated Relationships.....	63
Part C – Moderated Relationships.....	67
Additional Findings.....	71

Practical Implications.....	72
Strengths and Limitations .....	74
Future Research Directions .....	76
Conclusion .....	77
References .....	79
APPENDIX A: Information Sheet .....	90
APPENDIX B: Employee Survey Instrument .....	92
APPENDIX C: Scree Plots .....	98
APPENDIX D: Pattern Matrices.....	102

## **LIST OF TABLES**

Table 1. Demographics.....	23
Table 2. Descriptive Statistics.....	37
Table 3. Correlations and Reliability.....	38
Table 4. Correlations between Criterion and Demographic Variables.....	40
Table 5. Independent Sample T-test: Gender and Demographic Variables.....	42
Table 6. One-Way ANOVA: Criterion and Demographic Variables.....	43
Table 7. Mediated Regression Testing: Hypothesis 4.....	46
Table 8. Mediated Regression Testing: Hypothesis 5a.....	48
Table 9. Mediated Regression Testing: Hypothesis 5b.....	48
Table 10: Mediated Regression Testing: Hypothesis 6a.....	50
Table 11: Mediated Regression Testing: Hypothesis 6b.....	51
Table 12: Moderation Testing: Hypothesis 7.....	53
Table 13: Moderation Testing: Hypothesis 8.....	54
Table 14: Moderation Testing: Hypothesis 9a.....	55
Table 15: Moderation Testing: Hypothesis 9b.....	56
Table 16: Independent Samples T-test: Survey Completion Method and Study Variables.....	57

## **LIST OF FIGURES**

Figure 1.1. Direct Relationships.....	11
Figure 1.2. Mediated Relationships.....	11
Figure 1.3: Moderated Relationships.....	12
Figure C1: Scree Plot: Value Congruence.....	98
Figure C2: Scree Plot: Demands-Abilities Fit.....	99
Figure C3: Scree Plot: Needs-Supplies Fit.....	99
Figure C4: Scree Plot: Intention to Quit.....	100
Figure C5: Scree Plot: Affective and Continuance Commitment.....	100
Figure C6: Scree Plot: Job Satisfaction.....	101
Figure C7: Scree Plot: Work Engagement.....	101
Figure D1: Pattern Matrix: Affective and Continuance commitment.....	102
Figure D2: Pattern Matrix: Work Engagement.....	103

# **CHAPTER ONE**

## **INTRODUCTION**

Surviving in today's workplace requires the ability to adapt to a continually evolving work environment (Campling, Poole, Wiesner, & Schermerhorn, 2006; Tyler, Choy, Smith, & Dymock, 2014). Organizations, and the nature of work itself, are subject to constant change (Neal, Yeo, Koy, & Xiao, 2012; Tyler et al., 2014). Along with these changes to the workplace, employees' perceptions and attitudes toward work also continue to change (Erickson, 2008; Lewis, Goodman, & Fandt, 1998). Based on these important workforce conditions, the main purpose of this research was to investigate important work related perceptions and attitudes of employees working across key industries within New Zealand.

Employees' subjective perceptions about the compatibility between themselves and their work environment, often referred to as person-environment (P-E) fit in the organizational literature (Edwards & Billsberry, 2010; Kristof-Brown, Zimmerman, & Johnson, 2005), are of interest due to the various positive and sometimes negative consequences P-E fit has on employee attitudes and behaviors (Hoffman & Woehr, 2006; Lauver & Kristof-Brown, 2001). Over the years, distinct types of P-E fit have emerged (Kristof-Brown et al., 2005; Kristof, 1996). A few examples of the types often explored in the literature include peoples' compatibility with their vocation (P-V), organization (P-O), job (P-J), and coworkers or group (P-G) (Edwards & Billsberry, 2010; Kristof, 1996; Lauver & Kristof-Brown, 2001). The present study focused on exploring three types of subjective fit perceptions outlined by Cable and DeRue (2002). The types of fit included: (i) fit with the values of the

organization (*value congruence*), (ii) fit with the demands of the job (*demands-abilities fit*), and (iii) fit with the rewards offered for the contribution made on the job (*needs-supplies fit*). These three types were chosen following a review of empirical research in this area which suggested that these were types of fit that employees considered the most valuable to them and more importantly, were types that employees could differentiate between (Cable & DeRue, 2002).

The work-related attitudes that were investigated in this study included intention to quit, organizational commitment, job satisfaction, and work engagement. Intention to quit refers to an employee's desire toward leaving an organization voluntarily (Lauver & Kristof-Brown, 2001). Organizational commitment refers in general to "the attachment an individual has to the organization" (Spector, 2008, p. 243), job satisfaction refers to "how people feel about their job overall" (Spector, 2008, p. 223) and work engagement refers to the overall thoughts and feelings an employee holds toward his or her work (Schaufeli, Bakker, & Salanova, 2006). These were investigated as they are considered to be important work-related attitudes in the organizational literature and the exploration of factors associated with these work related attitudes can provide useful information regarding the maintenances of a satisfied workforce (Aamodt, 2007; Spector, 2008; Vecchio, Hearn, & Southey, 1988).

### **Purpose of This Research**

Research focusing on employee fit perceptions suggests that individuals form and use perceptions to make judgments about their work environment as they make their way through organizational life (Cable & DeRue, 2002; Kristof, 1996). Fit

perceptions have also been identified as central determinants of behavior (Cable & DeRue, 2002; Hoffman & Woehr, 2006). Furthermore, O'Reilly, Chatman, and Caldwell (1991) suggested that fit with one area of the work environment does not necessarily imply fit with another, and different types of fit have unique relationships with various attitudinal and behavioral outcome variables such as intention to quit.

Numerous studies have examined direct relationships between fit perceptions and intention to quit. However, in recent years, the literature on P-E fit appears to be shifting its focus toward exploring the multidimensional nature of fit and how "various conceptualizations of fit may differentially predict particular dependent variables" (Westerman & Cry, 2004, p. 254) by combining different types of fit into a single study. Thus, the first goal for this research was to integrate different types of perceived fit that are conceptually distinct into a single study in order to investigate the relationships each of them have with intention to quit. Research also suggests that the relationship between fit perceptions and intention to quit can be both direct and indirect (Westerman & Cyr, 2004). The literature pertaining to P-J and P-O fit has established that intention to quit is a consequence of poor fit (Verquer, Beehr, & Wagner, 2003; Westerman & Cyr, 2004). However, research on employee turnover suggests that fit influences turnover indirectly through employee attitudes (Tett & Meyer, 1993; Westerman & Cyr, 2004).

In addition to examining direct relationships between perceived fit and intention to quit, the second goal of this research was to investigate the possibility that the relationships between types of perceived fit and employee intention to quit would be mediated by work-related attitudes. Goal one served as an important preparatory step for goal two. Muller, Judd, and Yzerbyt (2005) and Baron and

Kenny (1986) suggested that contextual variables may strengthen or affect the direction of the relationship between a predictor and criterion variable. Therefore, the third goal of this research was to examine the possibility that work-related attitudes and employee perceptions would moderate the relationships between types of perceived fit and employee intention to quit.

This chapter provides detailed explanations of the key variables explored in this study, including information from previous research regarding significant associations between these variables and other relevant factors. It also presents the theoretical model which was tested, followed by the hypotheses and their rationale. The chapter concludes with a summary of the hypotheses tested in this research.

### **Value Congruence**

Value congruence is a common way of assessing P-O fit (Verquer et al., 2003) by measuring the compatibility between the values of the individual and those of the organization (Kristof, 1996). This research, with its focus on assessing fit perceptions from a subjective point of view, defined ‘value congruence’ as the judgments an employee makes about the compatibility between his or her personal values and an organization’s values and culture (Cable & DeRue, 2002). Previous research has indicated that value congruence is often significantly related to job satisfaction, organizational commitment and intention to leave (Hamm, MacLean, Kikulis, & Thibault, 2008; Lauver & Kristof-Brown, 2001; Verquer et al., 2003).

## **Demands-Abilities Fit**

The concept of demands-abilities fit was first developed as a way to assess P-J fit (Cable & DeRue, 2002; Kristof-Brown, 2000). Edwards (1991) conceptualized demands-abilities fit as the alignment of an employee's knowledge, skills and abilities with what the job demands. For the purposes of this research and to maintain consistency with current references to subjective perceptions of P-J fit, 'demands-abilities fit' is defined as the judgment of compatibility between an employee's skills, abilities, training and education with the demands of his or her job (Cable & DeRue, 2002).

## **Needs-Supplies Fit**

Organizational literature has often considered needs-supplies fit as another way to investigate P-J fit. Previous research that operationalized P-J fit as both demands-abilities fit and needs-supplies fit has demonstrated the significant influence they have on employee attitudes toward work, particularly on job satisfaction and intention to quit. Needs-supplies fit is where an employee's preferences, desires or needs are met by the job they perform (Edwards, 1991; Kristof-Brown et al., 2005; Kristof, 1996). This research defines perceptions of needs-supplies fit as "judgments of congruence between employees' needs and the rewards they receive in return for their service and contribution on the job" (Cable & DeRue, 2002, p. 875). Employee 'needs' can be anything that they desire within the work context, such as good pay, training, work autonomy and friendly co-workers. The literature outlines numerous rewards or returns (i.e., supplies) that a job can provide an employee, such as

challenging and stimulating work, opportunities for advancement and growth, recognition and positive working conditions (Cable & DeRue, 2002).

### **Employee Turnover Intentions**

Employee turnover is a widely explored area within the organizational literature as maintaining employee continuity and organizational productivity levels of the current workforce are viewed as a significant aspect of managing human resources (Firth, Mellor, Moore, & Loquet, 2004). Employee turnover often leaves organizations having to deal with various issues. Direct costs associated with employee turnover include: lack of employee continuity, high costs involved with the recruitment, training and orientation of new employees, and costs related to organizational performance and productivity (Firth et al., 2004). Indirect costs involved with employee turnover include costs associated with learning, product or service quality, organizational memory and loss of social capital (Dess & Shaw, 2001). Research has often found that employee turnover is significantly related to job satisfaction, organizational commitment and organizational performance (Aamodt, 2007).

The focus of this research was to explore employee turnover intentions. Employee turnover intentions have been called intention to leave and intention to stay or remain (Westerman & Cyr, 2004). As mentioned previously, this research used the term intention to quit when referring to an employee's intention toward leaving the organization. Intention to quit is considered to be "the most immediate determinant of actual behavior" (Firth et al., 2004, p.170) and employees with high intention to quit often foresee leaving the organization sooner rather than later (Mowday, Steers, &

Porter, 1982). The establishment of factors associated with intention to quit is considered an appropriate step toward minimizing actual turnover rates (Firth et al., 2004; Maertz & Campion, 1998). Thus, employee intention to quit remains a critical factor to organizations operating within the business environment today (Firth et al., 2004; Maertz & Campion, 1998).

## **Organizational Commitment**

In general, organizational commitment refers to the degree to which an employee feels devoted or attached to the organization they work for (Aamodt, 2007; Meyer & Allen, 1997; Spector, 2008). Meyer and Allen (1997) argue that there are three main types or motivational facets of organizational commitment, which they identify as: affective commitment, continuance commitment and normative commitment. The literature shows wide acceptance of the three facet model of organizational commitment proposed by Meyer and Allen (Aamodt, 2007; Spector, 2008). Meyer and Allen (1997) define the three types of commitment as: affective commitment, characterized by the bond an employee has with the organization due to having shared values and an emotional connection toward it; continuance commitment, associated with what an employee believes he or she will lose as a result of leaving the organization and thus continuing to remain with the organization out of necessity for the benefits offered by the organization; and finally, normative commitment refers to remaining with the organization because employees feel obliged to do so (Meyer & Allen, 1997). An example of a normatively committed employee is one who feels morally obligated to remain with an organization due to

the time, money and other investments the organization has made toward the ongoing training and development of the employee since he or she was hired (Aamodt, 2007).

As mentioned earlier, research shows there is a significant relationship between P-O fit and organizational commitment, particularly affective commitment (Verquer et al., 2003); which is not surprising given that belief in the organization's values is likely to create a sense of emotional attachment to the organization (Aamodt, 2007). Strong links between affective commitment and job satisfaction and job performance have been established through previous research (Spector, 2008). Turnover was found to be negatively correlated with all three types of commitment (Cooper-Hakim & Viswesvaran, 2005). In general, organizational commitment has also been linked to job stress and organizational justice (Spector, 2008).

Research has demonstrated that affective and normative commitment are positively correlated with each other, that is, employees who have high levels of affective commitment generally experience reasonably high levels of normative commitment also (Allen & Meyer, 1990; Kalliath, Brough, O'Driscoll, Manimala, & Sie, 2010). Therefore, it was decided that only affective commitment would be investigated in this study. On the other hand, continuance commitment has been found to be virtually unrelated to both affective and normative commitment (Allen & Meyer, 1996; Kalliath et al., 2010). Therefore, this research focused on affective and continuance commitment.

### **Job Satisfaction**

Pioneering researchers investigating job satisfaction, such as Locke (1969), defined this attitudinal variable as “the pleasurable emotional state resulting from the

appraisal of one's job as achieving or facilitating the achievement of one's job values" (p.316). Vecchio et al. (1988) suggest that job satisfaction is an emotional state that causes employees to react in a particular way towards the job or to some aspect of it. This job-focused attitude is likely to be consistently favorable or unfavorable over a period of time, and this consistency of response, either favorable or unfavorable, towards the job will continually be influenced by the perceptions and appraisal of work-related experiences by employees (Vecchio et al., 1988). As mentioned earlier, research shows that job satisfaction has been found to be dependent upon aspects of the job and work environment (Spector, 2008). Employees who are satisfied are also likely to be highly committed to the organization and thus likely to be present at work (Hackett, 1989), show increased levels of performance (Judge, Thoresen, Bono, & Patton, 2001) and engage in organizational citizenship behaviors (LePine, Erez, & Johnson, 2002) .

## **Work Engagement**

Work engagement was defined by Kahn (1990) as engaging one's physical, emotional and cognitive energies into one's work. Since then, a proliferation of research on the topic of work engagement has brought about newer characterizations of the concept. A widely accepted perspective of work engagement in recent years is that of Schaufeli et al. (2006) who defined it as a "positive work-related state of well-being or fulfillment" (p. 188). It is characterized by the following three states: vigor, dedication and absorption (Schaufeli, Salanova, González-Romá, & Bakker, 2002). Schaufeli et al. (2006) defined vigor as "high levels of energy and mental resilience while working" with the motivation to invest in one's work and to not give up in the

face of adversity (p. 702). Dedication is characterized by a state of intense involvement in one's work and as a result experiencing feelings of meaningfulness such as pride and enthusiasm. Finally, absorption refers to a state where one feels completely focused and content with the work to a point where one feels a sense of attachment to it (Schaufeli et al., 2006). Work engagement has been linked to various individual level outcomes such as organizational commitment, job satisfaction and absenteeism (Hakanen, Bakker, & Schaufeli, 2006; Saks, 2006) and organizational level outcomes such as productivity and financial performance (Bakker & Demerouti, 2008; Harter, Schmidt, & Hayes, 2002; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009).

This study did not isolate and explore the three states of vigor, dedication and absorption as they relate to specific variables of interest. An exploratory factor analysis, which will be discussed further in the results chapter, showed clear dominance of a single factor, indicating that the three states should be combined into an overall measure of work engagement. An examination of previous research on work engagement revealed that other researchers have also treated work engagement as a global measure due to the states being closely interrelated (Hallberg & Schaufeli, 2006).

