

## **MEASURING THE IMPACT OF PERSON-ENVIRONMENT FIT ON AFFECTIVE OUTCOMES FOR INTERNATIONAL COOPERATION AND DEVELOPMENT FUND IN TAIWAN**

*Cheng-Ping Shih<sup>1</sup>  
Ling-I, Hsu<sup>2</sup>*

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

**Keywords:** Person-Environment Fit, Job Satisfaction, Organizational Commitment, Career Commitment, Organizational Citizenship Behavior Non-Profit Organization

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

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

With the extensive and rapid growth of non-profit organizations and the current state of the economies worldwide, there are various critical problems which NPOs have come to face. One of the current problems facing non-profit organizations is capacity building. The United Nations Development Program (UNDP) (1991) defines capacity building as the creation of an enabling environment with appropriate policy and legal frameworks, institutional

---

<sup>1</sup> National Taiwan Normal University, tony031960@gmail.com

<sup>2</sup> National Taiwan Normal University

development, including community participation (of women in particular), human resources development and strengthening of managerial systems. Capacity building has become an issue for many non-profit organizations, particularly after the period of economic recession, because they rely mostly on funding such as donations, government funds and charitable foundations to maintain their operations. Another problem which faces many non-profit and non-government organizations is a lack of proper management. Especially for the target of this study, the International Economic Cooperation Development Fund (ICDF) is a highly globalization NPO in Taiwan. With the variety of cooperative development projects expanded and the number of overseas technical missions, the organization comprised of 92 domestic personnel and 225 overseas experts. Additionally, there were 56 active members of the Taiwan ICDF Overseas Volunteers and 99 servicemen enrolled in the Taiwan Youth Overseas Service. Cross cultural and expatriate workers management in ICDF are urgent issues. How to provide rewarding methods to enhance expatriate workers' performance is an important class to manage.

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

### **Purposes of the Study**

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

1. To determine the correlation between *P-E fit* and Affective Outcomes for ICDF in Taiwan.
2. To investigate the effect of the various dimensions of P-E fit on Affective Outcomes for ICDF in Taiwan.

### **Questions of the Study**

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

1. Is there any correlation between P-E fit and job satisfaction, organizational commitment on ICDF employees in Taiwan?
2. Is there an explicit correlation between the various dimensions of both P-E fit and the job satisfaction, organizational commitment on ICDF employees in Taiwan?

### **Literature Review**

Key concepts related to this study are reviewed based on existing literature.

### **Person-Environment Fit**

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

and employees in order to better benefit from their capital and also facilitate their human resource management practices (Drucker, 1989).

### **Affective Outcomes**

When the desired result of socialization, training or developmental experiences is a change in motivation, attitudes or values (or all three), the learning objectives of interest are affective outcomes (Jackson, Schuler & Werner, 2009).

### **Job satisfaction**

Job satisfaction has been widely studied over the last four decades of organizational research. Job satisfaction has been defined and measured both as a global construct and a concept with multiple dimensions or facets (Lund, 2003). In general, job satisfaction has been defined as a “Function of the perceived relationship between what one wants from one’s job and what one perceives as offering” (Locke, 1969). Job satisfaction is crucial to retaining and attracting well-qualified personnel. Job satisfaction is an attitude that people have about their jobs and the organizations in which they perform these jobs. Job satisfaction can further be defined as an employee’s affective reaction to a job, based on a comparison between actual outcomes and desired outcomes (Mosadeghrad, 2003). More satisfied employees have more innovative activities in continuous quality improvement (Kivimaki & Kalimo, 1994).

### **Organizational commitment**

Meyer and Herscovitch (2001) describe commitment as "A force that binds an individual to a course of action of relevance to one or more aims" (p. 301). Organizational commitment has been defined by researchers as the psychological strength of an individual's attachment to the organization (Mowday, Porter, & Steers, 1979). Organizational commitment may be viewed as the degree to which an individual adopts organizational values and goals and identifies with them in fulfilling their job responsibilities (Tanriverdi, 2008). Further, organizational commitment may be influenced by values and organizational behaviors observed in the workplace (Morrow, 1993). It has been submitted that organizational commitment and individual commitment comprise overall workplace commitment (Fornes, Rocco, & Wollard, 2008).

