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## Attracting and Retaining Young Workforce in Indonesia: Does Person-Organization (P-O) Fit Matter?

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## Attracting and Retaining the Young Workforce in Indonesia: Does Person–Organization (P–O) Fit Matter?

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### Abstract

Rooted in the similarity–attraction–attrition paradigm, Cable and Judge’s framework has been one of the leading models in explaining Person–Organization fit. It associates perceived value congruence with employee work attitudes pre and post their entry. This study extends the model and findings by looking at the specific, underlying value dimensions that cause these effects. Drawing on a sample of 800 Indonesian jobseekers, I applied polynomial regression to test the model. Results showed that congruence between personal and organizational social responsibility value was the strongest and most consistent dimension predicting employee job satisfaction and organizational commitment.

### Menarik dan Mempertahankan Tenaga Kerja Muda di Indonesia: Apakah Kecocokan Nilai Karyawan dan Perusahaan Penting?

#### Abstrak

Berakar dari konsep *similarity–attraction–attrition*, model *Cable* dan *Judge* telah menjadi acuan yang sangat penting dalam penelitian tentang *Person–Organization* (P–O) fit. Model tersebut menyatakan bahwa kecocokan antara nilai–nilai individu dan perusahaan akan mempengaruhi sikap individu terkait keinginan untuk menerima suatu pekerjaan, kepuasan kerja, dan komitmen mereka terhadap perusahaan. Penelitian ini memperdalam model tersebut dengan menggali secara spesifik nilai–nilai apa yang memengaruhi sikap kerja tersebut. Melibatkan 800 pencari kerja sebagai responden, data penelitian ini diolah dengan menggunakan metode *polynomial regression* dan analisis *response surface*. Hasil penelitian menunjukkan bahwa kecocokan nilai *supportiveness* dan inovasi memengaruhi para pencari kerja untuk menerima tawaran pekerjaan, sedangkan kecocokan nilai tanggung jawab sosial karyawan dan perusahaan berdampak positif terhadap kepuasan kerja dan komitmen karyawan.

*Keywords: Job acceptance, job satisfaction, organizational commitment, P–O fit, value congruence*

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### 1. Introduction

Many studies on employee selection and retention have examined the perceived fit between personal and organizational goals and characteristics such as the Person–Organization (P–O) fit, which refers to the conformity between individual and organizational values (Chatman, 1989, 1991; Gardner, Reithel, Cogliser, Walumbwa, & Foley, 2012). As a result, research on P–O fit has become an increasingly significant element in human resource management and organizational behavior research. According to the Attraction–Selection–Attrition (ASA) model, a good P–O fit occurs when

there is a high level of similarity between personal and organizational values (Cable & Judge, 1996; Chatman, 1989; Kristof, 1996; Schneider, Goldstein, & Smith, 1995). If employees perceive a low level of P–O fit, they are less likely to apply for a job and more likely to subsequently leave their organizations (Cable & Judge, 1996). In contrast, a high level of P–O fit relates to a higher degree of attraction and intention to stay with the organization (Carless, 2005; Edwards & Cable, 2009). In essence, prior research shows that a high level of P–O fit attracts jobseekers to accept offers from the organization and leads to several favorable outcomes, such as employees’ job satisfaction (Greguras &

Diefendorff, 2009; Westerman & Yamamura, 2007; Wheeler, Gallagher, Brouer, & Sablinski, 2007), and organizational commitment (Cable & Judge, 1996; Cennamo & Gardner, 2008; Westerman & Cyr, 2004). To explain these findings, Cable and Judge (1996) conducted a notable study, demonstrating that perceived value congruence contributes to employees' perception of a P-O fit. Moreover, employees' perceived P-O fit fosters their job choice intention, job satisfaction, and organizational commitment.

As an extension of this research stream, the current study provides a constructive replication of Cable and Judge's (1996) study. At the same time, this present study moves beyond demonstrating that P-O fit can affect job acceptance and work-related attitudes. Specifically, this study examines which particular value dimension leads to the value congruence and predicts employees' work attitude. Consequently, findings from this study echo calls from Edwards (1993) that P-O fit research should examine specific dimensions of fit rather than the entire profiles. Moreover, it extended Cable and Judge's (1996) finding by employing polynomial regression analysis while they used correlation coefficients to indicate P-O fit.

**Theoretical Review and Hypothesis.** Learning how to attract the best applicants has become critical for organizations, especially when a war for talents has engaged most of them (Corley, 1999; Loughlin & Barling, 2001). For this reason, organizational behavior scholars have tried to explain and predict effective ways to attract qualified applicants and increase their job acceptance intentions. According to the ASA model (Schneider, 1987), employees will consider some organizations to be more attractive when they perceive a fit between their personal and organizational characteristics. These characteristics usually refer to attributes such as personality, attitudes, and values. Since applicants generally consider these aspects before deciding to accept a job offer, the organization needs to know the specific factors that influence their decision.