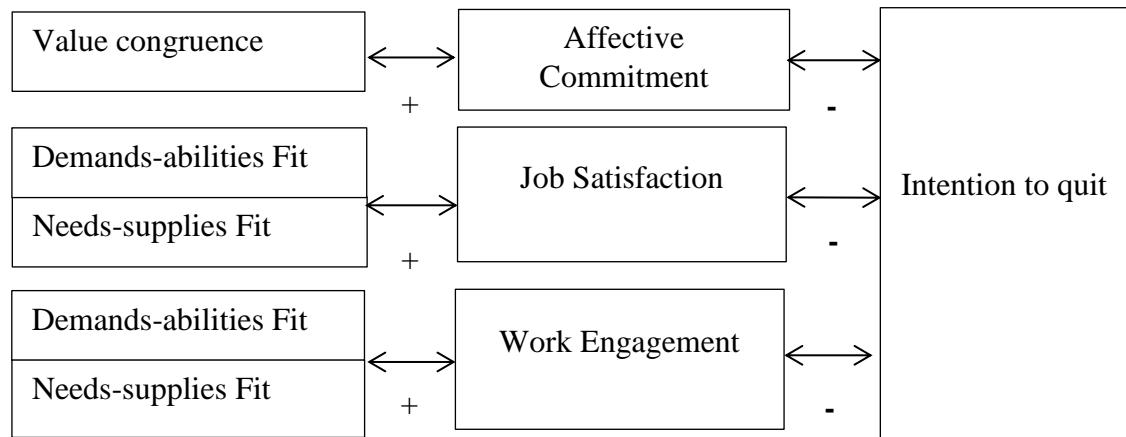
### **Theoretical Model**

The theoretical model for this research is divided into three parts as a way of illustrating the research goals of this study. In accordance with the first goal of this research, part A (Figure 1.1) of this model proposes direct relationships between intention to quit and the following types of employee fit perceptions: (i) value

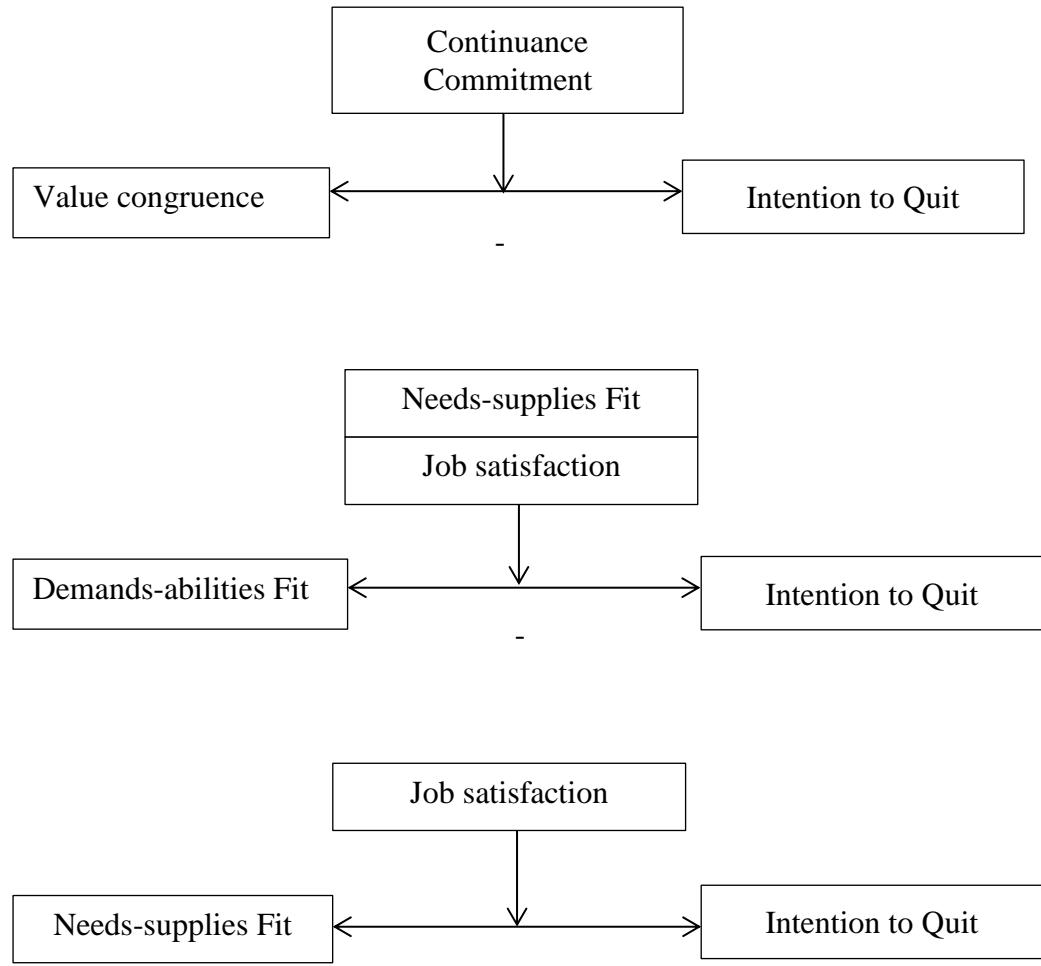
congruence, (ii) demands-abilities fit, and (iii) needs-supplies fit. In line with the second goal of this research, part B (Figure 1.2) of this model proposes that the direct relationships depicted in part A will be mediated by affective commitment, job satisfaction and work engagement. Finally, in fulfillment of the third goal of this research, part C (Figure 1.3) of this model proposes that the direct relationship shown in part A will be moderated by continuance commitment, needs-supplies fit and job satisfaction.



*Figure 1.1.* Direct Relationships



*Figure 1.2.* Mediated Relationship



*Figure 1.3. Moderated Relationships*

### **Direct Relationships**

#### **Value Congruence as a Predictor of Intention to Quit**

An employee would most likely prefer to work in an organization where his or her values match the values of the organization and as a result values that also closely match other work members. According to Cable and Edwards (2004) “an organization’s values are reflected onto the employees who work there” (p.823). Employee work attitudes should be most positive when there is a high level of value congruence (Cable & Edwards, 2004). Based on this reasoning, it can be expected

that if an employee perceives there to be a high degree of compatibility between his or her own values and the values of the organization, the less likely the employee will want to leave the organization. Also, previous research has found that value congruence is negatively related to intention to quit (Verquer et al., 2003). Thus, as predicted in Figure 1.1 (refer to page 11), it is expected that:

**Hypothesis 1:** Value congruence will be negatively related to intention to quit.

### **Demands-Abilities Fit as a Predictor of Intention to Quit**

Subjective perceptions of demands-abilities fit suggests that this type of fit occurs when an employee perceives their skill level and the demands of their job to be compatible. Therefore, it can be assumed that if an employee perceives his or her skills and abilities to be a good match with the demands of the job, intention to quit will be low as the employee will feel able to competently perform the job they currently have (Lauver & Kristof-Brown, 2001). It can also be assumed that the opposite of this is true for an employee who perceives low compatibility between skill level and job demands. Thus, as predicted in Figure 1.1, it is expected that:

**Hypothesis 2:** Demands-abilities fit will be negatively related to intention to quit.

### **Needs-Supplies Fit as a Predictor of Intention to Quit**

Evaluation of previous research suggests that a job's rewards are a key determinant of turnover decisions (Cable & DeRue, 2002). Needs-supplies fit may be the most important type of fit from an employee's point of view; as part of the basic motivation behind people entering the job market and accepting jobs "is to gain access to rewards that organizations offer as inducements" (Cable & DeRue, 2002, p. 875). It can be expected that employee judgments of how good the match is between their expectations or needs and the rewards they receive in return (e.g., monetary

rewards, benefits, training,) for the work they do on the job, is a determinant of an employee's intention to quit. If employee needs are well met, intention to quit can be expected to be low or the opposite effect can be expected when a poor match between employee needs and job/organizational supplies occur. Thus, as predicted in Figure 1.1, it is expected that:

**Hypothesis 3:** Needs-supplies fit will be negatively related to intention to quit.

### **Mediated Relationships**

The next five hypotheses relate to part B of the theoretical model (refer to page 11), which predicted that the direct relationships between the three types of employee fit perceptions and intention to quit would be mediated by affective commitment, job satisfaction and work engagement.

#### **Affective Commitment as a Mediator**

Kristof (1996) suggested that measures of P-O fit such as value congruence are likely to be more strongly associated with attitudes related to the organization in general (e.g., organizational commitment and intention to quit). Empirical research conducted by Silverthorne (2004) indicated that P-O fit is an important element in the level of organizational commitment employees' experience, suggesting that organizational commitment is a consequence of good P-O fit with the organization. Organizational commitment has also found to be related to intent to quit (Tett & Meyer, 1993). Becker and Billings (1993) stated that employees who experience fit with their organization are also likely to feel an emotional connection to the organization and thus wish to remain with the organization. Based on such findings of previous research, it can be concluded that the relationship between perceptions of

values fit and intention to quit is indirect. It can be assumed that value congruence influences intention to quit through commitment. Thus, as predicted in Figure 1.2 (refer to page 11), it is expected that:

**Hypothesis 4:** Affective commitment will mediate the relationship between value congruence and intention to quit.

### **Job Satisfaction as a Mediator**

Job satisfaction is an attitude that is job focused (Chatman, 1989; O'Reilly et al., 1991). Research has often found that P-J fit, operationalized as both needs-supplies and demands-abilities fit, correlates highly with job satisfaction (Lauver & Kristof-Brown, 2001). Previous studies have also shown that job dissatisfaction is an antecedent to employee intention to quit (Tett & Meyer, 1993). The literature on turnover suggests that the relationship between P-J fit and intention to quit can be explained by job satisfaction, that is, the indirect effect of P-J fit through job satisfaction (Westerman & Cyr, 2004). Thus, as proposed in Figure 1.2, it is expected that:

**Hypothesis 5a:** Job satisfaction will mediate the relationship between demands-abilities fit and intention to quit.

**Hypothesis 5b:** Job satisfaction will mediate the relationship between needs-supplies fit and intention to quit

### **Work Engagement as a Mediator**

Research by Schaufeli et al. (2006) suggested that personal resources are key predictors of work engagement. Personal resources are “positive self-evaluations linked to resiliency and refer to an individual’s sense of ability to control and impact upon their work environment successfully” (Bakker & Demerouti, 2008, p. 213).

Examples of personal resources include self-efficacy, self-esteem, optimism, resilience and efficient coping mechanisms (Bakker & Demerouti, 2008). It can be expected that highly engaged employees view themselves as being able to cope well with the demands of their job, in other words, they perceive a high level of demands-abilities fit (hypothesis 6a).

Kahn (1990) suggested that work engagement may be a function of employee perceptions of the benefits and job resources they receive in a particular job. This can be attributed to having good fit between employee expectations or needs and the rewards they receive in return for their contributions toward the job, that is, needs-supplies fit. Employee needs could be benefits such as rewards and recognition (Saks, 2006) or job resources such as social support, autonomy, learning opportunities, and performance feedback, all of which were found to be positively related to work engagement (Bakker & Demerouti, 2008). Thus, it can be expected that the needs of employees who are highly engaged in their work are met by the various benefits and job resources offered to them by the organization (hypothesis 6b). It can also be expected that levels of employee intention to quit are directly proportional to the level of demands-abilities fit and needs-supplies experienced by the employee. Thus, as predicted in Figure 1.2, it is expected that:

**Hypothesis 6a:** Work engagement will mediate the relationship between demands-abilities fit and intention to quit.

**Hypothesis 6b:** Work engagement will mediate the relationship between needs-supplies fit and intention to quit.

## **Moderated Relationships**

The next four hypotheses relate to part C of the theoretical model (refer to page 12), which predicted that the direct relationships between the three types of employee fit perceptions and intention to quit would be moderated by continuance commitment, needs-supplies fit, and job satisfaction.

### **Continuance Commitment as a Moderator**

As mentioned earlier, continuance commitment is when an individual feels that they have to remain with the organization due to the benefits they receive and a lack of job alternatives or transferability elsewhere (Kalliath et al., 2010). This study argues that continuance commitment can impact the direct relationship between value congruence and intention to quit in the following way; employees with high levels of continuance commitment will be more likely to choose to remain with the organization than those employees with low continuance commitment, even when their perceptions of value congruence are low. In other words, high levels of continuance commitment may act to buffer the negative effects of low value congruence on employee intention to quit. Thus, as proposed in Figure 1.3 (refer to page 12), it is expected that:

**Hypothesis 7:** Continuance commitment will moderate the negative relationship between value congruence and intention to quit. When continuance commitment is high, the relationship between value congruence and intention to quit will be weaker than when continuance commitment is low.

### **Needs-Supplies Fit as a Moderator**

An important motivation behind why individuals enter the labor market and accept jobs has to do with gaining access to the rewards organizations offer as a way

of earning and maintaining an acceptable standard of living (Cable & DeRue, 2002). This study argues that needs-supplies fit can impact the direct relationship between demands-abilities fit and intention to quit in the following way; employees who perceive high levels of needs-supplies fit will be less likely to leave than those employees who perceive low levels of needs-supplies fit, because they are satisfied with the level of rewards/benefits they receive in their current jobs, even if perceptions of their demands-abilities fit is low. In other words, high needs-supplies fit could act to buffer the negative effects of low demands-abilities fit on intention to quit. Thus, as predicted in Figure 1.3, it is expected that:

**Hypothesis 8:** Needs-supplies fit will moderate the negative relationship between demands-abilities fit and intention to quit. When needs-supplies fit is high, the relationship between demands-abilities fit and intention to quit will be weaker than when needs-supplies fit is low.

### **Job Satisfaction as a Moderator**

The literature attributes P-J fit to two main factors: demands-abilities fit and needs-supplies fit (Edwards, 1991; Kristof-Brown, 2000). Employees may be satisfied with their job for various reasons that can be attributed to various personal characteristics of an employee such as personality, life satisfaction, self-esteem, self-efficacy, age, education, as well as workplace characteristics such as job level, job security and decision-making involvement (Spector, 2008; Vecchio et al., 1988). This study argues that job satisfaction experienced through the fulfillment of such personal and/or workplace characteristics can impact the relationship between demands-abilities fit and intention to quit in the following way; employees who experience

high levels of job satisfaction are less likely to leave even if perceived levels of compatibility between their skills and job demands (demands-abilities fit) are low in comparison to those employees who perceive low levels of job satisfaction. Furthermore, job satisfaction can also impact the relationship between needs-supplies fit in the same way. Employees who experience high levels of job satisfaction are likely to experience decreased levels of intention to quit even if their levels of needs-supplies fit are low in comparison to those employees who experience low job satisfaction. In other words, high job satisfaction would act to buffer the negative effects of low demands-abilities fit and low needs-supplies fit on intention to quit. Based on these rationalizations and as predicted in Figure 1.3, it is expected that:

**Hypothesis 9a:** Job satisfaction will moderate the negative relationship between demands-abilities fit and intention to quit. When job satisfaction is high, the relationship between demands-abilities fit and intention to quit will be weaker than when job satisfaction is low.

**Hypothesis 9b:** Job satisfaction will moderate the negative relationship between needs-supplies fit and intention to quit. When job satisfaction is high, the relationship between needs-supplies fit and intention to quit will be weaker than when job satisfaction is low.

### Summary of Hypotheses

*H1:* Value congruence will be negatively related to intention to quit.

*H2:* Demands-abilities fit will be negatively related to intention to quit.

*H3:* Needs-supplies fit will be negatively related to intention to quit.

*H4:* Affective commitment will mediate the relationship between value congruence and intention to quit.

*H5a:* Job satisfaction will mediate the relationship between demands-abilities fit and intention to quit.

*H5b:* Job satisfaction will mediate the relationship between needs-supplies fit and intention to quit.

*H6a:* Work engagement will mediate the relationship between demands-abilities fit and intention to quit.

*H6b:* Work engagement will mediate the relationship between needs-supplies fit and intention to quit.

*H7:* Continuance commitment will moderate the relationship between value congruence and intention to quit. When continuance commitment is high, the relationship between value congruence and intention to quit will be weaker than when continuance commitment is low.

*H8:* Perceived needs-supplies fit will moderate the negative relationship between demands-abilities fit and intention to quit. When needs-supplies fit is high, the relationship between demands-abilities fit and intention to quit will be weaker than when needs-supplies fit is low.

*H9a:* Job satisfaction will moderate the negative relationship between demands-abilities fit and intention to quit. When job satisfaction is high, the relationship between demands-abilities fit and intention to quit will be weaker than when job satisfaction is low.

*H9b:* Job satisfaction will moderate the negative relationship between needs-supplies fit and intention to quit. When job satisfaction is high, the relationship between needs-supplies fit and intention to quit will be weaker than when job satisfaction is low.

This chapter has provided detailed explanations of value congruence, demands-abilities fit, needs-supplies fit, intention to quit, affective and continuance commitment, job satisfaction and work engagement, including information from previous research regarding significant associations between these variables and other important factors. It presented the theoretical model demonstrating the predicted direct, mediated and moderated relationships, followed by the hypotheses and their rationale.

The next chapter discusses the participants of this study, measures used, and the procedure behind recruiting participants and administering the survey. It also presents brief descriptions of the statistical analyses that were utilized during data analysis.

## **CHAPTER TWO**

### **METHOD**

#### **Participants**

Employees working in multiple industries within the Waikato region in New Zealand were approached to participate in this study. Key industries within New Zealand were identified using The Australian and New Zealand Standard Industrial Classification system (ANZSCI, 2006). Out of the 60 business organizations approached, 45 agreed to participate. The survey was open to employees of all positions and at all organizational levels. A total of 239 surveys were completed, of which 46 were completed in hard copy and 193 were completed online. It is difficult to report an exact response rate as not all organizations were able to confirm numbers of potential participants. An examination of the online responses revealed that 37 of the surveys were incomplete, with over 50% of the survey data missing. These 37 surveys were discarded from the study in order to preserve the integrity of the research. Data analysis was carried out on the remaining 202 completed surveys. An independent-sample t-test was conducted in order to test for significant differences in the survey completion method (online vs. hard-copy) with key variables assessed in this study. The obtained significant differences are presented and discussed further in the Results chapter that follows.

The demographic information on the 202 participants who took part in this study is presented in Table 1.

Table 1.

*Demographics*

	<i>N</i>	<i>%</i>		
<b>Gender</b>				
Female	104	51.5		
Male	98	48.5		
<b>TOTAL</b>	<b>202</b>			
<b>Ethnicity</b>				
Pacific Islander	19	9.4		
European	64	31.7		
Asian	80	39.6		
Maori	11	5.4		
Other	28	13.9		
<b>TOTAL</b>	<b>202</b>			
<b>Education</b>				
No formal qualification	11	5.5		
6 <sup>th</sup> From Certificate or Bursary	10	5		
NCEA (Level 1, 2, or 3)	24	12		
Technical Certificate or Diploma	14	7		
Undergraduate Degree/Diploma	78	39		
Postgraduate Degree/Diploma	63	31.5		
<b>TOTAL</b>	<b>200</b>			
<b>Industry</b>				
Manufacturing	16	8.9		
Retail Trade	12	6.6		
Education and training	33	18.3		
Financial and insurance services	11	6.1		
Health care and social assistance	25	13.8		
Electricity, gas, water and waste water	10	5.6		
Professional, scientific, technical services	24	13.3		
Information media and telecommunications	8	4.4		
Other	41	22.8		
<b>TOTAL</b>	<b>180</b>			
	<i>N</i>	<i>Range</i>	<i>Mean</i>	<i>SD</i>
Age	201	18-74	33.12	12.64
Job tenure (months)	180	1-300	42.31	50.84
Organization tenure (months)	179	1-360	50.40	60.05
Weekly hours	161	4-80	37.30	12.36

In order to identify the proportion of the sample population that held managerial roles within their respective organizations, participants were required to indicate how their current job positions were classified according to managerial status (low-level, medium-level or top-level). 52.3% (67) of the sample reported that they held positions in lower level management and 40.6% (52) of the sample indicated that their positions were middle level managerial roles, while only 7% (9) of the sample reported having positions in top level management. 35.7% (71) of participants who took part in this study indicated that the positions they held within their respective organizations were non-managerial roles.