### **Career commitment**

Career commitment has been studied and used in different fields from the last 30 years and earlier (Bedeian & Keremy, 1991; Blau, 1985, 1989, 2003, 2006; Carden, 2007; Carson & Bedeian, 1994; Goulet & Singh, 2002; Kidd & Green, 2004; Meyer, 1993). Most of them have emphasized the importance of career commitment influence in human resources management and organization development. Colarelli and Bishop (1990) made a contribution to the field by studying career commitment and its relationship with the organization. They also found that mentoring has a positive correlation with career commitment.

### **Organizational citizenship behavior**

Organ (1988) defines organizational citizenship behavior as “Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” (p. 4). OCB is considered a key element of organizational effectiveness. It is further defined as an

employee's willingness to go above and beyond the prescribed roles which they have been assigned (Organ, 1990).

### **Research Methods**

This section provides a description of the methods used in carrying out the research.

### **Research Framework and Hypothesis**

This research framework was developed in accordance with the literature review. From the review, it was perceived that relationships exist between P-E fit and affective outcomes such as job satisfaction, organizational and occupational commitment, and organizational citizenship behavior within corporate organizations. The original framework was developed by Jansen and Kristof-Brown's (2006) theoretical framework of P-E fit. Based on Cheng-Ping Shih and Jasmine Lauren Brown (2011), the evaluation and performance of the P-E fit model was build and each variable were improved. In this study we use average to analyze the result. This framework is comprised of five dimensions of fit (P-O, P-J, P-V, P-G and P-P) along with job satisfaction and organizational commitment. The research hypothesis and research model are given below. In this study, we use null-hypothesis to state our hypotheses.

H1a: P-O fit has no effect on Job Satisfaction.

H1b: P-O fit has no effect on Organizational Commitment.

H1c: P-O fit has no effect on Career Commitment

H1d: P-O fit has no effect on Organizational Citizenship Behavior.

H2a: P-J fit has no effect on Job Satisfaction.

H2b: P-J fit has no effect on Organizational Commitment.

H2c: P-J fit has no effect on Career Commitment

H2d: P-J fit has no effect on Organizational Citizenship Behavior.

H3a: P-V fit has no effect on Job Satisfaction.

H3b: P-V fit has no effect on Organizational Commitment.

H3c: P-V fit has no effect on Career Commitment.

H3d: P-V fit has no effect on Organizational Citizenship Behavior.

H4a: P-G fit has no effect on Job Satisfaction.

H4b: P-G fit has no effect on Organizational Commitment.

H4c: P-G fit has no effect on Career Commitment.

H4d: P-G fit has no effect on Organizational Citizenship Behavior.

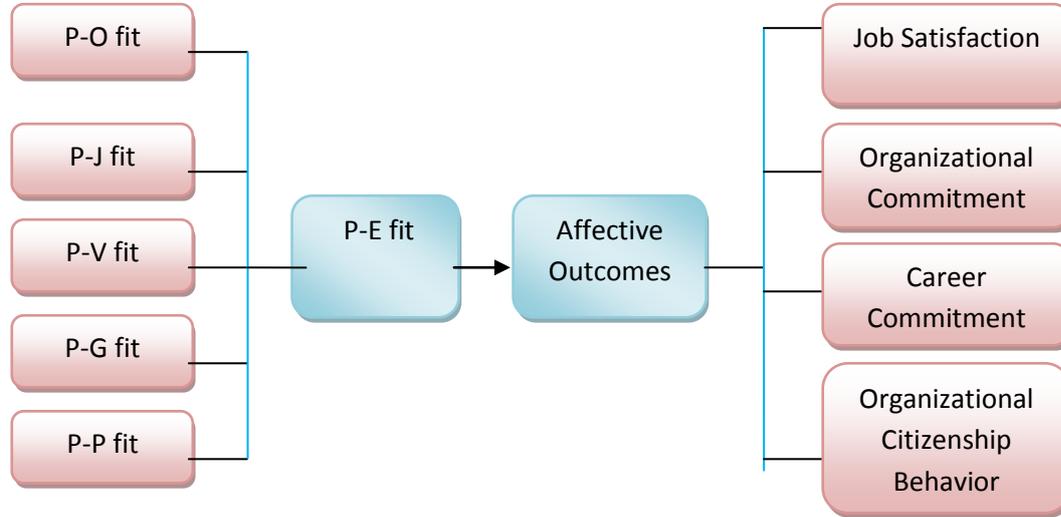
H5a: P-P fit has no effect on Job Satisfaction.