### **Procedure**

Ethical approval for this study was granted by the Research and Ethics Committee of the School of Psychology at the University of Waikato. The relevant officials from the participating organizations, such as the owners and managers, with the authority to grant approval to distribute the survey to employees within their respective organizations, were identified and approached either personally, through phone or via email. The owners/managers who showed interest in this research were provided with a copy of the survey and an information sheet (Appendix A) which acted as a cover letter to the survey. Owners/managers who were initially approached through phone or email were sent a link via email to the survey available online and those approached personally were provided with a hard-copy version of the survey for consideration.

The information sheet provided vital information regarding the nature of the survey that was designed to inform the owners/managers as well as prospective

participants. The information outlined the aims of the research and how the organization and participating employees would contribute to the study if they chose to participate. It further described the anonymous nature in which responses would be collected and the strict confidentiality surrounding organizations that do choose to participate. Participant rights were also clarified in the information sheet.

In order to encourage owners/managers to participate, they were offered the chance to be provided with an aggregate summary of the results obtained upon the conclusion of this research. Owner/managers were given up to a week to consider if they wanted to participate. Once approval was given, the surveys were distributed amongst employees within these organizations. The owners/managers either emailed the link to employees using an internal emailing system or made the link available to potential participants on an intranet system used within the organization.

Owners/managers who requested hard-copy versions of the survey were provided with the number of surveys corresponding to the number of employees within the organization. A prepaid envelope addressed to me at the University of Waikato was attached to each hard copy version of the survey. Participants were provided two weeks following the date of distribution to complete and return the survey.

Low response rates following the first few weeks of data collection required additional sampling methods to be adopted. Facebook (a social media site) was used as an additional method to recruit participants. Candidates with Facebook profiles, who were employed by organizations within New Zealand and thus had the potential to participate in this study, were contacted using the personal messaging facility offered via Facebook. The URL to the online survey was sent to people who responded to the message and agreed to participate.

## **Measures**

Data were collected using an anonymous survey which included 53 items in total. These items included: value congruence, demands-abilities fit, needs-supplies fit, intention to quit, organizational commitment, job satisfaction, work engagement and demographic information, respectively (Appendix B). Demographic information included participants' age, gender, and ethnicity, educational achievement, industry, level of management, job tenure, organization tenure and average work hours per week was also collected. Both, hard-copy and online (via Qualtrics) versions of the survey were built in order to give participants the opportunity to choose the method most convenient to them and thus encourage responding. The survey was piloted on a small sample of six individuals in order to test for any errors or ambiguities with regards to the format, instructions, survey questions, spelling and grammar. Based on the piloted study, revisions were made to both versions of the survey. The changes included correcting spelling and grammar mistakes and making small adjustments to the survey format in order to improve the overall flow of the survey. The items of each scale were measured on a seven-point Likert-type scale ranging from 1 = strongly disagree to 7 = strongly agree, except for work engagement. Work engagement still used a seven-point scale, however had different labels attached to the numbers of the scale (1 = never to 7 = always).

### **Intention to Quit**

Intention to quit was measured using a three item scale developed by Lauver and Kristof-Brown (2001),  $\alpha = .84$ . The items of the scale included 'I would prefer another job to the one I have now', 'If I have my way, I won't be working for this

organization a year from now' and 'I have seriously thought about leaving this organization'. A Cronbach's alpha value of .90 was confirmed in the present study.

### **Value Congruence**

The three item scale developed by Cable and DeRue (2002) was used to assess employee perceptions of value congruence ( $\alpha = .92$ ). The scale is designed to measure perceptions of the compatibility between an employee's personal values and the cultural/value system of the organization. The items include: 'The things that I value in life are very similar to the things that my organization values', 'My personal values match my organization's values and culture' and 'My organization's values and culture provide a good fit with the things that I value in life'. The present study yielded a Cronbach's alpha value of .92.

### **Demands-Abilities Fit**

Cable and DeRue (2002) developed a three item scale to assess perceived demands-abilities fit ( $\alpha = .84$ ), and this was used in the present study. The scale assesses perceptions of the compatibility between an employee's skills and the demands of the job. The items included: 'The match is very good between the demands of my job and my personal skill', 'My abilities and training are a good fit with the requirements of my job' and 'My personal abilities and education provide a good match with the demands that my job places on me'. In the present study a Cronbach's alpha value of .86 was obtained.

### **Needs-Supplies Fit**

Needs-supplies fit was measured using a three item scale also developed by Cable & DeRue (2002),  $\alpha = .93$ . It assesses employee perceptions of congruence between employees' needs and the rewards received in return for the contributions

they make on the job. The items included: ‘There is a good fit between what my job offers me and what I am looking for in a job’, ‘The attributes that I look for in a job are fulfilled very well by my present job’ and ‘The job that I currently hold gives me just about everything that I want from a job’. A Cronbach’s alpha value of .91 was confirmed in the present study.

### **Organizational Commitment**

This study focused on assessing affective and continuance commitment using measures developed by Meyer and Allen (1997). Meyer and Allen (1997) provided median estimates of reliability for both the affective and continuance commitment scales, which were .85 and .79, respectively. These median reliability estimates were found utilizing data sets of previous empirical research conducted by Allen and Meyer (1996). The two measures both contained six items. Example items of affective commitment include: ‘This organization has a great deal of personal meaning for me’ and ‘I would be very happy to spend the rest of my career with this organization’. Example items from the continuance commitment measure include: ‘It would be very hard for me to leave my organization right now, even if I wanted to’ and ‘I feel I have too few options to consider leaving this organization’. A Cronbach’s alpha value of .74 was obtained for the affective commitment measure while the continuance commitment measure yielded a Cronbach’s alpha value of .80 in this study.

### **Job Satisfaction**

A three item scale developed by Cammann, Fichman, Jenkins, and Klesh (1979) known as the Michigan Organizational Assessment Questionnaire was used to measure overall job satisfaction ( $\alpha = .77$ ). The items were: ‘All in all, I am satisfied

with my job', 'In general, I don't like my job' (reverse scored item) and 'In general, I like working here'. This study yielded an alpha value of .86.

### **Work Engagement**

The 17-item Utrecht Work Engagement Scale (UWES-17) developed by Schaufeli et al. (2002) was used to assess work engagement. The UWES-17 contains three subscales that assess the dimensions of vigor, absorption and dedication; however, this study treated work engagement as a single dimension. Examples of items in the UWES-17 include: 'At my job, I feel strong and vigorous', 'I am immersed in my work' and 'My job inspires me'. Factor analysis validated the use of a single factor structure of work engagement in the present study which will be discussed thoroughly in the Results chapter. Reliability analysis produced an alpha value of .93 in this study

### **Data Analyses**

The variables and hypotheses in the theoretical model of this study were assessed utilizing exploratory factor analysis (principal axis factoring with oblique rotation), reliability analysis, skew and kurtosis, correlational analysis and hierarchical regression analysis. Correlations, T-tests and ANOVAs were used in order to determine which demographic variables should be controlled when testing for the proposed mediation and moderation effects. These procedures will be described thoroughly in the following Results chapter.

### **Factor Analysis**

A preliminary step in the data analysis process involved conducting an exploratory factor analysis (EFA) in order to determine the underlying factor

structure of the measures used in this study. Principal axis factoring with oblique rotation was employed. The criterion set for the retention of factors was an Eigenvalue greater than 1. Factor loadings greater than .40 were accepted as significant (Field, 2013); while the pattern matrix was examined in order to determine the item composition of each factor. The scree plot, percentages of variance obtained, pattern matrix and factor correlation matrix were all examined to confirm the factors obtained.

### **Reliability, Skewness and Kurtosis**

Reliability analysis was conducted in order to measure the internal consistency of the different scales used in this study. Scales that produced Cronbach's alpha ( $\alpha$ ) values of .70 or higher were accepted as reliable (Field, 2013). Skewness and kurtosis in the distribution were examined. Skewness measured the symmetry of the distribution while kurtosis provided information regarding the shape of the distribution. Following the recommendations of Kline (2011), skewness values between -3 and +3 and kurtosis values between -8 and +8 were considered as acceptable for moving ahead with subsequent analyses without the need to conduct transformations.

### **Correlation Analysis**

Pearson's Product-Moment correlation was used in order to determine the strength of the association among all the key variables under investigation in this study. It was also used to determine significant relationships between demographic variables measured on a continuous scale (age, job tenure, organization tenure, and average work hours per week) and important outcome variables in order to determine

which demographic variables would need to be controlled during regression analyses that followed.

### **T-tests and ANOVAs**

Independent sample t-tests were employed to check for significant differences in gender with the relevant criterion variables of this study. T-tests were also used to check for significant differences between the two survey completion methods used by participants in this study (refer to Results chapter). One-way analyses of variance (ANOVAs) were used to check for differences among demographic variables with multiple categories (ethnicity, educational achievement, industry and management level) with the criterion variables. These analyses were also carried out for the purpose of identifying which variables needed to be controlled in subsequent analyses.

### **Regression Analysis**

In order to investigate possible mediation and moderation effects as proposed within the theoretical model, hierarchical regression analyses were conducted. The relevant demographic variables were controlled during both mediation and moderation analyses.

### **Mediation Analysis**

Mediation was tested according to the three step approach proposed by Baron and Kenny (1986). This approach makes use of three regression equations. In the first equation, the mediator variable is regressed onto the predictor variable. In the second equation, the criterion variable is regressed onto the predictor variable. Finally, in the third equation, the criterion variable is regressed onto the mediator and predictor variables simultaneously.

The following criteria were applied to conclude that mediation has occurred. First, the relationships examined in equations one and two must be significant. In the third equation, the mediator and criterion variables have to be significantly related and the relationship between the predictor and criterion variables must become significantly weaker than in the second equation. Full mediation is said to have occurred if the relationship between the predictor and criterion variables becomes non-significant in equation three, whereas partial mediation is said to have occurred if the relationship between these two variables is reduced but still remains significant in equation three (Baron & Kenny, 1986).

### **Moderation Analysis**

Moderation was tested using four separate hierarchical regression equations. In each regression equation, the demographic variables that were significantly related to the criterion variable being tested were entered first, followed by the relevant predictor and moderator variables being entered into the equation and finally the relevant product terms (predictor x moderator) were entered. Statistically, moderation is said to have occurred if a significant interaction effect is obtained. Any significant interaction terms that were obtained following hierarchical regression analyses were plotted using Microsoft Excel.

The chapter that follows discusses the results obtained through the analyses described in this chapter

## **CHAPTER THREE**

## **RESULTS**

This chapter presents the findings of this study obtained from the following analyses: factor analyses; descriptive statistics; correlations and reliability of all major variables; correlations, t-tests and one-way ANOVAs investigating significant differences between all demographic and criterion variables; mediation and moderation analyses; and finally, the results from t-tests investigating significant differences between survey completion method.

### **Factor Analysis**

Exploratory factor analysis (EFA), employing principal axis factoring with oblique rotation, was conducted in order to determine the underlying factor structure of all variables including value congruence, demands-abilities fit, needs-supplies fit, intention to quit, affective and continuance commitment, job satisfaction, and work engagement. The minimum threshold for significant factor loadings was set at .40 (Field, 2013). The Kaiser-Meyer-Oklin (KMO) measures of sampling adequacy ranged between .71 and .93, all of which were well above the recommended minimum criterion of .5 (Kaiser & Rice, 1974). In addition, the Bartlett's tests of sphericity were also significant ( $p < .05$ ) for all observed variables. Thus, in each case, factor analysis was deemed suitable. Appendix C (Figures C1 – C7) provides the scree plots for all the respective variables included in factor analysis. Appendix D (Figures D1 – D2) provides the pattern matrices for organizational commitment and work engagement.

**Value Congruence.** EFA on value congruence extracted one factor with an eigenvalue greater than 1, which was verified upon examination of the scree plot (Figure C1). The extracted factor accounted for 86.46% of the total variance. The factor loadings for the three items ranged from .85 to .95, indicating that the factor loaded significantly onto each item. Thus, EFA determined that the factor structure underlying the measure of value congruence was singular.

**Demands-Abilities Fit.** As expected, one factor was extracted with an eigenvalue greater than 1 (Figure C2), which explained 78.76% of the total variance. The factor loadings for all three items were significant and ranged from .73 to .89. EFA concluded that a single factor underlined the demands-abilities fit measure used in this study.

**Needs-Supplies Fit.** One factor, as expected, was extracted with an eigenvalue greater than 1 (Figure C3). The extracted factor accounted for 84.49% of the total variance. The factor loadings for all three items were significant and ranged from .83 to .91. Thus, it was determined that the underlying factor structure of the needs-supplies fit measure was singular.

**Intention to Quit.** One factor with an eigenvalue greater than one was extracted, as expected (Figure C4). This factor explained 82.62% of the total variance. The factor loadings for the three items ranged from .79 to .89, indicating that the loadings were significant in each case. Thus, EFA concluded that the underlying factor structure of the intention to quit measure was singular.

**Affective and Continuance Commitment.** EFA on organizational commitment extracted three factors with eigenvalues greater than 1. The three factors accounted for 60.93% of the total variance. Close examination of the scree plot

(Figure C5) showed two dominant factors. Thus, the two factors were constrained to load onto items of the scale. The item ‘I really feel as if this organization’s problems are my own’, originally from the affective commitment component, did not load above the minimum threshold of .40 onto either of the two factors and was thus removed from the scale (Figure D1). Factor one loaded onto the six items relating to continuance commitment, while factor two loaded onto the five remaining items relevant to affective commitment. The factor loadings for these items ranged from .52 to .78, showing that the loadings were significant. Overall, EFA determined that there were two main factors underlying this commitment scale, one of them relating to affective commitment and the other relating to continuance commitment.

**Job Satisfaction.** A single factor, as expected, was extracted with an eigenvalue greater than 1(Figure C6), which accounted for 78.59% of the total variance. The factor loadings for the three items ranged from .74 to .87, showing that the loadings were significant in each case. Thus, EFA concluded that the underlying factor structure of the job satisfaction measure was singular.

**Work Engagement (UWES).** Instead of the expected three factors, EFA on work engagement extracted two factors with eigenvalues greater than 1. The two factors accounted for 57.24% of the total variance. Examination of the scree plot (Figure C7) showed clear dominance of a single factor. This is consistent with previous studies(Sonnentag, 2003), where factor analysis conducted on the UWES did not result in the production of a clear factor solution reflecting the expected three dimensions of vigor, dedication and absorption (refer to Figure D2 for pattern matrix of work engagement). Hallberg and Schaufeli (2006) and Schaufeli et al. (2002) also indicated that testing for a single-dimension of work engagement had been previously

validated. Thus, a one-dimensional structure of the UWES-17 was tested and items were constrained to load onto a single factor. The factor loaded significantly onto all the items of the UWES-17. These factor loadings ranged from .50 to .86. Thus, it was determined through EFA that the underlying factor structure of the UWES-17 was singular.

### **Descriptive Statistics**

The means, standard deviations, skew and kurtosis values for all variables are presented in Table 2 (refer to page 37). The means ranged between 3.74 and 5.64 (items of all variables were scored on 7-point Likert type scales). In general, participants perceived high levels of value congruence ( $M = 4.99$ ), demands-abilities fit ( $M = 5.64$ ) and needs-supplies fit ( $M = 4.87$ ). On average, participants reported having moderate to low levels of intention to quit ( $M = 3.74$ ). The statistics also indicated that participants experienced moderate to high levels of affective ( $M= 4.64$ ) and continuance ( $M=4.45$ ) commitment, job satisfaction ( $M=5.30$ ) and work engagement ( $M=4.89$ ).

The skew and kurtosis values obtained are also presented in Table 2. According to the recommendations of Kline (2011), when considering the distribution of the data and its normality, skewness values within -3 and +3 and kurtosis values within -8 and +8 are regarded as acceptable. All the obtained skew and kurtosis values were within these recommended ranges and thus it was considered acceptable to proceed with subsequent analyses without the need to conduct transformations.

Table 2.

*Descriptive Statistics*

	Mean	SD	Skew	Kurtosis
Value congruence	4.99	1.29	-.72	.02
Demands-abilities fit	5.64	1.13	-1.27	1.83
Needs-supplies fit	4.87	1.46	-.81	-.12
Intention to quit	3.74	1.91	.21	-1.20
Affective commitment	4.64	1.22	-.15	.08
Continuance commitment	4.45	1.26	-.03	-.15
Job satisfaction	5.30	1.31	-1.02	.82
Work engagement	4.89	.94	-.28	.30

**Correlations and Reliability**

Table 3 presents Pearson Product-Moment correlation coefficients between all major variables. Significance levels of  $p < .05$  and  $p < .01$  are identified. Table 3 also presents the Cronbach's alpha values of all the variables.

Table 3.

*Correlations and Reliability*

	VC	DA	NS	InToQuit	AC	CC	JobSat	WorkEng
VC	<b>.92</b>							
DA		.46**	<b>.86</b>					
NS		.49**	.62**	<b>.90</b>				
InToQuit		-.34**	-.27**	-.57**	<b>.89</b>			
AC		.48**	.35**	.52**	-.61**	<b>.74</b>		
CC		-.04	-.15*	-.05	.12*	-.10	<b>.79</b>	
JobSat		.33**	.39**	.62**	-.70**	.61**	-.13*	<b>.86</b>
WorkEng		.22**	.33**	.41**	-.50**	.52**	-.04	.68**
								<b>.93</b>

*Note.* VC = Value congruence, DA = Demands-abilities fit, NS = Needs-supplies fit, InToQuit = Intention to quit, AC = Affective commitment, CC = Continuance commitment, JobSat = Job satisfaction, WorkEng = Work engagement.  
Cronbach's alpha values for each variable are presented in bold on the diagonal.

N = 202

\* =  $p < .05$ , \*\* =  $p < .01$

## **Theoretical Model: Part A – Direct Relationships**

Part A of the theoretical model (Figure 1.1, page 11) predicted that employee perceptions of fit would be negatively related to intention to quit. It further predicted that value congruence, demands-abilities fit and needs-supplies fit would each predict unique variance in intention to quit. As expected, support was found for hypotheses 1, 2 and 3 in the present study. Value congruence,  $r = -.34, p < .01$ ; demands-abilities fit,  $r = -.27, p < .01$ ; and needs-supplies fit,  $r = -.57, p < .01$ , were all significantly correlated with intention to quit in the predicted negative direction. In general, as employees perceived higher levels of value congruence, demands-abilities fit and needs-supplies fit, their intention to quit decreased. Of the three types of fit investigated in this study, needs-supplies fit had the strongest negative correlation with intention to quit, while value congruence and demands-abilities fit had relatively moderate correlations with intention to quit in comparison.

Prior to testing the mediator and moderator relationships predicted in part B and C of the theoretical model, correlations, t-tests and one-way ANOVAs were conducted in order to identify significant differences between all demographic and criterion variables; this indicated which demographic variables needed to be controlled when carrying out mediation and moderation analyses. The results from these analyses will be presented next.

## **Correlations: Criterion and Continuous Demographic Variables**

A Pearson's Product-Moment correlation was conducted in order to determine the strength of the relationships between important criterion variables and the following continuous demographic variables: age, job tenure, organizational tenure and average work hours per week. As a preliminary step to the Pearson's Product-Moment correlation, any missing demographic data were excluded pairwise. The results obtained are presented in Table 4.

Table 4.

### *Correlations between Criterion and Demographic Variables*

	Intention to quit	Affective commitment	Job satisfaction	Work engagement
Age	-.17*	.12	.16*	.22**
Job tenure	-.19*	.08	.19*	.11
Organization tenure	-.24**	.13	.21**	.15*
Hours worked	-.17*	.02	.18*	.22**

\* =  $p < .05$ , \*\* =  $p < .01$

Age was negatively and significantly related to intention to quit,  $r(201) = -.17$ ,  $p < .05$ . This suggests that older employees had lower levels of intention to quit compared to younger employees. Age was also positively and significantly related to job satisfaction,  $r(201) = .16$ ,  $p < .05$ ; and work engagement,  $r(201) = .22$ ,  $p < .01$ . This shows that employees who are older felt a greater sense of satisfaction with their jobs and also felt more physically, emotionally and cognitively involved in their work than younger employees.

Job tenure was negatively and significantly related to intention to quit,  $r$  (180) =  $-.19$ ,  $p < .05$ , and positively and significantly related to job satisfaction,  $r$  (180) =  $.19$ ,  $p < .05$ . This indicates that employees who had spent longer periods of time in their jobs had lower intention to quit than employees who are either new to their jobs or have spent less time in their jobs. Employees who had been in their current jobs for longer periods of time also experienced higher levels of job satisfaction than those employees who had been in their jobs for shorter periods of time.

Organizational tenure was significantly and negatively correlated to intention to quit,  $r$  (179) =  $-.24$ ,  $p < .01$ . This shows that employees who had been with their respective organizations over longer periods of time had less desire to quit than those who have recently joined the organization or only been with the organization for a short time. Organizational tenure was also significantly and positively correlated to job satisfaction,  $r$  (179) =  $.21$ ,  $p < .01$ ; and work engagement,  $r$  (179) =  $.15$ ,  $p < .05$ . This indicates that employees who had been with their respective organizations for longer periods of time experienced higher levels of satisfaction with their jobs and also felt more engaged in their work than employees who had spent less time in the organization.

Average hours worked was significantly and negatively related to intention to quit,  $r$  (161) =  $-.17$ ,  $p < .05$ . It was also significantly and positively related to job satisfaction,  $r$  (161) =  $.18$ ,  $p < .05$ ; and, work engagement,  $r$  (161) =  $.22$ ,  $p < .01$ . This suggests that employees who work longer hours on average are less likely to quit than those who work lesser hours. Employees who work longer hours also experience greater levels of job satisfaction and feel more engaged in their work than employees who work fewer hours.

## **T-tests: Criterion Variables and Demographic Variables with Two Categories**

Independent sample t-tests were conducted in order to test for significant differences in levels of the criterion variables in relation to gender. The findings are presented in Table 5.

Table 5.

### *Independent Sample T-test: Gender and Criterion Variables*

	Intention to quit	Affective commitment	Job satisfaction	Work engagement
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)
Male	4.09(1.85)	4.49(1.08)	5.12(1.29)	4.79(0.93)
Female	3.41(1.92)	4.72(1.27)	5.47(1.30)	4.97(0.93)
t(200)	2.56**	-1.34	-1.92	-1.40

\*\* $p < .01$

A significant difference in the mean levels of intention to quite was found between males and females,  $t (200) = 2.56, p = .011$ . Overall, males had higher levels of intention to quit ( $M = 4.09, SD = 1.85$ ) than females ( $M = 3.41, SD = 1.92$ ). No other significant differences were identified.

## **ANOVAs: Criterion and Demographic Variables with Multiple Categories**

One way ANOVAs were conducted in order to test for significant differences in levels of the criterion variables in relation to ethnicity, educational achievement, and industry and management level with levels of the criterion variables examined in this study. The results obtained are presented in Table 6.

Table 6.

*One-Way ANOVA: Criterion and Demographic Variables*

	Intention to quit	Affective commitment	Job satisfaction	Work engagement
<b>Ethnicity</b>				
<i>F</i> (5,196)	.74	.84	.94	1.59
<b>Education</b>				
<i>F</i> (5,194)	1.94	.83	1.52	2.53*
<b>Industry</b>				
<i>F</i> (16,163)	1.07	.93	.60	.73
<b>Management Level</b>				
<i>F</i> (3,195)	1.07	2.71*	2.00	5.02**

\* $p < .05$ , \*\* $p < .01$

Firstly, the ANOVAs determined that there were significant differences in work engagement between employees who held no formal qualification, 6th form certificate or bursary, NCEA (level 1, 2 or 3), technical certificate/diploma, undergraduate degree/diploma and postgraduate degree/diploma,  $F(5, 194) = 2.53$ ,  $p = .030$ . A Tukey post-hoc test identified that levels of work engagement were significantly higher for employees who held a 6th form certificate or bursary qualification ( $M = 5.36$ ,  $SD = .72$ ) compared to those employees with no formal qualification ( $M = 4.52$ ,  $SD = 1.17$ ). No significant differences were identified between any other types of educational achievement on levels of work engagement.

The ANOVAs further indicated that there were significant differences in affective commitment between low- level management, medium-level management, top-level management and non-managerial job roles on levels of affective

commitment,  $F(3,195) = 2.71, p = .047$ . A Tukey post-hoc test showed that levels of affective commitment were significantly higher for employees in top-level management ( $M = 5.44, SD = 1.16$ ) compared to those in low-level management ( $M = 4.37, SD = 1.19$ ). The post-hoc test further indicated that levels of affective commitment were significantly higher for employees in top-level management compared to those in non-managerial roles ( $M = 4.71, SD = 1.13$ ). There were no significant differences between any other levels of management on levels of affective commitment.

Finally, the ANOVAs determined that there were significant differences in work engagement between low- level management, medium-level management, top-level management and non-managerial roles on levels of work engagement,  $F(3,195) = 5.02, p = .002$ . A Tukey post-hoc test indicated that levels of work engagement were significantly higher for employees who held positions in top-level management ( $M = 5.80, SD = .89$ ), compared to employees who held non-managerial roles ( $M = 4.77, SD = .80$ ). The post-hoc test also revealed that levels of work engagement were significantly higher for employees occupying roles in top-level management, compared to employees who held positions in lower-level management ( $M = 4.76, SD = .97$ ). No other significant differences between any other levels of management on levels of work engagement were present.

The results presented in Tables 4, 5 and 6 indicated that age, job tenure, organizational tenure, hours worked, gender, educational achievement and management level were significantly related to the criterion variables or that the sample means obtained were significantly different amongst the criterion variables

examined in this study. As a result these demographic variables were controlled during analyses that followed.

### **Theoretical Model: Part B – Mediated Relationships**

As mentioned in the methods chapter, hierarchical regression analyses were conducted to test for mediated relationships proposed in Part B of the theoretical model (refer to Figure 1.2, page 11) using the three step approach by Baron and Kenny (1986) utilizing three regression equations. Hierarchical regression was used to test for mediation as it allowed for the appropriate demographic variables to be entered into the relevant equations. Two key steps were used to successfully complete each estimated equation. Step one involved entering into the equation all demographic control variables identified through previous analyses (refer to tables 4, 5 and 6). The second step required that all relevant predictor and mediator variables be entered into the equation. The first equation involved regressing the mediator variable onto the predictor variable, the second involved regressing the criterion variable onto the predictor variable and the third equation involved regressing the criterion variable onto the mediator and predictor variables simultaneously. In the case of each mediated relationship examined, a Sobel test was carried out in order to test the significance of the mediation effect. The results obtained are presented in Tables 7, 8 and 9.

Hypothesis 4 predicted that affective commitment would mediate the relationship between value congruence and intention to quit. In equation one, management level was controlled as it was found to be a significant predictor of affective commitment. In equation two and three, age, job tenure, organizational

tenure, hours worked and gender were controlled for, as these were identified as significant predictors of intention to quit. These results are presented in Table 7. As all the tested mediated relationships in this study involved intention to quit as a criterion variable, the continuous demographic variables were controlled for during equation two and three in all subsequent mediated relationships that are presented in Tables 7, 8, 9, 10 and 11.

Table 7.

*Mediated Regression Testing – Hypothesis 4: Affective Commitment as a Mediator of the Relationship between Value Congruence and Intention to Quit*

Equation	Criterion	Predictor	Beta	t	R Square
1	AC	VC	.48	7.88***	.27
2	ITQ	VC	-.25	-3.14**	.20
3	ITQ	VC	-.03	-.40	
		AC	-.52	-7.02***	.42
Sobel test z = -5.25, p < .001					

*Note.* AC = Affective commitment, VC = Value congruence, and

ITQ = Intention to quit

\*\* $p < .01$ , \*\*\* $p < .001$

The results obtained provide support for hypothesis 4. The criteria necessary for mediation were met. The relationships outlined in equation one and two, between affective commitment and value congruence, and intention to quit and value congruence were both significant. This is evident by the significant beta weights obtained (refer to t-statistic) presented in Table 7. This fulfills the requirement that the relationships tested in both equations one and two be significant. The third equation shows that affective commitment and intention to quit are significantly

related, and that the relationship between value congruence and intention to quit became substantially weaker when affective commitment was introduced into the equation. This fulfills the two requirements necessary during the third equation: the mediator and criterion variable be significantly related and the relationship between the predictor and criterion variables become substantially weaker in the presence of the mediator. The fact that the relationship between intention to quit and value congruence is non-significant due to the mediator being introduced in equation three indicates that full mediation has occurred (Baron & Kenny, 1986). The Sobel test also indicated that the obtained mediation effect was significant,  $z = -5.25, p < .001$ .

Hypothesis 5a-b predicted that the relationships between demands-abilities fit and intention to quit, and needs-supplies fit and intention to quit would both be mediated by job satisfaction. Age, job tenure, organizational tenure and work hours (refer to table 4) were all found to be significant predictors of job satisfaction. Therefore, these demographic variables were controlled in equation one. All demographic variables relevant to intention to quit were also controlled for in equation two and three (refer to tables 4 and 5). The results are presented in Tables 8 and 9.

In the case of hypothesis 5a (table 8, page 48) full mediation occurred as requirements necessary for full mediation have been met. The relationships in equations one and two, between job satisfaction and demands-abilities fit, and intention to quit and demands-abilities fit, were both significant. The third equation confirmed that job satisfaction and intention to quit were significantly related, and that the relationship between demands-abilities fit and intention to quit became non-significant once job satisfaction (the mediator) was introduced into the equation (refer

to table 8). The Sobel test also indicated that the obtained mediation effect was significant,  $z = -3.70, p < .001$ .

Table 8.

*Mediated Regression Testing- Hypothesis 5a: Job Satisfaction as a Mediator of the Relationship between Demands-Abilities Fit and Intention to Quit*

Equation	Criterion	Predictor	Beta	t	R Square
1	JS	DA	.32	4.04***	.17
2	ITQ	DA	-.23	-2.89**	.19
3	ITQ	DA	-.03	-.50	
		JS	-.63	-9.19***	.51

Sobel test  $z = -3.70, p < .001$

*Note.* JS = Job satisfaction, DA = Demands-abilities fit, and ITQ = Intention to quit

\*\* $p < .01$ , \*\*\* $p < .001$

Table 9.

*Mediated Regression Testing- Hypothesis 5b: Job Satisfaction as a Mediator of the Relationship between Needs-Supplies Fit and Intention to Quit*

Equation	Criterion	Predictor	Beta	t	R Square
1	JS	NS	.60	8.82***	.41
2	ITQ	NS	-.52	-7.35***	.39
3	ITQ	NS	-.23	-2.91**	
		JS	-.50	-6.45***	.54

Sobel test  $z = -5.22, p < .001$

*Note.* JS = Job satisfaction, DA = Demands-abilities fit, and ITQ = Intention to quit

\*\* $p < .01$ , \*\*\* $p < .001$

Support was also found for Hypothesis 5b (table 9, page 48). The relationships in equations one and two, between job satisfaction and needs-supplies fit, and intention to quit and needs-supplies fit were both significant. The third equation indicated that the relationship between job satisfaction and intention to quit was significant and that the relationship between needs-supplies fit and intention to quit was weaker in the presence of job satisfaction (the mediator). However, even though the relationship between the predictor and criterion has been reduced in equation three compared to the association between the two variables in equation two, the relationship remained significant. Thus, these findings suggested that job satisfaction only partially mediated the relationship between needs-supplies fit and intention to quit (refer to table 9). The Sobel test also indicated that the obtained mediation effect was significant,  $z = -5.22, p <.001$ .

Hypothesis 6a-b predicted that the relationships between demands-abilities and intention to quit, and needs-supplies and intention to quit would be mediated by work engagement. In equation one, all significant demographic predictors of work engagement (the mediator) were controlled. These variables included age, organizational tenure, hours worked, education and management level. All demographic variables that were significant predictors of intention to quit were once again controlled in equations two and three (refer to table 4 and 5). The results are presented in Tables 10 and 11.

Support was found for hypothesis 6a and b. In the case of hypothesis 6a (table 10, page 50), the relationship between work engagement and demands-abilities fit, and the relationship between intention to quit and demands-abilities fit, were both significant. In the third equation, the relationship between work engagement and

intention to quit was significant and the relationship between intention to quit and demands- abilities fit reduced in the presence of work engagement (the mediator). The relationship between the predictor (demands-abilities fit) and criterion (intention to quit) variable also became non- significant when the mediator (work engagement) was introduced in equation three, indicating that full mediation had occurred (refer to table 10). The Sobel test indicated that the obtained mediation effect was significant,  $z = 2.63, p < .01$ .

Table 10.

*Mediated Regression Testing - Hypothesis 6a: Work Engagement as a Mediator of the Relationship between Demands-Abilities Fit and Intention to Quit.*

Equation	Criterion	Predictor	Beta	t	R Square
1	WE	DA	.28	3.61***	.29
2	ITQ	DA	-.23	-2.89**	.19
3	ITQ	DA	-.14	-1.78	
		WE	-.32	-3.83***	.27
Sobel test $z = -2.63, p < .01$					

*Note.* WE = Work engagement, DA = Demands-abilities fit, ITQ = Intention to quit.  
 $**p < .01, ***p < .001$

For hypothesis 6b (table 11, page 51), the relationships between variables observed in both equations one (work engagement-needs-supplies fit) and two (intention to quit-needs-supplies fit) were significant. In the third equation, the relationship between work engagement (the mediator) and intention to quit (the criterion variable) was significant. The relationship between intention to quit and needs-supplies fit had reduced when work engagement (the mediator) was introduced in equation three. However, this relationship remained significant. These findings

suggest that the relationship between needs-supplies fit and intention to quit was partially mediated by work engagement (refer to table 11). The Sobel test indicated that the obtained mediation effect was significant,  $z = -2.25, p < .05$ .

Table 11.

*Mediated Regression Testing- Hypothesis 6b: Work Engagement as a Mediator of the Relationship between Needs-Supplies Fit and Intention to Quit.*

Equation	Criterion	Predictor	Beta	t	R Square
1	WE	NS	.34	4.46***	.32
2	ITQ	NS	-.52	-7.35***	.39
3	ITQ	NS	-.45	-6.11***	
		WE	-.20	-2.61**	.42
Sobel test $z = -2.25, p < .05$					

*Note.* WE = Work engagement, NS = Needs-supplies fit, ITQ = Intention to quit.  
 $**p < .01, ***p < .001$

### **Theoretical Model: Part C – Moderated Relationships**

Part C of the theoretical model (Figure 1.3, page 12) predicted that continuance commitment would moderate the relationship between value congruence and intention to quit. It further predicted that needs-supplies fit will moderate the relationship between demands-abilities fit and intention to quit, and also that, the relationship both demands-abilities fit and needs-supplies fit have with intention to quit would be moderated by job satisfaction. Four separate hierarchical regression equations, each involving three steps were used to test for moderation.

The first step involved controlling for all demographic variables significantly related to intention to quit, i.e., the criterion variable in each of the four predicted relationships in Part C of the theoretical model. Thus, age, job tenure, organizational tenure, hours worked and gender were controlled in step one of each of the four hierarchical regression equations. The second step involved entering the relevant predictor and moderator variables into each regression equation. During the third step the relevant product terms (predictor x moderator) were entered into the appropriate equations. The results are presented across four tables (tables 12, 13, 14 and 15). Tables 12 and 13 present findings relevant to hypotheses 7 and 8. Tables 14 and 15 presents findings associated with hypotheses 9a-b.

In the first hierarchical regression equation the variables value congruence (the predictor) and continuance commitment (the moderator) were entered in step two. In step three, the product term value congruence x continuance commitment was entered.

Step one of all the regression equations produced significant beta weights for gender,  $\beta = -.22, p < .01$ ; and work hours,  $\beta = -.18, p < .05$ . Step one also produced  $R^2 = .14, p < .001$ , for all four regression equations (refer to tables 12, 13, 14 and 15).