H5b: P-P fit has no effect on Organizational Commitment

H5c: P-P fit has no effect on Career Commitment

H5d: P-P fit has no effect on Organizational Citizenship Behavior

**Figure 1. Research framework of this study**



## Sample

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

## Instrument

To achieve the purposes of the present study, the researcher employed a quantitative approach, particularly the use of questionnaire survey, for data collection. The questionnaire included items from previous measurements that have been utilized to evaluate the main variables which are, the five dimensions of P-E fit and their affective outcome: job satisfaction. Wholly, the questionnaire was a combination of the demographics, the five dimensions of P-E fit and the corresponding affective outcomes. The first part talked about demographic data (7 items): This variable included the participants' gender, age, educational background, years of service at this specific organization, years of work experience, and current department. Part two talked about P-E fit: (14 items) which consisted of five dimensions: person-organization fit (P-O fit), person-job fit (P-J fit), person-vocation fit (P-V fit), person-group fit (P-G fit) and person-person fit (P-P fit). Vogel and Feldman's (2009) instrument to measure P-E fit was utilized. For job satisfaction variable (4 items) which focuses on the work being done in the organization as well as the work conditions such as co-workers and supervisors. The study adopted the Job Satisfaction Index (JSI) developed by Brayfield and Rothe (1951). For organizational commitment variable (3 items), the study adopted a questionnaire developed by Meyer and Allen's 1997 Organizational Commitment Questionnaire. Three items were chosen from this questionnaire to evaluate the participants' commitment to their organization. For career commitment (2 items), which adopted three questions from the Organizational Commitment Questionnaire (OCQ) developed by Mowday, Porter and Steers (1979) to determine the study's participants' commitment to their

occupation by using three items by Brayfield and Rothe (1951). For organizational behavior citizenship (3 items), the scale being used to measure this outcome was the Organizational Behavior Citizenship Checklist (OCB-C).

### **Validity and Reliability**

The results in Table 1 indicated high internal consistency based on the alpha reliability of all items combined with 0.915 (13 items) for the Person-Environment Fit; variables 0.652 (2 items) for the Person-Organization Fit; variables 0.921 (3 items) for the Person-Job Fit; variables 0.757 (2 items) for the Person-Vocation Fit; variables 0.861 (4 items) for the Person-Group Fit; variables 0.784 (2 items) for the Person-Person Fit; variables 0.832 (4 items) for the job satisfaction and variables 0.841 (3 items) for the organizational commitment. variables 0.900 (2 items) for the career commitment and variables 0.702 (3 items) for the organizational citizenship behavior.

**Table 1. Measurement Model Results**

Constructs	Items	Cronbach Alpha Value (N=14)
Person-Organization Fit	2	.65
Person-Job Fit	3	.92
Person-Vocation Fit	2	.76
Person-Group Fit	4	.86
Person-Person Fit	2	.78
Complete Test	13	.92
Job Satisfaction	3	.83
Organizational Commitment	3	.84
Career Commitment	2	.90
Organizational Citizenship Behavior	3	.70
Complete Test	11	.84

## **Data Analysis**

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

## **Findings**

The results of the data analyses are presented in this section.

### **Multiple Regression**

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

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

### **Job satisfaction indicator**

For Equation 1 on Table 2, the value of R is 0.985, which demonstrates that these person-environment fit components successfully explain the indicator “job satisfaction.” In Equation 1, 3 of 5 variables show statistical significance to job satisfaction which are “person-organization fit,” “person-vocation fit,” and “person-person fit.” Since we use backward elimination procedure in this study, we ignore the in variables.

For Equation 3 on Table 2, the value of R<sup>2</sup> ranged from 0.963, which demonstrates that these person-environment fit components successfully explain the indicator “job satisfaction.” Theoretically, it is a very good model to explain job satisfaction. In Equation 3, the number of independent variables on this indicator of job satisfaction is 3, 3 variables show statistical significance to job satisfaction, which are “person-organization fit,” “person-vocation fit,” and “person-person fit.” Of those 3 variables, all of them have positive parameters. In the following paragraphs, a detailed discussion is provided on the empirical results.

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

First, from the person-organization fit perspective, the result indicates a positive parameter and t-ratio (2.512) which is at 5%. This implies that person-organization fit has a positive impact on the employees’ job satisfaction; the more they identify with the culture of their organization, the greater the likelihood of them feeling satisfied.