Hypothesis 7 (table 12, page 53), i.e., equation one, tested the relationship between value congruence and intention to quit with continuance commitment as the moderator. Step two of the first regression equation produced  $R^2 = .24, p < .001$ . Significant beta weights were obtained for both value congruence,  $\beta = -.24, p < .01$ ; and continuance commitment,  $\beta = .22, p < .01$ . Step two also generated a significant change in R squared value of .12 ( $p = .000$ ). Step three produced no significant beta

weights for the product term (value congruence x continuance commitment). A non-significant change in R squared value of .00 ( $p = .480$ ) was also found.

Table 12.

*Moderation Testing – Hypothesis 7 – Continuance Commitment on the Relationship between Value Congruence and Intention to Quit.*

EQ	Criterion	Steps	Beta	R <sup>2</sup>	ΔR <sup>2</sup>
1	ITQ	<b>Step 1</b>			
		Age	-.02		
		Gender	-.22**		
		Job tenure	.12	.14***	
		Org tenure	-.30		
		Work. hrs	-.18*		
<b>Step 2</b>					
		VC	-.24**		.12***
		CC	.22**	.24***	
<b>Step 3</b>					
		VC x CC	.24	.25	.00

*Note.* EQ = Equation, ITQ = Intention to quit, VC = Value congruence, CC = Continuance commitment.

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$

In the second hierarchical regression equation, the variables demands-abilities fit (the predictor) and needs-supplies fit (the moderator) were entered during step two. In step three, the product term demands-abilities fit x needs-supplies fit was entered.

Hypothesis 8 (table 13, page 54), i.e., equation two, tested for the relationship between demands-abilities fit and intention to quit in relation to needs-supplies fit as the moderator. Step two of the second regression equation generated  $R^2 = .40$ ,  $p < .001$ . It also produced a significant beta weight for needs-supplies fit,  $\beta = -.61$ ,  $p < .001$ , but not for demands-abilities fit  $\beta = .14$ , ( $p = .119$ ). Step two generated a

significant change in R squared value of .26 ( $p = .000$ ). No significant beta weights were generated for the product term (demands-abilities fit x needs-supplies fit) in step three. The R squared value of .00 ( $p = .066$ ) was also non-significant

Table 13.

*Moderation Testing - Hypothesis 8: Needs-supplies Fit on the Relationship between Demands-Abilities Fit and Intention to Quit.*

EQ	Criterion	Steps	$\beta$ eta	R <sup>2</sup>	$\Delta R^2$
2	ITQ	<b>Step 1</b>			
		Age	-.02		
		Gender	-.22**		
		Job tenure	.12	.14***	
		Org tenure	-.30		
		Work.hrs	-.18*		
<b>Step 2</b>					
		DA	.14	.40***	.26***
		NS	-.61***		
<b>Step 3</b>					
		DA x NS	-.16	.51	.00

Note. EQ = Equation, ITQ = Intention to quit, DA = Demands-abilities fit, and NS = Needs-supplies fit.

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$

In the third hierarchical regression equation, demands-abilities fit (the predictor) and job satisfaction (the moderator) was entered. In step three, the product term demands-abilities fit x job satisfaction was entered.

Hypothesis 9a (table 14, page 55), i.e., equation three tested for the relationship between demands- abilities fit and intention to quit as moderated by job satisfaction. Step two of the second regression equation generated  $R^2 = .51, p < .001$ . A significant beta weight was obtained for job satisfaction,  $\beta = -.63, p < .001$ , but not

for demands-abilities fit,  $\beta = -.03$ , ( $p = .618$ ). Step two did generate a significant change in R squared value of .34 ( $p = .000$ ). Step three produced no significant beta weight for the product term (demands-abilities fit x job satisfaction), and the change in R squared value of .00 ( $p = .677$ ) was also non-significant.

Table 14.

*Moderation Testing - Hypothesis 9a: Job Satisfaction on the Relationship between Demands-Abilities Fit and Intention to Quit.*

EQ	Criterion	Steps	$\beta$ ta	R <sup>2</sup>	$\Delta R^2$
3	ITQ	<b>Step 1</b>			
		Age	-.02		
		Gender	-.22**		
		Job tenure	.12	.14***	
		Org tenure	-.30		
		Work. hrs	-.18*		
<b>Step 2</b>					
		DA	-.03		
		JS	-.63***	.51***	.34***
<b>Step 3</b>					
		DA x JS	-.16	.51	.00

*Note.* EQ = Equation, ITQ = Intention to quit, DA = Demands-abilities fit, JS = Job satisfaction.

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$

In equation four, needs-supplies fit (the predictor) and job satisfaction (the moderator) was entered during step two. In step three, the product term needs-supplies fit x job satisfaction was entered.

Hypothesis 9b (table 15, page 56), i.e., equation four, tested the relationship between needs-supplies fit and intention to quit in relation to job satisfaction as the moderator. Step two of the second regression equation produced  $R^2 = .54$ ,  $p < .001$ .

It also produced significant beta weights for both needs-supplies fit,  $\beta = -.23, p < .001$ ; and job satisfaction,  $\beta = -.50, p < .01$ . Step two also produced a significant change in the R squared value of .40 ( $p = .000$ ). However, step three failed to produce a significant beta weight for the product term (needs-supplies fit x job satisfaction), and the change in R squared value of .00 ( $p = .809$ ) was also non-significant.

Table 15.

*Moderation Testing - Hypothesis 9b: Job Satisfaction on Fit on the Relationship between Needs-Supplies Fit and Intention to Quit.*

EQ	Criterion	Steps	$\beta$ eta	R <sup>2</sup>	$\Delta R^2$
4	ITQ	<b>Step 1</b>			
		Age	-.02		
		Gender	-.22**		
		Job tenure	.12	.14***	
		Org tenure	-.30		
		Work.hrs	-.18*		
<b>Step 2</b>					
		NS	-.23***		
		JS	-.50**	.54***	.40***
<b>Step 3</b>					
		NS x JS	-.08	.54	.00

*Note.* EQ = Equation, ITQ = Intention to quit, NS = Needs-supplies fit and, JS = Job satisfaction.

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$

These findings suggest that there were no significant interaction effects produced in any of the tested equations and thus hypotheses 7, 8, 9a and 9b were not supported.

## **Independent Sample T-test: Hard-copy vs. Online**

An independent sample t-test was conducted in order to determine whether significant differences existed in levels of the variables assessed in this study according to the survey completion method used. This test was conducted in order to gain insight on how responses may differ between participants who completed the survey via hard-copy and those who completed it online. The significant differences obtained are presented in Table 16. The table identifies the means, standard deviations (SD), t-statistic values of the examined variables among participants who completed the survey in hard-copy and online. Significance levels of  $p < .01$  and  $p < .001$  are also identified.

Table 16.

### *Independent Samples T-test: Survey Completion Method and Study Variables*

	Hard-copy		Online		<i>t</i> -statistic <i>df</i> (200)
	Mean	SD	Mean	SD	
Intention to quit	4.62	1.59	3.49	1.93	3.36***
Affective commitment	4.07	.93	4.77	1.21	-3.65***
Continuance commitment	4.67	1.24	4.38	1.26	1.37
Job satisfaction	4.49	1.22	5.54	1.24	-5.06***
Work engagement	3.98	.74	5.15	.81	-8.78**
Value congruence	4.67	1.22	5.08	1.29	-1.93
Demands-abilities fit	5.24	1.09	5.76	1.11	-2.81**
Needs-supplies fit	4.34	1.24	5.02	1.49	-2.83**

\*\* = significant at the  $p < .01$  level, \*\*\* $p$  = significant at the  $p < .001$  level

Significant differences were found in mean levels of intention to quit,  $t(3.63)$ ,  $p = .000$ ; affective commitment,  $t(-3.65)$ ,  $p = .000$ ; job satisfaction,  $t(-5.06)$ ,  $p = .000$ ; work engagement  $t(-8.78)$ ,  $p = .000$ ; demands-abilities fit,  $t(-2.81)$ ,  $p = .005$ ; and needs-supplies fit,  $t(-2.83)$ ,  $p = .005$ , between survey responses obtained in hard-copy and online. No significant differences were found in mean levels of value congruence and continuance commitment, between the two survey completion methods. On average, participants who completed the survey in hard-copy had higher levels of intention to quit than those who completed the survey online, while participants who completed the survey online generally had higher levels of affective commitment, job satisfaction, work engagement, demands-abilities fit and needs-supplies fit than those who completed it in hard-copy. The possible reasons for and implications of these finding are addressed in the Discussion chapter.

### **Summary of Major Findings**

The results of the factor analysis indicated that all factors loaded significantly onto the items of all measures as predicted, except for affective commitment which required that the item ‘I really feel as if this organization’s problems are my own’ be dropped as it did not load above the minimum threshold of .40. Work engagement failed to load appropriately onto the expected three factors and showed clear dominance of a single factor. Thus, all items of the scale were constrained to load onto a single factor, which they did. Correlational analysis showed support for all direct relationships predicted between value congruence, demands-abilities fit, needs supplies fit and intention to quit in the expected negative direction. Each type of perceived fit also accounted for unique variances in levels of intention to quit. Hierarchical regression analyses found support for all the predicted mediation

relationships. The results relevant to hypotheses 4, 5a and 6a demonstrated that full mediation had occurred while results relevant to hypotheses 5b and 6b demonstrated only partial mediation. No support was found for any of the predicted moderated relationships in this study as no significant interaction effects were produced. Finally, the t-test revealed significant differences in levels of some major variables with regard to hard-copy and online survey responses which are discussed further in the Discussion chapter that follows.

## **CHAPTER FOUR**

### **DISCUSSION**

The primary purpose of this research was to investigate important work related perceptions and attitudes of employees currently working across major industries in New Zealand as a way of providing employers, researchers and others who may be interested in this topic with insight on factors that could ultimately contribute toward the overall success of organizations, and well-being of individuals at work. Of particular interest to this study were the following types of P-E fit: an employee's fit with (a) the values of the organization (value congruence), (b) fit with the demands of the job (demands-abilities fit), and (c) fit with the rewards offered to employees for their contribution to the job (needs-supplies fit). In terms of employee attitudes that could relate to these assessments of fit, this study focused on intention to quit, affective and continuance commitment, job satisfaction and work engagement as they relate to the three types of fit mentioned above.

The theoretical model proposed in this study (refer to pages 11 and 12) consisted of three main parts. Part A focused on assessing the direct relationships between each distinct type of fit and intention to quit. Part B focused on investigating how employee fit perceptions may influence intention to quit indirectly through employee attitudes, that is, the possibility that relationships between fit and intention to quit are mediated by work-related attitudes. Finally, Part C predicted that work-related attitudes and employee perceptions would moderate the proposed relationships between the various types of perceived fit and employee intention to quit.

Overall, the results of the current study showed complete support for the relationships predicted in part A and B of the theoretical model. However, part C (moderated relationships) was generally not supported. This chapter provides an overview of the research findings obtained and addresses the various theoretical and practical implications. The chapter concludes with a discussion on the strengths and limitations of the study and proposes possible future research directions.

## **Research Findings**

### **Part A – Direct Relationships**

Part A predicted that the three types of subjective fit perceptions, that is, value congruence, demands-abilities fit and needs-supplies fit, would be negatively related to employees' intention to quit. The results indicated that all three types of fit were significantly correlated with intention to quit in the predicted negative direction confirming that as fit perceptions increased intention to quit decreased.

Overall, employees who had favorable perceptions of fit with the values of the organization, the demands of the job and the rewards offered to them, reported lower levels of intention to quit than those who had negative perceptions of their level of value congruence, demands-abilities fit and needs-supplies fit. These findings suggest that positive perceptions of fit are important with regards to intent to quit expressed by employees working for organizations. In general, these significant correlations of fit with intention to quit are consistent with previous research which has also provided correlational evidence to suggest that positive employee fit perceptions generally reduce levels of intention to quit (Amos & Weathington, 2008; Ostroff, Shin, & Kinicki, 2005; Verquer et al., 2003; Westerman & Cyr, 2004).

Experiencing good fit between one's own values and the values of the organization is likely to create within an employee a feeling of belonging and thus instill purpose for remaining with the organization on a long term basis (Cable & Edwards, 2004). Experiencing good fit between one's abilities and the demands of the job is likely to create positive feelings regarding an employee's competency level, thus decreasing his or her intention to quit due to a mismatch in terms of demands-abilities fit (Lauver & Kristof-Brown, 2001). Similarly, positive perceptions with the level of rewards an employee receives in relation to his or her level of need may encourage an employee to remain with the organization because their needs are being fulfilled (Cable & DeRue, 2002).

Although conclusions about causality cannot be drawn from correlations, it can be argued that the differences in strength of the correlational relationships observed between fit types and intention to quit may indicate that certain types of fit matter more than others in relation to intention to quit. For example, in this study needs-supplies fit had the strongest correlation with intention to quit ( $r = -.57$ ). Both value congruence ( $r = -.34$ ) and demands-abilities fit ( $r = -.27$ ) had fairly moderate correlations with intention to quit in comparison. Based on the strength of these correlational relationships alone, it is fair to suggest that needs-supplies fit may be the most important form of fit from an employee perspective. There were statistically significant differences between these correlations; the needs-supplies fit-intention to quit correlational relationship showed significant differences with both other correlations relationships, i.e., the value congruence-intention to quit, and demands-abilities fit-intention to quit relationships. The findings of this study support claims made by Cable and DeRue (2002) that employee perceptions of needs-supplies fit are

critical to employees remaining with an organization, considering that a fundamental reason for why employees invest time and energy into their jobs is to generate the returns they need in terms of financial security, social and psychological stimulation, and also personal and career development (Cable & DeRue, 2002; Edwards & Shipp, 2007).

## **Part B – Mediated Relationships**

Part B of the theoretical model predicted that affective commitment would mediate the relationship between value congruence and intention to quit, that the relationship both demands-abilities fit and needs-supplies fit have with intention to quit would be mediated by job satisfaction, and finally that work engagement would mediate the relationships of both demands-abilities fit and needs-supplies fit with intention to quit. The results showed general support for all these relationships and thus helped support claims that fit perceptions influence intention to quit indirectly through employee attitudes (Tett & Meyer, 1993; Westerman & Cyr, 2004)

*Mediating effects of Affective Commitment.* The turnover literature has suggested that fit influences an employee's intention to quit through a lack of employee commitment (Westerman & Cyr, 2004). The results of this study indicated that affective commitment fully mediated the relationship between value congruence and intention to quit. An interpretation of the mediation process is that employees who have good fit with the organization and its values become emotionally attached and also generally committed to the organization (Lauver & Kristof-Brown, 2001) and as a result choose to stay with the organization (Kristof, 1996). In general, previous research has found support for the relationships between value congruence

and organizational commitment (Amos & Weathington, 2008; Finegan, 2000; Hoffman & Woehr, 2006; Verquer et al., 2003), and organizational commitment and intention to quit (Labatmediene, Endriulaitiene, & Gustainiene, 2007; Lum, Kervin, Clark, Reid, & Sirola, 1998). In terms of mediating effects, Westerman and Cyr (2004) found that commitment in general partially mediated the relationship between value congruence and intention to remain.

*Mediating effects of Job Satisfaction.* The turnover literature has also suggested that fit influences an employee's intention to quit through low levels of job satisfaction (Westerman & Cyr, 2004). This current study found that job satisfaction fully mediated the relationship between demands-abilities fit and intention to quit. An explanation, supported by the literature, is that overall job satisfaction results from the evaluations employees make regarding their ability to fulfill the various duties they have to perform as part of their jobs, (Lauver & Kristof-Brown, 2001; Smith, Kendall, & Hulin, 1969) and intention to quit is dependent upon the level of job satisfaction arising from the positive or negative nature of those evaluations (Tett & Meyer, 1993). Research has shown demands-abilities fit to be significantly and positively correlated with job satisfaction (Brkich, Jeffs, & Carless, 2002; Lauver & Kristof-Brown, 2001), and that job satisfaction is significantly and negatively correlated with intention to leave(Hellman, 1997; Tett & Meyer, 1993; Tzeng, 2002), which was also supported by the findings of this study. However, prior research investigating the mediating effects of job satisfaction on the demands-abilities fit-intention to quit relationship was difficult to find.

The result of this study further indicated that job satisfaction partially mediated the relationship between needs-supplies fit and intention to quit. (Locke,

1969) suggested that job satisfaction is a consequence of how employees assess the value of the job relative to the things they desire or seek to gain, that is, how the job allows or blocks an employee getting what he or she needs, (Edwards & Shipp, 2007; Westerman & Cyr, 2004) and intention to quit is related to the level of satisfaction or dissatisfaction resulting from the appraisal of how well an employee's needs are met. In this case, partial mediation suggests that other factors besides job satisfaction might also be relevant in relation to employee intention to quit. Empirical research by Westerman and Cyr (2004) found that job satisfaction fully mediated the relationship between needs-supplies fit, referring to how the work environment helps employees fulfill their needs, and intention to stay.

*Mediating effects of Work Engagement.* Work engagement was found to fully mediate the relationship between demands-abilities fit and intention to quit. The explanation here is that employees who have positive perceptions of demands-abilities fit experience a greater sense of control in their jobs as a result of perceiving that their abilities are well matched to the demands of the job, thereby feeling competent in their ability to impact their work situation in an effective way (Bakker & Demerouti, 2008). In other words, having an effective impact on the work situation can be due to an employee's perceptions regarding their ability to keep up with the demands of the job as a result of having the abilities required to do the job. These positive evaluations regarding control and the ability to impact the work environment, which are also called personal resources, are key predictors of work engagement (Priyadarshi & Raina, 2014; Schaufeli et al., 2006). Thus, demands-abilities fit can act to create a sense of self-esteem, self-efficacy and ability to cope with the job which will potentially lead to employee work engagement. The level of

engagement that results from the positive or negative perceptions of demands-abilities fit may determine an employee's intention to quit. Previous research has assessed relationships between personal resources (e.g., self-efficacy and self-esteem) and work engagement (Bakker & Demerouti, 2008). Past research has also examined the mediating role of work engagement on relationships between personal resources and work-attitudes, which has included intention to leave (Priyadarshi & Raina, 2014). However, previous research directly investigating the mediating effects of work engagement on the relationship between demands-abilities fit and intention to quit was difficult to find.

Work engagement also partially mediated the relationship between needs-supplies fit and intention to quit. An interpretation of these results is that employees who have positive perceptions of the job resources (e.g., social support, autonomy, opportunities for growth) will be engaged in their work (Bakker & Demerouti, 2008). Positive perceptions of job resources can also be equated with the fulfillment of employee needs by these job resources. Intention to quit may then be dependent upon the level of work engagement experienced as a result of the congruency between employee needs being met by various job resources, that is, supplies. In this case, partial mediation suggests that other factors besides work engagement might also be relevant in relation to employee intention to quit. No research was found examining the mediating effects of work engagement on the relationship between needs-supplies fit and intention to quit, however previous research has provided empirical evidence to show that job resources are positively correlated with work engagement (Leiter & Bakker, 2010) Furthermore, Leiter and Bakker (2010) also suggested that there is a level of compatibility between the job demands and resources model often discussed

in relation to work engagement and the idea of demands-abilities fit and needs-supplies fit.

### **Part C – Moderated Relationships**

Part C of the model predicted that continuance commitment would moderate the relationship between value congruence and intention to quit, and that the relationship between demands-abilities fit and intention to quit would be moderated by needs-supplies fit. The model further predicted that job satisfaction would moderate the relationships between demands-abilities fit and intention to quit, and needs-supplies fit and intention to quit. Contrary to what was predicted, no moderating effects were found.

*Moderating effects of Continuance Commitment:* It was predicted that continuance commitment could act to buffer the negative effects of low value congruence on intention to quit. It was expected that employees with high levels of continuance commitment would feel the need to remain with the organization out of necessity for the benefits provided to them by the organization, and due to lack of job alternatives elsewhere even when employees perceive that value congruence is low. Therefore, high continuance commitment would most likely lessen the negative effects of low value congruence on intention to quit. However, no such moderating effects were found. One viable interpretation is that continuance commitment may not be a strong enough factor to have a buffering effect on intention to quit when employees have low levels of value congruence. This interpretation was based on the suggestions of McClelland and Judd (1993), who stated that it may not be theoretically reasonable in cross-sectional field studies to presume that the moderator

variable may be powerful enough to moderate the relationships between the predictor and criterion variable. Also, it may be that the influence of value congruence on intention to quit is too great for continuance commitment to make a difference to the effects of low levels of value congruence on intention to quit.

*Moderating effect of Needs-Supplies Fit:* Employees depend upon and are motivated by the level of reward they receive in return for their contributions to their jobs (Cable & DeRue, 2002). Thus, it was proposed that employees who perceived high needs-supplies fit would remain with the organization as they are likely to feel content and motivated further by the level of reward they receive even if they perceive low levels of demands-abilities fit, that is, high needs-supplies fit would act to buffer the negative effects of low demands-abilities fit on intention to quit.

However, no support for this hypothesis was found.

The needs-supplies fit measure used in this study did not specify what areas of needs were being assessed; instead, the items in the measure asked respondents about the general fulfillment of their desires by what the job offered. Therefore, respondents were open to interpret what employee ‘needs’ (e.g., financial, psychological, social needs) might include according to their own preferences. Thus, a possible explanation for this can be attributed to an employee’s basis for judgment of the congruency between his or her needs and the supplies offered, and the possibility that demands-abilities fit may be a crucial aspect of an employee’s need fulfillment (Edwards & Shipp, 2007). For example, an important employee need may be to have a job where demands-abilities fit is high, and if demands-abilities fit is low this may cause employees to overlook the fulfillment of their needs in other areas of work and perceive misfit in terms of needs-supplies fit because demands-abilities fit is low.

Therefore, employees with low demands-abilities fit may also have low needs-supplies fit. Demands-abilities fit and needs-supplies fit were highly correlated (.62), which supports this argument. Also, needs-supplies fit may not be a strong enough factor to have a buffering effect on intention to quit when employees have low levels of demands-abilities fit. Also, Baron and Kenny (1986) recommended that in order for the interaction terms to be clear and interpretable, it would be preferable if the moderator did not correlate with the predictor or criterion variables. As mentioned previously, needs-supplies fit was significantly and highly correlated with demands-abilities fit. It was also significantly and highly correlated with intention to quit.

*Moderation effects of Job Satisfaction:* It was proposed that employees who are highly satisfied with their jobs, when various personal and job related characteristics are fulfilled, are likely to remain with their organizations even if they experience low levels of both demands-abilities fit and need-supplies fit. Thus, it was expected that high job satisfaction would act to buffer the negative effects of low demands-abilities fit and low needs-supplies fit on intention to quit. However, the results indicated that job satisfaction did not act as a moderator. Job satisfaction was significantly correlated with demands-abilities fit (.39), and certainly fairly highly correlated with needs-supplies fit (.62) and intention to quit (-.70); these results were contrary to the recommendations of Baron and Kenny (1986) concerning correlations between the moderator, predictor and criterion variables, indicating that these may be reasons as to why the moderator effect may have been limited. Previous research has also shown that both of these fit types are positively and often highly correlated with job satisfaction (Lauver & Kristof-Brown, 2001), thus indicating that both demands-abilities fit and needs-supplies fit are important to an employee's level of satisfaction

with the job, particularly given that these are both significant predictors of job focused attitudes (Lauver & Kristof-Brown, 2001). Therefore, it may not have been reasonable to assume that there are many other factors that could contribute to an employee's level of satisfaction, particularly to make it powerful enough to act as a buffer, when demands-abilities fit and needs-supplies fit are low. This would make the expected moderation effect ineffective because it is likely that employees with low fit in these areas also experience low job satisfaction as also demonstrated by the correlations mentioned earlier.

Intention to quit was the criterion variable assessed in all of the expected moderator relationships above. Thus, it was considered appropriate to control for any demographic variables that were found to be significantly related to intention to quit. Both gender and work hours produced statistically significant beta weights. These factors along with the high correlations that were obtained between variables involved in some of the moderator relationships could have prevented moderation from occurring by limiting any possible interaction effects from taking place.

Prior research that has explored the moderating effects of work-related perceptions and attitudes relevant to the fit-intention to quit relationships examined in this study was not found. The findings that employee attitudes did not moderate the relationships between fit perceptions and intention to quit has implications for employers. That is, it cannot be expected that the influence of poor fit on intention to quit can be managed by focusing on employee attitudes. Rather, attention could be given to developing effective strategies that will facilitate the growth of positive perceptions of fit and low levels of employee intention to quit.

## **Additional Findings**

The findings of this section address the results obtained from analyses which were conducted in order to gain insight on how responses may differ between participants who completed the survey via hard-copy and those who completed it online. It was found that there were some differences in mean levels of the key variables assessed in this study between respondents who used the two survey mediums. Intention to quit was higher for those who responded to the survey via hard-copy, while levels of affective commitment, job satisfaction, work engagement, demands-abilities fit and needs-supplies fit were higher for those respondents who completed the survey online. Furthermore, there were differences in the strength of the correlation between some variables assessed in this study between participants who used different mediums to complete the survey.

Walt, Atwood, and Mann (2008) suggested that in cases where there are differences in the results obtained through different survey mediums, it is important to consider if the differences can be attributed to differences in sample composition. Thus, steps were taken towards exploring possible differences between participants who completed the survey in hard-copy vs. those who completed it online based on the demographic information which was gathered. Correlation coefficients indicating the strength of the association between variables, obtained using the mean values of the total population, were closer to the correlation coefficients of the online population. This is not surprising, given that majority of the study participants completed the survey online while only about 20% of the total population completed the survey via hard-copy. However, in terms of demographic information that could explain the sample composition that could account for the differences obtained in this

study, it was found that over 50% of participants who completed the survey online had under graduate and post graduate qualifications while participants who completed the survey in hard-copy mainly consisted of those who had NCEA level qualifications. Furthermore, a greater number of the participants who completed the survey online held roles within medium and top level management. Participants who completed the survey via hard-copy consisted of individuals mainly in low level management or held non-managerial roles. Managerial status and employee qualification are factors with the potential to impact employee attitudes and perceptions of fit. These differences in sample composition could be a reason as to why employees who completed the survey online had lower level of intention to quit, and also experienced greater levels of affective commitment, job satisfaction, work engagement, demands-abilities fit and needs-supplies fit in comparison to those who completed the survey via hard-copy. It also may help explain differences in correlational strength. Given the scope and nature of this study differences were not controlled, however this is something that future researchers in this area should be conscious of.

### **Practical Implications**

The implications for the owners and managers of various business organizations operating within New Zealand, particularly to the organizations within the industries included in this study, are mainly applicable to their relative human resource practices. Human resource managers can take a number of steps in order to ensure that the values of their employees align with the values of their organization, and that employees are placed in jobs that match their abilities and needs. As many

researchers have already pointed out, managers can look to their recruitment and selection practices (Cable & Judge, 1996; Kristof, 1996) by hiring people with values, abilities and needs that are likely to align well with the values of the organization, demands of the job role they will be occupying and the supplies that will be available to them upon entry into the organization and as they progress forward. Thus, a recruiter's ability to accurately determine which candidates have the necessary attributes based upon characteristics such as personality traits, cultural preferences, values and other attributes during the hiring phase (Cable & Judge, 1996), to go on to form positive perceptions of fit in terms of what the organization has to offer after they have been accepted into the organization becomes important.

A further implication is that employers should have a clear idea about the organization's values, have a complete understanding of the various job roles present within the organization, including the knowledge, skills and abilities necessary to effectively fulfill the role, and the performance criteria by which employees will be assessed and in turn rewarded for their contribution to the organization. It also becomes critical that employee perceptions of fit are monitored with the development of the organization and its employees. One way to do this is through gaining regular employee feedback on their fit perceptions, attitudes and work-related perceptions in general, i.e., climate surveys. This will indicate when employee perceptions and attitudes begin to change. Employers can also begin developing strategies to address issues such as attitude changes that arise from a shift in employee perceptions of P-E fit types. This becomes particularly important if turnover is to be managed effectively and organizational productivity levels are to be maintained by retaining skilled employees. It is also hugely beneficial to carefully consider all work place factors that

may play a part in shaping employee fit perceptions. These may include factors that influence the work experience of employees such as psychological climate factors

## **Strengths and Limitations**

### *Strengths*

This study sampled employees working across different industries in New Zealand, including manufacturing, retail trade, education and training, financial and insurance services, health care and social assistance, telecommunications and information media, and many other industries. This is a noteworthy strength of this research because it supports the generalization of the findings to a wide range of different sizes and types of organizations.

This research investigated multiple types of fit contributing towards a more recent line of research within the P-E fit domain focused on exploring the multidimensional nature of fit by combining different types of fit in order to investigate how these fit types differentially predict dependent variables (Westerman & Cyr, 2004).

To my knowledge, this study is the first to investigate the possible moderator effects of continuance commitment on the relationship between value congruence and intention to quit, the moderator effects of needs-supplies fit on the relationship between demands-abilities fit and intention to quit, and the moderator effects of job satisfaction on the relationship between demands-abilities fit and intention to quit, and the relationship between needs-supplies fit and intention to quit. Although no support was found for the expected moderator effects, this information has value insofar that it provides support against continuance commitment interacting with

value congruence, perceived needs-supplies fit interacting with demands abilities fit and job satisfaction interacting with both demands-abilities fit and needs-supplies fit to predict employee intention to quit. This indicates the dominant nature of employee fit perceptions and intention to quit.

In addition, the findings of this study show how fit perceptions directly and indirectly influence employee intention to quit. Other researchers have also shown evidence of this (Verquer et al., 2003; Westerman & Cyr, 2004). However, to the best of my knowledge, this research is the first to examine how work engagement mediates the relationship between P-J fit types and intention to quit. This highlights the importance of investigating work engagement in relation to fit perceptions and intention to quit. Overall, the relationships examined in this study add to the existing body of empirical research on fit perceptions and the possible predictors of employee turnover intentions by validating previous findings and broadening existing knowledge within the research areas relevant to this study.

### *Limitations*

The design of this study was cross-sectional. A limitation of using a cross-sectional design is that the direction of the effect cannot be determined. Thus, inferences regarding the causal nature of the relationships between variables examined in this study cannot be made. Researchers have also suggested that reverse causality needs to be taken into account when work-related attitudes such as job satisfaction and organizational commitment are used with intention to quit, that is, how intention to quit may affect attitudinal variables (Koslowsky, 1991; Westerman & Cyr, 2004). Therefore, it is possible that intention to quit may have had an impact on variables such as job satisfaction and organizational commitment in this study.

However, longitudinal research is necessary in order to determine the interaction between these variables (Clegg, 1983).

A further limitation concerned with the methodology of this study includes the primary use of self-report measures in order to assess all constructs. This raises the possibility that the responses obtained were influenced by common method variance. This is when the associations between variables are over-estimated as a result of the inflated self-report ratings of participants. However, according to Spector (1987) this is an effect which is often overestimated (Spector, 2006).

### **Future Research Directions**

The variables examined in this study could interrelate differently than just the way they have been depicted in the theoretical model, which means there is room to investigate other ways in which the variables of this study may be related to one another. For example, Edwards and Shipp (2007) Edwards and Shipp (2007), in an integrative theoretical framework of the relationships between fit and outcomes, posited a theory for how the relationship between demands-abilities fit and job satisfaction is likely to be mediated by needs-supplies fit as the impact demands-abilities fit has on job satisfaction would be based upon how demands-abilities fit fulfills employee desires (Edwards & Shipp, 2007; Lawler, 1973; Locke, 1969)

Future research can also aim to incorporate more types of P-E fit into a single study (e.g., person-team fit and person-supervisor fit) and examine them in relation to employee intention to quit as well as other important work-related attitudes and behaviors. This allows for predictions about relevant individual outcomes to be improved by examining someone's fit with different aspects of the work

environment. Researchers can pay special attention to the strength of the association between particular fit types and work related outcomes. This increases the scope of the relationships between fit perceptions, employee attitudes and behaviors that can be predicted.

The simple model used to predict the strength of the relationships between type of fit and intention to quit in this study is not sufficient to make assumptions about the combined effect of the role each type plays in an employee's level of intention to quit. Therefore, future research can benefit from investigating how individuals integrate information about their fit with different aspects of the work environment to form an attitude with respect to leaving, or staying with, the organization.

This research found support to enhance the argument for the direct effects of fit perceptions on employee intention to quit, and the mediating effects of work attitudes on the relationships between fit perceptions and intention to quit (Tett & Meyer, 1993; Westerman & Cyr, 2004). Although researchers in the past have conducted studies to assess the longitudinal effects of some types of fit and important individual outcomes (Chatman, 1989), there is still room to examine the causal direction in which the exploratory variables operate by testing the relationships examined in this study within a longitudinal framework.

## **Conclusion**

This research investigated important work related perceptions and attitudes of employees working across multiple industries in New Zealand. The findings of this study did not provide empirical support for continuance commitment interacting with

value congruence, needs-supplies fit interacting with demands abilities fit and job satisfaction interacting with both demands-abilities fit and needs-supplies fit to predict employee intention to quit. However, the findings do show evidence to suggest that affective commitment mediates the relationship between value congruence and intention to quit, that the relationship both demands-abilities fit and needs-supplies fit have with intention to quit is mediated by job satisfaction, and finally that work engagement mediates the relationships of both demands-abilities fit and needs-supplies fit with intention to quit. Overall, the results of this study imply that positive employee fit perceptions may reduce employee intention to quit, and may also lead to increased levels of organizational commitment, job satisfaction and work engagement, and thus increase employee willingness to remain with their organization which would ultimately contribute to overall performance and success of an organization.

In terms of practical implications, business owners and researchers are encouraged to focus their attention toward recruitment and selection practices in order to choose employees that have values that align with the values of the organization, abilities that fit the demands of the job, and have needs realistic to match the supplies an organization has to offer. Employers are also encouraged to focus on employee fit perceptions and attitudes through the use of regular feedback systems.

## References

- Aamodt, M. G. (2007). *Industrial/organizational psychology: An applied approach* (6th ed.). Belmont, CA: Wadsworth.
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of occupational psychology*, 63(1), 1-18. doi:10.1111/j.2044-8325.1990.tb00506.x
- Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of vocational behavior*, 49(3), 252-276. doi:10.1006/jvbe.1996.0043
- Amos, E. A., & Weathington, B. L. (2008). An analysis of the relation between employee—Organization value congruence and employee attitudes. *The Journal of Psychology*, 142(6), 615-632. doi:10.3200/JRLP.142.6.615-632
- ANZSCI. (2006). *The Australian and New Zealand Standard Industrial Classification (ANZSIC)*. Retrieved from Statistics New Zealand website:  
[http://www.stats.govt.nz/browse\\_for\\_stats/industry\\_sectors/anzsic06-industry-classification.aspx](http://www.stats.govt.nz/browse_for_stats/industry_sectors/anzsic06-industry-classification.aspx)
- Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career development international*, 13(3), 209-223. doi:10.1108/13620430810870476

Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*, 51(6), 1173. doi:10.1037/0022-3514.51.6.1173

Becker, T. E., & Billings, R. S. (1993). Profiles of commitment: An empirical test. *Journal of Organizational Behavior*, 14(2), 177-190. doi:10.1002/job.4030140207

Brkich, M., Jeffs, D., & Carless, S. A. (2002). A global self-report measure of person-job fit. *European Journal of Psychological Assessment*, 18(1), 43-51. doi:10.1027//1015-5759.18.1.43

Cable, D. M., & DeRue, D. S. (2002). The convergent and discriminant validity of subjective fit perceptions. *Journal of Applied Psychology*, 87(5), 875-884. doi:10.1037/0021-9010.87.5.875

Cable, D. M., & Edwards, J. R. (2004). Complementary and supplementary fit: a theoretical and empirical integration. *Journal of applied psychology*, 89(5), 822-834. doi:10.1037/0021-9010.89.5.822

Cable, D. M., & Judge, T. A. (1996). Person–organization fit, job choice decisions, and organizational entry. *Organizational Behavior and Human Decision Processes*, 67(3), 294-311. doi:<http://dx.doi.org/10.1006/obhd.1996.0081>

Cammann, C., Fichman, M., Jenkins, D., & Klesh, J. (1979). *The Michigan Organizational Assessment Questionnaire*. Unpublished Manuscript. University of Michigan, Ann Arbor.