Second, from the person-vocation fit perspective, the result indicates a positive parameter and t-ratio (5.121) which is at 0.1%. This means that person-vocation fit has a positive impact on employees' job satisfaction; thus, the more employees' occupational offers enhance their willingness to remain with their current occupation, the more they will feel satisfied with their job.

Third, from the person-person fit perspective, the result indicates a positive parameter and t-ratio (2.975) which is at 0.1%. These results indicate that being cooperative and having a good relationship with their co-workers is an important factor in allowing employees to feel fairly satisfied with their job.

**Table 2. Multiple Regression of Independent Variables by Dimension as Predictors of Job Satisfaction**

Equations	Equation 1			Equation 3		
Dimensions	Beta	t	Sig	Beta	t	Sig
PO	.239**	2.731	.008	.195**	2.512	.014
PJ	.005	.027	.978			
PV	.474***	2.238	.028	.492***	5.121	.000
PG	-.184	-1.097	.276			
PP	.463***	2.616	.011	.310***	2.975	.004
	R <sup>2</sup> =.985			R <sup>2</sup> =.963		

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

### Organization commitment indicator

For Equation 1 on Table 3, the value of R<sup>2</sup> is 0.993, which demonstrates that these person-environment fit components successfully explain the indicator “organizational commitment.” In Equation 3 of 5 independent variables show statistical significance to organizational commitment which are “person-organization fit,” “person-job fit,” and “person-person fit.” Since we use backward elimination procedure in this study, we ignore the in variables.

For Equation 3 on Table 3, the value of R<sup>2</sup> ranged from 0.976, which demonstrates that these person-environment fit components successfully explain the indicator “job satisfaction.” Theoretically, it is a very good model to explain organizational commitment. In Equation 3, the number of independent variables on this indicator of job satisfaction is 3, 3 variables show statistical significance to organizational commitment, which are “person-organization fit,” “person-job fit,” and “person-person fit.” Of those 3 variables, all of them have positive parameters. In the following paragraphs, a detailed discussion is provided on the empirical results.

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

First, from the person-organization fit perspective, the result indicates a positive parameter and t-ratio (6.319) which is at 1%.; this implies that person-organization fit has a positive impact on the employees' organizational commitment; the more they identify with the culture of their organization, the greater the likelihood of them feeling proud to speak about the organization.

Second, from the person-job fit perspective, the result indicates a positive parameter and t-ratio (6.400) which is at 1%; this means that person-job fit has a positive effect on employees' organizational commitment; the better the fit between what the job offers to employees and what they are looking for in a job, the greater the possibility of them being proud to inform others that they are a part of the organization

Third, from the person-person fit perspective, the result indicates a positive parameter and t-ratio (4.978) which is at 1%; this indicate that person-person fit has a positive effect on employees' organizational commitment; the more an employee's personal values match with those of his/her supervisor's values, the more they will feel as though the organization's challenges and achievements are their own.

**Table 3. Multiple Regression of Independent Variable Dimension as Predictors of Organizational Commitment**

Equations	Equation 1			Equation 3		
Dimensions	Beta	t	Sig	Beta	t	Sig
PO	.298***	5.149	.000	.331***	6.319	.000
PJ	.319***	2.593	.012	.361***	6.400	.000
PV	.053	.377	.708			
PG	.146	1.315	.193			
PP	.187**	1.603	.114	.311***	4.978	.000
	R <sup>2</sup> =.993			R <sup>2</sup> =.976		

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

### Career commitment indicator

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

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

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

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

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

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

**Table 4. Multiple Regression of Independent Variables by Dimension as Predictors of Career Commitment**

Equations	Equation 1			Equation 3		
Dimensions	Beta	t	Sig	Beta	t	Sig
PO	.295***	3.897	.000	.300***	3.982	.000
PJ	.311*	1.931	.058	.490***	7.124	.000
PV	.198	1.082	.283			
PG	.152	1.051	.297	.211**	2.499	.015
PP	.046***	2.99	.766			
	R <sup>2</sup> =.995			R <sup>2</sup> =.989		

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

### Organizational citizenship behavior indicator

For Equation 1 on Table 3, the value of R<sup>2</sup> is 0.994, which demonstrates that these person-environment fit components successfully explain the indicator “organizational citizenship behavior.” In Equation 1, 4 of 5 independent variables show statistical significance to organizational citizenship behavior which are “person-organization fit,” “person-job fit,” “person-group fit,” and “person-person fit.” Since we use backward elimination procedure in this study, we ignore the in variables.