Campling, J., Poole, D., Wiesner, R., & Schermerhorn, J. R. (2006). *Management - 2nd Asia-Pacific edition*. Milton, Queensland, Australia: Wiley.

Chatman, J. A. (1989). Improving interactional organizational research: A model of person-organization fit. *Academy of management Review, 14*(3), 333-349.  
doi:10.5465/AMR.1989.4279063

Clegg, C. (1983). Psychology of employee lateness, absence, and turnover: A methodological critique and an empirical study. *Journal of Applied Psychology, 68*, 88-101.

Cooper-Hakim, A., & Viswesvaran, C. (2005). The construct of work commitment: testing an integrative framework. *Psychological bulletin, 131*(2), 241. doi:10.1037/0033-2909.131.2.241

Dess, G. G., & Shaw, J. D. (2001). Voluntary turnover, social capital and organizational performance. *Academy of Management Review, 26*, 466-456.

Edwards, I. R., & Shipp, A. I. (2007). Perspectives on organizational fit. In C. L. Ostroff & T. A. Judge (Eds.), (1st ed., pp. 209-283). New York, NY: Psychology Press.

Edwards, J. A., & Billsberry, J. (2010). Testing a multidimensional theory of person-environment fit. *Journal of Managerial Issues, 22*(4), 476-493.  
doi:<http://www.jstor.org/discover/10.2307/25822526?uid=3738776&uid=2134&uid=2&uid=70&uid=4&sid=21104263159357>

- Edwards, J. R. (1991). Person-job fit: A conceptual integration, literature review, and methodological critique In C. L. Cooper & I. T. Robertson (Eds.), *International review of industrial and organizational psychology* (Vol. 6, pp. 283-357). NY: Wiley.
- Erickson, T. J. (2008). The changing workforce. In M. I. Finney (Ed.), *Building high performance people and organizations* (pp. 93-108). Westport, CT: Praeger.
- Field, A. (2013). *Discovering statistics using IBM SPSS statistics: sex, drugs and rock 'n roll* (4ed.). Los Angeles, CA: Sage Publications.
- Finegan, J. E. (2000). The impact of person and organizational values on organizational commitment. *Journal of occupational and Organizational Psychology*, 73(2), 149-169. doi:10.1348/096317900166958
- Firth, L., Mellor, D. J., Moore, K. A., & Loquet, C. (2004). How can managers reduce employee intention to quit? *Journal of Managerial Psychology*, 19(2), 170-187. doi:10.1108/02683940410526127
- Hackett, R. D. (1989). Work attitudes and employee absenteeism: A synthesis of the literature. *Journal of Occupational Psychology*, 62(3), 235-248. doi:10.1111/j.2044-8325.1989.tb00495.x
- Hakanen, J. J., Bakker, A. B., & Schaufeli, W. B. (2006). Burnout and work engagement among teachers. *Journal of school psychology*, 43(6), 495-513. doi:10.1016/j.jsp.2005.11.001

Hallberg, U. E., & Schaufeli, W. B. (2006). "Same same" but different? can work engagement be discriminated from job involvement and organizational commitment? *European Psychologist*, 11(2), 119-127. doi:10.1027/1016-9040.11.2.119

Hamm, S., MacLean, J., Kikulis, L., & Thibault, L. (2008). Value congruence in a Canadian nonprofit sport organisation: A case study. *Sport management review*, 11(2), 123-147. doi:10.1016/S1441-3523(08)70106-2

Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis. *Journal of applied psychology*, 87(2), 268-279. doi:10.1037/0021-9010.87.2.268

Hellman, C. M. (1997). Job satisfaction and intent to leave. *The Journal of Social Psychology*, 137(6), 677-689. doi:10.1080/00224549709595491

Hoffman, B. J., & Woehr, D. J. (2006). A quantitative review of the relationship between person-organization fit and behavioral outcomes. *Journal of vocational behavior*, 68(3), 389-399. doi:doi:10.1016/j.jvb.2005.08.003

Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction-job performance relationship: A qualitative and quantitative review. *Psychological bulletin*, 127(3), 376. doi:10.1037/0033-2909.127.3.376

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *The Academy of Management Journal*, 33(4), 692-724.  
doi:doi:10.2307/256287

Kaiser, H. F., & Rice, J. (1974). Little Jiffy, Mark IV. *Educational and psychological measurement*, 34(1), 111-117. doi:doi:10.1177/001316447403400115

Kalliath, T., Brough, P., O'Driscoll, M., Manimala, M. J., & Sie, O. L. (2010). *Organisational behaviour: A psychological perspective for the Asia-Pacific* (1st ed.). North Ryde, NSW, Australia: McGraw-Hill.

Kline, R. B. (2011). *Principles and Practice of Structural Equation Modeling* (3rd ed.). New York, NY: Guilford Press.

Koslowsky, M. (1991). A longitudinal analyses of job satisfaction, commitment and intention to leave. *Applied Psychology: An International Review*, 40, 405-415.

Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences of individual's fit at work: A meta-analysis of person-job, person-organization, person-group, and person-supervisor fit. *Personnel Psychology*, 58(2), 281-324.  
doi:10.1111/j.1744-6570.2005.00672.x

Kristof-Brown, A. L. (2000). Perceived applicant fit: Distinguishing between recruiters' perceptions of person-job and person-organization fit. *Personnel Psychology*, 53(3), 643-671. doi:10.1111/j.1744-6570.2000.tb00217.x

Kristof, A. L. (1996). Person-organization fit: An integrative review of its conceptualizations, measurements, and implications. *Personnel Psychology*, 49(1), 1-49. doi:10.1111/j.1744-6570.1996.tb01790.x

Labatmediene, L., Endriulaitiene, A., & Gustainiene, L. (2007). Individual correlates of organizational commitment and intention to leave the organization. *Baltic Journal of Management*, 2(2), 196-212. doi:10.1108/17465260710750991

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. doi:10.1006/jvbe.2001.1807

Lawler, E. E. (1973). *Motivation in work organizations*. Monterey, CA: Brooks/Cole.

Leiter, M. P., & Bakker, A. B. (2010). *Work engagement: introduction*: Psychology Press.

LePine, J. A., Erez, A., & Johnson, D. E. (2002). The nature and dimensionality of organizational citizenship behavior: a critical review and meta-analysis. *Journal of applied Psychology*, 87(1), 52. doi:10.1037/0021-9010.87.1.52

Lewis, P. S., Goodman, S. H., & Fandt, P. C. (1998). *Management - Challenges in the 21st Century* (2nd ed.). Cincinnati, OH: South-Western College

Locke, E. A. (1969). What is job satisfaction? *Organizational behavior and human performance*, 4(4), 309-336. doi:10.1016/0030-5073(69)90013-0

Lum, L., Kervin, J., Clark, K., Reid, F., & Sirola, W. (1998). Explaining nursing turnover intent: job satisfaction, pay satisfaction, or organizational commitment? *Journal of Organizational Behavior*, 19(3), 305-320. doi:10.1002/(SICI)1099-1379(199805)19:3<305::AID-JOB843>3.0.CO;2-N

Maertz, C. P., & Campion, M. A. (1998). Turnover. *International review of industrial and organizational psychology*, 13, 49-82.

McClelland, G. H., & Judd, C. M. (1993). Statistical difficulties of detecting interactions and moderator effects. *Psychological Bulletin*, 114(2), 376-390. doi:10.1037/0033-2909.114.2.376

Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application* Thousand Oaks, CA: Sage.

Mowday, R. T., Steers, R. M., & Porter, L. W. (1982). *Organizational linkages: The psychology of commitment, absentees, and turnover*. San Diego, CA: Academic Press.

Muller, D., Judd, C. M., & Yzerbyt, V. Y. (2005). When moderation is mediated and mediation is moderated. *Journal of personality and social psychology*, 89(6), 852-863. doi:10.1037/0022-3514.89.6.852

Neal, A., Yeo, G., Koy, A., & Xiao, T. (2012). Predicting the form and direction of work role performance from the Big 5 model of personality traits. *Journal of Organizational Behavior*, 33(2), 175-192. doi:10.1002/job.742

O'Reilly, C. A., III, 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. doi:10.2307/256404

Ostroff, C., Shin, Y., & Kinicki, A. J. (2005). Multiple perspectives of congruence: Relationships between value congruence and employee attitudes. *Journal of Organizational Behavior*, 26(6), 591-623. doi:10.1002/job.333

Priyadarshi, P., & Raina, R. (2014). The mediating effects of work engagement: testing causality between personal resource, job resource and work related outcomes. *International Journal of Indian Culture and Business Management*, 9(4), 487-509. doi:10.1504/IJICBM.2014.065203

Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619. doi:10.1108/02683940610690169

Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire a cross-national study. *Educational and psychological measurement*, 66(4), 701-716. doi:10.1177/0013164405282471

Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71-92. doi:10.1023/A:1015630930326

Silverthorne, C. (2004). The impact of organizational culture and person-organization fit on organizational commitment and job satisfaction in Taiwan. *Leadership &*

*Organization Development Journal*, 25(7), 592-599.

doi:10.1108/01437730410561477

Smith, P. C., Kendall, L. M., & Hulin, C. L. (1969). *The measurement of job satisfaction in work and retirement*. . Chicago, IL: Rand-NcNally.

Sonnentag, S. (2003). Recovery, work engagement, and proactive behavior: a new look at the interface between nonwork and work. *Journal of Applied Psychology*, 88(3), 518 - 528. doi:10.1037/0021-9010.88.3.518

Spector, P. E. (1987). Method variance as an artifact in self-reported affect and perceptions at work: Myth or significant problem? *Journal of Applied Psychology*, 72(3), 438- 443. doi:10.1037/0021-9010.72.3.438

Spector, P. E. (2006). Method variance in organizational research: Truth or urban legend? *Organizational Research Methods*, 9(2), 221-232. doi:10.1177/1094428105284955

Spector, P. E. (2008). *Industrail and organizational psychology: research and practice* (5th ed.). Hoboken, NJ: Wiley.

Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: path analyses based on meta-analytic findings. *Personnel psychology*, 46(2), 259-293. doi:10.1111/j.1744-6570.1993.tb00874.x

Tyler, M. A., Choy, S., Smith, R., & Dymock, D. (2014). Learning in response to workplace change. In C. Harteis & A. S. Rausch, J. (Eds.), *Discourses on Professional Learning* (pp. 159-175). Dordrecht, Netherlands: Springer.

Tzeng, H. M. (2002). The influence of nurses' working motivation and job satisfaction on intention to quit: an empirical investigation in Taiwan. *International Journal of Nursing Studies*, 39(8), 867-878.

Vecchio, R. P., Hearn, G., & Southey, G. (1988). *Organizational behaviour: life at work in Australia*. Marrickville, NSW, Australia: Harcourt Brace Jovanovich.

Verquer, M. L., Beehr, T. A., & Wagner, S. H. (2003). A meta-analysis of relations between person-organisation fit and work attitudes. *Journal of Vocational Behaviour*, 63(3), 473-489. doi:10.1016/S0001-8791(02)00036-2

Walt, N., Atwood, K., & Mann, A. (2008). Does survey medium affect responses? An exploration of electronic and paper surveying in British Columbia Schools. *The Journal of Technology, Learning and Assessment*, 6(7), 1-37.

Westerman, J. W., & Cyr, L. A. (2004). An integrative analysis of person-organization fit theories. *International Journal of Selection and Assessment*, 12(3), 252-261. doi:10.1111/j.0965-075X.2004.279\_1.x

Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2009). Work engagement and financial returns: A diary study on the role of job and personal resources. *Journal of Occupational and Organizational Psychology*, 82(1), 183-200. doi:10.1348/096317908X285633

## **APPENDIX A**

### **Information Sheet**

*Dear Respondent,*

I am a Masters student, currently conducting my research under the supervision of Dr. Donald Cable and Professor Michael O'Driscoll at the University of Waikato.

My research focuses on the views and attitudes of employees working across different industries in New Zealand. The aim of the study is to understand how employees' views and attitudes towards their current work situation contribute to employees' intentions to leave their present jobs/organizations.

The survey will take approximately 10 minutes to complete and will ask you to respond to a series of items about your views and attitudes towards your current work situation.

Participation in this survey is voluntary. However, the survey is only open to participants who are 16 years of age or over. If you choose to take part the information you provide will be treated with complete confidentiality. You may choose to withdraw from participating in this study at any stage before returning this survey to me; the anonymous nature of the survey does not allow me to identify you once the data has been collected. The results of the survey will not reveal the responses you provide to anyone and will be used only in summary format, to protect privacy. The survey will be destroyed once the research process has come to an end.

This research has been approved by the Research and Ethics Committee at the School of Psychology, University of Waikato. If you have any further enquiries please

contact Dr. Nicola Starkey on +64 7 838 4466 extension: 6472, email:  
[nstarkey@waikato.ac.nz](mailto:nstarkey@waikato.ac.nz).

Please complete all sections of the attached survey and return it to me **within the next two weeks**. Contact me on (021) 0250 7774 once the survey has been completed and is ready to be picked up.

Your participation in this research will provide valuable insight into understanding the perceptions and work attitudes of employees and will be greatly appreciated. If you have any other concerns contact me at [id2@students.waikato.ac.nz](mailto:id2@students.waikato.ac.nz) or via mobile on (021) 0250 7774.

Thank you,  
Inakshie Amerasinghe

## APPENDIX B

### Employee Survey Instrument

#### SECTION A

##### Work-related Perceptions

The following statements relate to how you view your current work situation. Please indicate **how strongly you agree or disagree** with each one of the statements provided by circling the appropriate response using the scale below.

#### SECTION B

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Uncertain	Somewhat Agree	Agree	Strongly Agree
1. The things that I value in life are very similar to the things my organization values.	1	2	3	4	5	6
2. My personal values match my organisation's values and culture.	1	2	3	4	5	6
3. My organisation's values and culture provide a good fit with the things that I value in life.	1	2	3	4	5	6
4. The match is very good between the demands of my job and my personal skill.	1	2	3	4	5	6
5. My abilities and training are a good fit with the requirements of my job.	1	2	3	4	5	6
6. My personal abilities and education provide a good match with the demands that my job places on me.	1	2	3	4	5	6
7. There is a good fit between what my job offers me and what I am looking for in a job.	1	2	3	4	5	6
8. The attributes that I look for in a job are fulfilled very well by my present job.	1	2	3	4	5	6
9. The job that I currently hold gives me just about everything that I want from a job.	1	2	3	4	5	6

## Work-related Attitudes

The following statements relate to how you may feel at work. Please indicate **how strongly you agree or disagree** with each one of the statements provided by circling the appropriate response using the scale below.

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Uncertain	Somewhat Agree	Agree	Strongly Agree

10. I would prefer another job to the one I have now.      1 2 3 4 5 6 7
11. If I have my way, I won't be working for this organisation a year from now.      1 2 3 4 5 6 7
12. I have seriously thought about leaving this organisation.      1 2 3 4 5 6 7

The next set of statements relate to how you may feel about the organization you work for. Please indicate **how strongly you agree or disagree** with each one of the statements provided by circling the appropriate response.

13. I would be very happy to spend the rest of my career with this organisation.      1 2 3 4 5 6 7
14. I really feel as if this organisation's problems are my own.      1 2 3 4 5 6 7
15. I do not feel like "part of the family" at my organisation.      1 2 3 4 5 6 7
16. I do not feel "emotionally attached" to this organisation.      1 2 3 4 5 6 7
17. This organisation has a great deal of personal meaning for me.      1 2 3 4 5 6 7
18. I do not feel a strong sense of belonging to my organisation.      1 2 3 4 5 6 7

19. It would be very hard for me to leave my organization right now, even if I wanted to.                   1   2   3   4   5   6   7
20. Too much in my life would be disrupted if I decided I wanted to leave my organization.               1   2   3   4   5   6   7
21. Right now staying with my organization is a matter of necessity as much as desire.                   1   2   3   4   5   6   7
22. I feel that I have too few options to consider leaving this organization.                               1   2   3   4   5   6   7
23. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.                                   1   2   3   4   5   6   7
24. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice-another organization may not match the overall benefits that I have here.                                   1   2   3   4   5   6   7

The following statements relate to how you may feel about your job. Please indicate **how strongly you agree or disagree** with each one of the statements provided by circling the appropriate response.

25. All in all, I am satisfied with my job                   1   2   3   4   5   6   7
26. In general, I don't like my job.                       1   2   3   4   5   6   7
27. In general, I like working here.                       1   2   3   4   5   6   7

A slightly different scale will be used to obtain responses to the remaining items of this survey. The following statements relate to how you may feel at work. Please indicate **how often** you experience these feelings about your job by circling the appropriate response using the scale below.

1	2	3	4	5	6	7	
<b>Never</b>	<b>Almost Never</b>	<b>Rarely</b>	<b>Sometimes</b>	<b>Often</b>	<b>Very Often</b>	<b>Always</b>	
28. At my work, I feel that I'm bursting with energy.	1	2	3	4	5	6	7
29. I find the work that I do full of meaning and purpose.	1	2	3	4	5	6	7
30. Time flies when I'm working.	1	2	3	4	5	6	7
31. At my job, I feel strong and vigorous.	1	2	3	4	5	6	7
32. I am enthusiastic about my job.	1	2	3	4	5	6	7
33. When I'm working, I forget everything else around me.	1	2	3	4	5	6	7
34. My job inspires me.	1	2	3	4	5	6	7
35. When I get up in the morning, I feel like going to work.	1	2	3	4	5	6	7
36. I feel happy when I am working intensely.	1	2	3	4	5	6	7
37. I am proud of the work that I do.	1	2	3	4	5	6	7
38. I am immersed in my work.	1	2	3	4	5	6	7
39. I can continue working for very long periods at a time.	1	2	3	4	5	6	7
40. To me, my job is challenging.	1	2	3	4	5	6	7
41. I get carried away when I'm working.	1	2	3	4	5	6	7
42. At my job, I am very resilient, mentally.	1	2	3	4	5	6	7
43. It is difficult to detach myself from my job.	1	2	3	4	5	6	7
44. At my work I always preserver, even when things do not go well.	1	2	3	4	5	6	7

## **SECTION C**

### **Demographic Information**

The information you provide here will allow me to describe the characteristics and background of the people who take part in this study. Please fill in the blank spaces with a response when required or respond by ticking the box next to the answer that is most representative of you.