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

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

First, from the person-organization fit perspective, the result indicates a positive parameter and t-ratio (1.667), which is at 10%.; this implies that person-organization fit has a positive impact on the employees' organizational citizenship behavior; the more employees identify

with the culture of their organization, the more they will be willing to take the time to advise, coach or mentor a co-worker.

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

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

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

**Table 5. Multiple Regression of Independent Variables by Dimension as Predictors of Organizational Citizenship Behavior**

Equations	Equation 1			Equation 2		
	Beta	t	Sig	Beta	t	Sig
PO	.135*	1.736	.087	.129*	1.667	.100
PJ	.359**	2.172	.033	.234***	3.083	.003
PV	-.161	-.854	.396			
PG	.355**	2.387	.020	.389***	2.714	.008
PP	.311**	1.979	.052	.248*	1.790	.078
	R <sup>2</sup> =.994			R <sup>2</sup> =.988		

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

### Research Hypotheses

Table 2 shows that P-O fit, P-V fit, and P-P fit have a positive effect on Job Satisfaction. Therefore Hypothesis 1a, 3a and 5a are fully rejected; Table 3 shows that P-O fit, P-J fit, and P-P fit have a positive effect on Organizational Commitment. Therefore Hypothesis 1b, 2b and 5b are fully rejected. Table 4 shows that P-O fit, P-J fit, and P-G fit have a positive effect on Career Commitment. Therefore Hypothesis 1c, 2c and 4c are fully rejected; Table 5 shows that P-O fit, P-J fit, P-G fit and P-P fit have a positive effect on Organizational Citizenship Behavior. Therefore Hypothesis 1d, 2d, 4d and 5d are fully rejected. Table 6 summarizes the research results.

**Table 6. Research Results**

Research Hypothesis	Results
H <sub>1a</sub> : P-O fit has no effect on Job Satisfaction.	Rejected
H <sub>1b</sub> : P-O fit has no effect on Organizational Commitment.	Rejected
H <sub>1c</sub> : P-O fit has no effect on Career commitment.	Rejected
H <sub>1d</sub> : P-O fit has no effect on Organizational Citizenship Behavior.	Rejected
H <sub>2a</sub> : P-J fit has no effect on Job Satisfaction.	Supported
H <sub>2b</sub> : P-J fit has no effect on Organizational Commitment.	Rejected
H <sub>2c</sub> : P-J fit has no effect on Career Commitment.	Rejected
H <sub>2d</sub> : P-J fit has no effect on Organizational Citizenship Behavior.	Rejected
H <sub>3a</sub> : P-V fit has no effect on Job Satisfaction.	Rejected
H <sub>3b</sub> : P-V fit has no effect on Organizational Commitment.	Supported
H <sub>4a</sub> : P-G fit has no effect on Job Satisfaction.	Supported
H <sub>4b</sub> : P-G fit has no effect on Organizational Commitment.	Supported
H <sub>4c</sub> : P-G fit has no effect on Job Satisfaction.	Supported
H <sub>4d</sub> : P-G fit has no effect on Organizational Commitment.	Supported
H <sub>5a</sub> : P-P fit has no effect on Job Satisfaction.	Rejected
H <sub>5b</sub> : P-P fit has no effect on Organizational Commitment.	Rejected
H <sub>5c</sub> : P-P fit has no effect on Career Commitment.	Supported
H <sub>5d</sub> : P-P fit has no effect on Organizational Citizenship Behavior.	Rejected

### Conclusions

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

### Job Satisfaction and Organizational Commitment Indicators

First, results indicate both “person-organization fit” and “person-person fit” have an influence on employees’ job satisfaction and organizational commitment; the more they identify with the culture of their organization, the greater the likelihood of them being satisfied about their job on most days and feeling as if the organization’s challenges and achievements are their own. From “person-person fit” perspective, being cooperative and having a good relationship with their co-workers and supervisors is an important factor in allowing employees to feel fairly satisfied with their job and the deeper personal meaning for organization commitment. Therefore, Taiwan ICDF should pay attention to the factors, “person-organization fit” and “person-person fit”.

Second, “person-vocation fit” has a influence on employees’ job satisfaction, however does not have a influence on employees’ organizational commitment; “person-job fit” has a influence on employees’ organizational commitment, however does not have a influence on employees’ job satisfaction.

Third, results indicate “person-group fit” have no influence on neither employees’ job satisfaction nor organizational commitment in ICDF. This implies that whether getting well along with group members may have no impact on neither employees’ satisfaction to their job nor increase their commitment to organization in ICDF. Based on the results, we suggest Taiwan ICDF could ignore the “person-group fit”.

### **Career Commitment and Organizational Citizenship Behavior Indicators**

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

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

Third, results indicate “person-vocation fit” have no influence on neither employees’ career commitment nor organizational citizenship behavior in ICDF. This implies that what their occupation offers them enhances their willingness of remaining may have no impact on neither increase employees’ commitment to their career nor increase their organizational citizenship behavior in ICDF.

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

### **Imitations and Recommendations for Future Study**

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

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

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

## References

- Almer, E., Higgs, J., & Hooks, K. (2005). A theoretical framework of the relationship between public accounting firms and their auditors. *Behavioral Research in Accounting*, 17, 1-22.
- Chatman, J. (1989). Improving interactional organizational behavior: A model of person-organization fit. *Academy of Management Review*, 14, 333-349.
- Colbert, A.E., Jansen, K.J., & Kristof-Brown, A.L. (2002). A policy capturing study of the simultaneous effects of fit with job, groups and organizations. *Journal of Applied Psychology*, 87(5), 985-993.
- Drucker, P.F. (1989). *Managing the non-profit organization*. New York: Harper & Row.
- Dunham, R.B., Grube, J.A. & Castanadea, M.B. (1994). Organizational commitment: The utility of an integrative definition. *Journal of Applied Psychology*, 79(3): 370-380.
- Edwards, J.R. (1991). Person-job fit: A conceptual integration, literature review, and methodological critique. *International Review of Industrial and Organizational Psychology*, 6, 283-357.
- Etzioni, A. (1988). *The moral dimension- towards a new economics*. New York, Free Press.
- Fornes, S.L., Rocco, T.S. & Wollard, K.K. (2008). Workplace commitment: A conceptual model developed from integrative review of the research. *Human Resource Development Review*, 7(3), 339-357.
- Jansen, K.J., & Kristof-Brown, A.L. (2006). A quantitative review of the relationship between person-organization fit and behavior outcomes. *Journal of Vocational Behavior*, 68(3), 389-399.
- Jasmine Lauren Brown. (2010). Measuring the impact of person-environment fit and its affective outcomes. A case study of International Cooperation Development Fund. *National Taiwan Normal University*, 3-52
- Kivimaki, M., & Kalimo, K., & Lindstrom. (1994). Contributors to satisfaction with management in hospital wards. *Journal of Nursing Management*, 2, 229-234.
- Kristof, A.L. (1996). Person-organization fit: An integrative review of its conceptualizations, measurement, and implications. *Personnel Psychology*, 49, 1-49.
- Larson, M. (1977). *The rise of professionalism*. Berkeley: University of California Press.
- Likert, R. (1961). *New patterns of management*. New York: McGraw-Hill.
- Locke, E.A. (1976). The nature and causes of job satisfaction. *Handbook of Industrial and Organizational Psychology*, 1297-1349.
- Locke, E.A., Saari, L.M., Shaw, K.N., & Latham G.P. (1981). Goal setting and task performance: 1969-1980. *Psychology Bulletin*, 90, 125-152.
- Lund, D. B. (2003). 'Organizational culture and job satisfaction. *Journal of Business and Industrial Marketing*, 18(3), 219-231.  
Vol. 18, No. 3, pp. 219-231.
- Meyer, J.P. & Herscovitch, L., (2001). Commitment in the workplace: Toward a general model. *Human Resource Management Review*, 11, 299-326.
- Monahan, C.J., & Muchinsky, P.M. (1987). What is person-environment congruence? Supplementary versus complementary models of fit. *Journal of Vocational Behavior*, 31, 268-277.
- Mosadeghrad, A.M. (2003). Participative management's role in hospital effectiveness & efficiency. *Research in Medical Sciences*, 8(3), 85-89.
- Mowday, R.T., Steers, R.M. & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(2), 224-247.
- Nadler, D.A. (1977). *Feedback and organizational development: Using data-based methods*. Reading, MA: Addison- Wesley.
- Tanriverdi, H. (2008). Workers' job satisfaction and organizational commitment: Mediator variable relationships of organizational commitment factors. *Journal of American Academy of Business*, 14(1), 152-163.
- United Nations Development Program (1991). *Financing Human Development. Human Development Report*.