45. What is your Age? \_\_\_\_\_

46. What is your Gender?  Female  Male

47. How do you describe your Ethnicity? \_\_\_\_\_

48. What is your highest level of achievement in Education?

- |  |   |
|--|---|
| <input type="checkbox"/> No formal qualifications                    | <input type="checkbox"/> Technical Certificate or Diploma |
| <input type="checkbox"/> 6 <sup>th</sup> Form Certificate or Bursary | <input type="checkbox"/> Undergraduate Degree/Diploma     |
| <input type="checkbox"/> NCEA (Level 1, 2 or 3)                      | <input type="checkbox"/> Postgraduate Degree/Diploma      |

49. What industry do you work in?

- Agriculture, forestry and fishing
- Electricity, gas, water and waste services
- Information media and telecommunications
- Professional, scientific, technical services
- Rental, hiring and real estate services
- Transport, postal and warehousing
- Administrative and support services
- Financial and insurance services
- Public administration and safety
- Health care and social assistance
- Education and training
- Wholesale trade
- Retail Trade
- Arts and recreation
- Accommodation
- Manufacturing
- Construction
- Mining
- Other (please specify) \_\_\_\_\_

50. How would you classify your current position?

- Top level management  Middle level management
- Low level management  Non-managerial

51. How long have you been in your current position? \_\_\_\_\_

52. How long have you been with this organization? \_\_\_\_\_

53. How many hours do you work per week, on average? \_\_\_\_\_

You have reached the end of the survey. Thank you for participating in this study.

Please contact me on (021) 0250 7774 **within the next two weeks** to pick up the completed survey. If you would like to receive a general summary of the results from this study please inform me via email; [ida2@students.waikato.ac.nz](mailto:ida2@students.waikato.ac.nz) with the subject line “Summary of Research Results”.

***Note: DO NOT write or report your name or the name of the organization you work for anywhere on this survey.***

## APPENDIX C

### Scree Plots

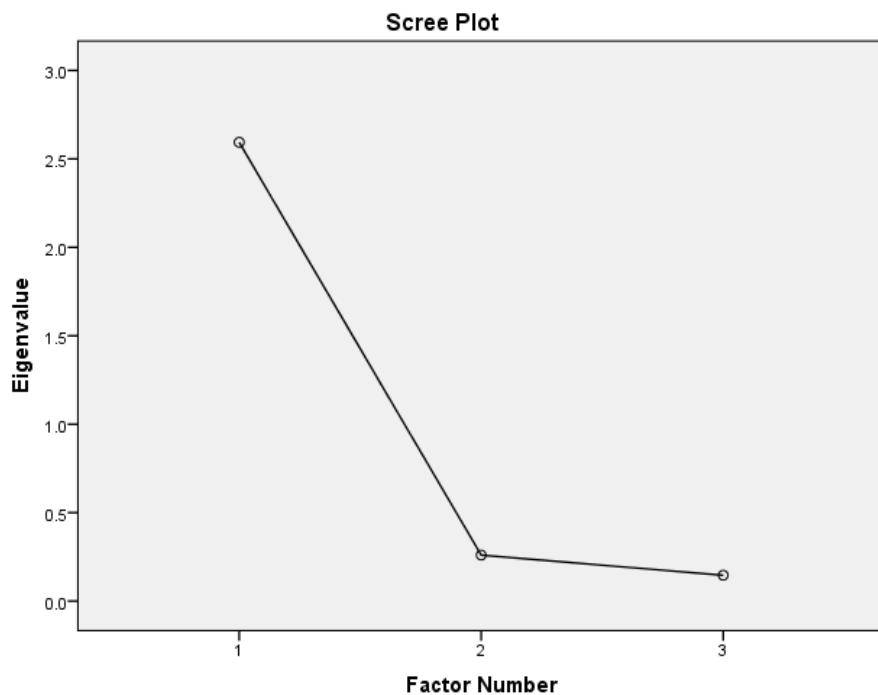


Figure C1: Scree plot of Value Congruence

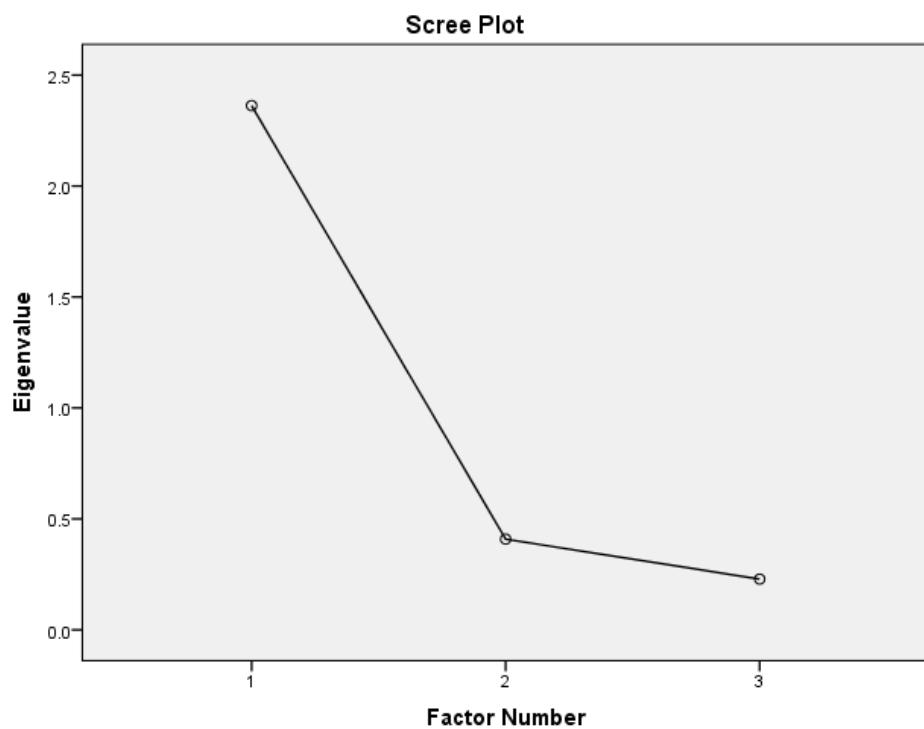


Figure C2: Scree plot of Demands-Abilities Fit

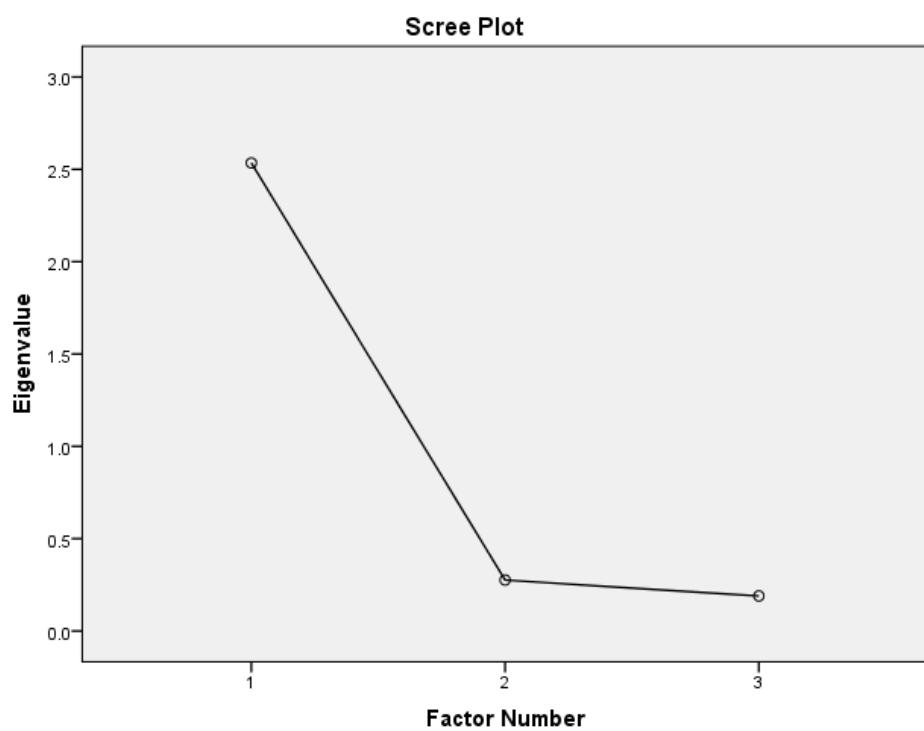


Figure C3: Scree plot of Needs-Supplies Fit

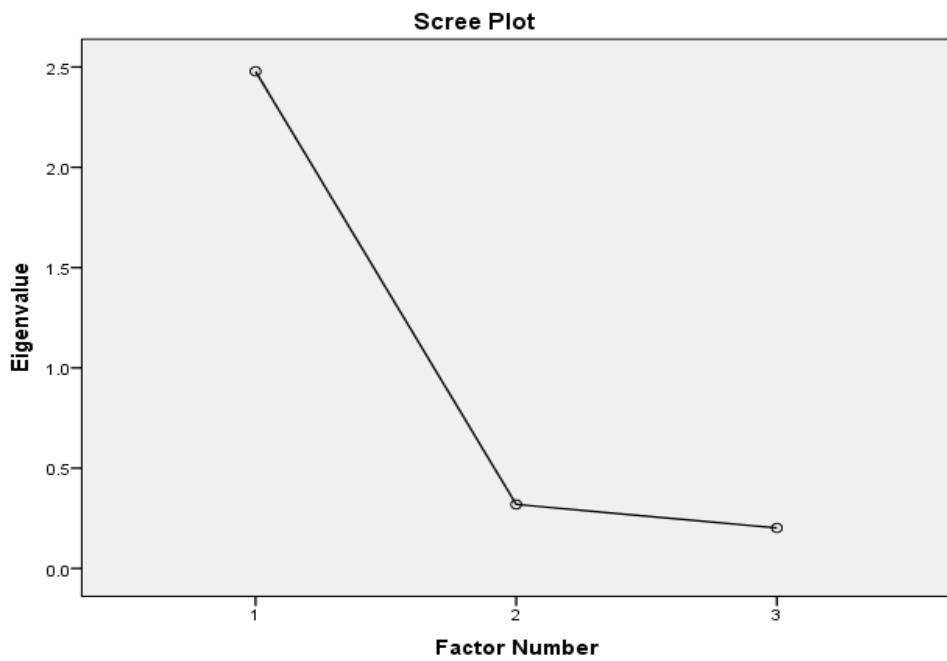


Figure C4: Scree plot of Intention to Quit



Figure C5: Scree plot Affective and Continuance Commitment

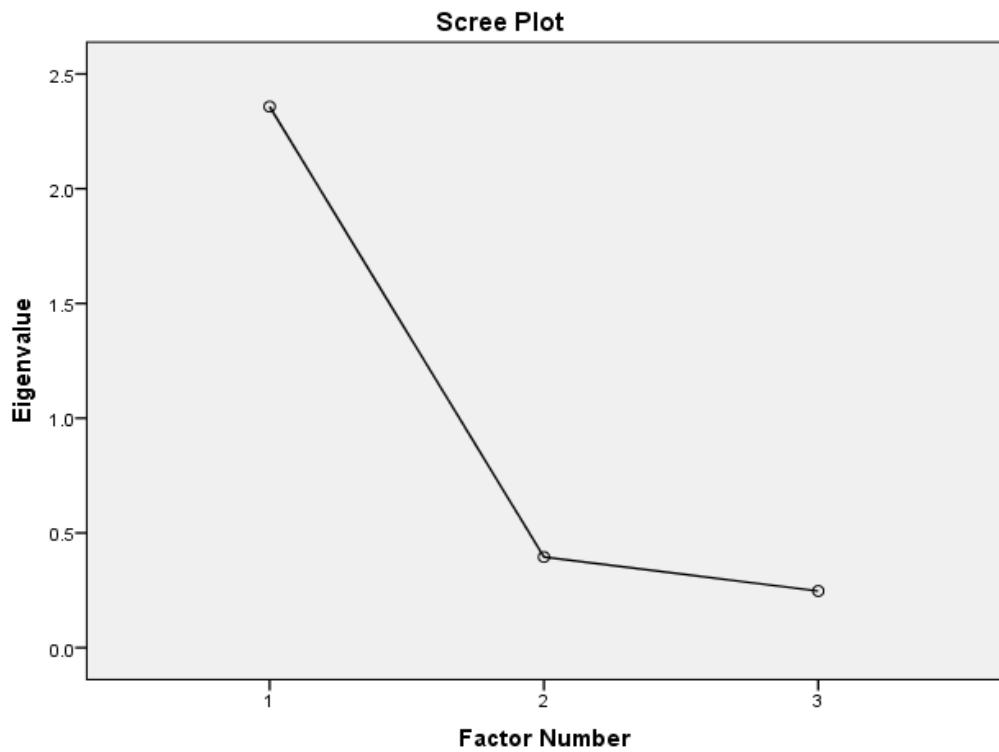


Figure C6: Scree plot of Job Satisfaction

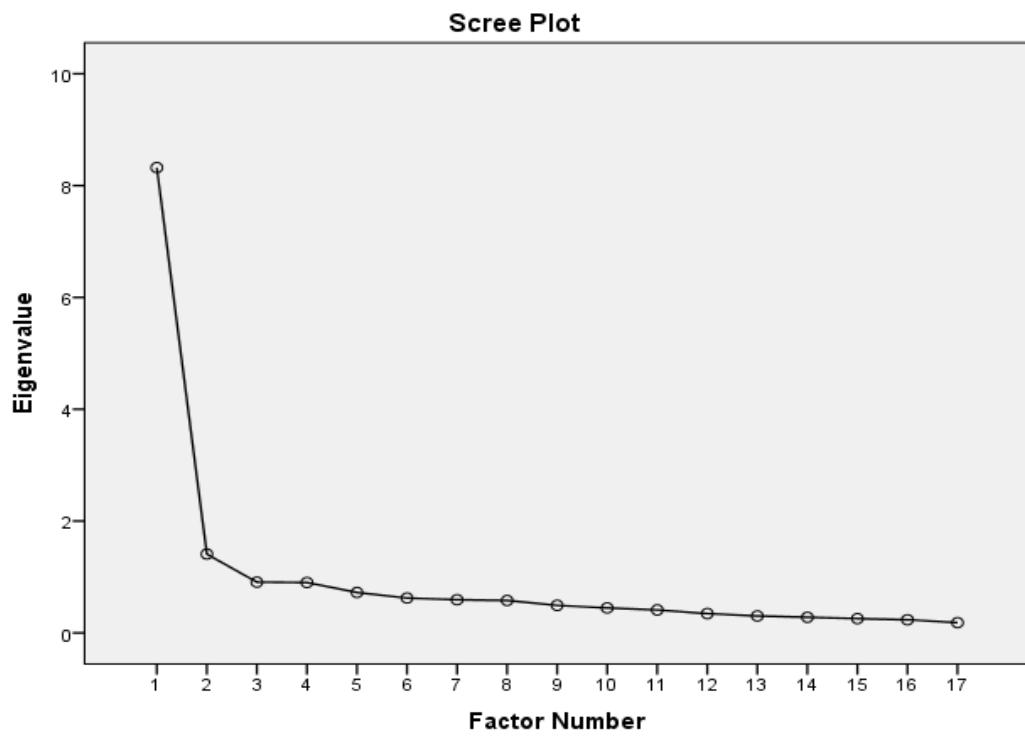


Figure C7: Scree plot of Work Engagement

## APPENDIX D

### Pattern Matrices

#### Pattern Matrix

	Factor	
	1	2
I would be very happy to spend the rest of my career with this organization		.528
I really feel as if this organization's problems are my own		.309
Q17R (I do not feel like "part of the family" at my organization)	-.353	.573
Q18R (I do not feel a strong sense of belonging to my organization)		.766
This organization has a great deal of personal meaning for me		.622
Q20R (I do not feel "emotionally attached" to this organization)		.525
It would be very hard for me to leave my organization right now, even if I wanted to	.669	.328
Too much in my life would be disrupted if I decided I wanted to leave my organization	.610	
Right now staying with my organization is a matter of necessity as much as desire	.626	
I feel that I have too few options to consider leaving this organization	.709	
One of the few serious consequences of leaving this organization would be the scarcity of available alternatives	.654	
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice-another organization may not match the overall benefits that I have here	.517	

*Figure D1:* Pattern matrix -Affective and Continuance Commitment

### Pattern Matrix

	Factor		
	1	2	3
At my work, I feel that I'm bursting with energy	.529		
I find the work that I do full of meaning and purpose	.578		
Time flies when I'm working	.646		
At my job, I feel strong and vigorous	1.015		
I am enthusiastic about my job	.752		
When I'm working, I forget everything else around me	.495		
My job inspires me	.651		-.444
When I get up in the morning, I feel like going to work	.642		
I feel happy when I'm working intensely		.552	
I am proud of the work that I do			
I am immersed in my work	.428	.467	
I can continue working for very long periods of time		.573	
To me, my job is challenging		.505	
I get carried away when I'm working		.771	
At my job, I am very resilient, mentally		.755	
It is difficult to detach myself from my job		.651	
At my work I always persevere, even when things do not go well		.558	

*Figure D2: Pattern matrix – Work Engagement*