**P-O Fit and Job Acceptance.** Job acceptance is defined as choosing whether to accept a job offer if one is forthcoming (Chapman, Uggerslev, Caroll, Piasentin, & Jones, 2005). Before accepting an offer, individuals evaluate conditions and benefits provided by an organization, including, but not limited to, a particular salary level, opportunity to use important skills and abilities, autonomy, flexible work schedule, promotional opportunities, and so on. A study by Chapman et al. (2005) underscores that what is being offered by the organization is related to applicant attractions and their intention to accept a job offer. Specifically, acceptance intention was predicted by job-organization characteristics, recruiter behavior,

recruiting process, perceived fit, as well as hiring expectancies (Chapman et al., 2005). In general, their study suggests that applicants lay a great deal of emphasis on what their future job environment would be like when considering their decision.

Besides those instrumental benefits, applicants also consider non-instrumental conditions in their decision process. Theoretically, the attraction element of the ASA model by Schneider (1987) delineates that jobseekers perceive their P-O fit on their personal and organizational values. Then, based on this P-O fit perception, they make job choice decisions. This theory has been empirically tested by Cable and Judge (1996) and suggests that jobseekers' P-O fit perceptions significantly predicted their job choice intentions. Based on that previous study, we can see how actually the P-O fit can change people's attitudes. People decided to accept a job offer on the basis of the fit between personal and organizational values. This point of view strengthens the plausibility of the ASA cycle put forward by Schneider (1987).

**P-O Fit and Work Attitudes.** Researchers have produced numerous studies examining the relationship between P-O fit and assorted attitudinal and behavioral outcomes, for instance job satisfaction and employee commitment. Employees perceived to fit with the organizations are more satisfied with their jobs (Greguras & Diefendorff, 2009; Westerman & Yamamura, 2007), and are more committed to the organization (Cable & Judge, 1996). However, little attention has been paid to the association of that fit with such outcomes in Asia, and particularly in Indonesia. Moreover, these variables are also found in Cable and Judge's article, thus, this study can replicate their findings constructively.

Locke defined job satisfaction as a positive emotional state that results from the evaluation of one's job or job experiences (Locke, 1976). Job satisfaction is also partially shaped by the degree to which the environment allows value attainment (Judge & Bretz, 1992). In terms of the relationship between P-O fit and job satisfaction, P-O fit researchers believe that the more congruence between the employee's and the organization's value-goal, the more satisfied the employee will be in their job (O'Reilly, Chatman, & Caldwell, 1991).

On the other hand, organizational commitment is defined as the employee's affective reactions to the characteristics of their organization (Buchanan, 1974). It is focused on the feelings of attachment to the organization's goals and values. Such commitment can be identified by at least three factors, for instance (1) a strong belief in and acceptance of the organization's goals and values; (2) a willingness to apply effort for the organization; (3) an eagerness to maintain

organizational membership (Porter, Steers, Mowday, & Boulian, 1974).

Another perspective of commitment presented by Mowday et al. suggested three types of organizational commitment, for instance (1) moral involvement, which refers to someone's internalization of the organizational goals, values, norms, as well as the acceptance of authority; (2) calculative involvement, related to the economic benefit that might be achievable; and (3) alternative involvement, which refers to a negative orientation that comes up when someone's commitment is involuntary and the person concerned has no other options (Mowday, Porter, & Steers, 1982).

As noted by Kristof-Brown et al. (2005), fit with an organization is associated with organizational commitment. Furthermore, employees who perceive value congruence with the organization tend to develop bonds with the organization and willingly adopt the mission of the organization (Cable & DeRue, 2002). Therefore, the more employees perceive value congruence, the more they commit to the organization. Based on those points of view of commitment, we can conclude that: (1) commitment is a strong desire and feeling to accept a given organization's goals and values; (2) A person who commits to the organization is eager to put their effort in to achieve its goals; and (3) Organizational commitment determines a person's eagerness to remain and engage with the organization.

**Hypotheses.** Based on the explanation before, previous studies failed to examine what dimensions of fit or misfit that affect job satisfaction, organizational commitment, and turnover intention. Different with previous findings, this study sought to elaborate the specific value fit that affect those work attitude variables. Therefore, I develop hypotheses concerning the specific value dimensions of P-O fit that are associated with those attitudinal outcomes.

Among the seven dimensions of Organizational Culture Profile (OCP) (Sarros et al., 2005), namely competitiveness, social responsibility, supportiveness, innovation, emphasis on rewards, performance orientation, and stability, I expect values related to knowledge acquisition goals to be more important in driving younger employees' perception of their P-O value fit with their organization. Those values include competitiveness, innovation, emphasis on rewards, and performance orientation. In addition, these value dimensions pertain to an organizational culture that is more performance-oriented, competitive, innovative, and reward-focused. Hence, I assume that the congruence of these value dimensions would have stronger associations with work attitudes.

Fit in terms of performance-orientation value is likely to

be important for younger employees because they are continually striving to develop new skills and have high expectations for performance (Kwok, 2012). For instance, Sun and Wang (2010) found that younger employees rate self-development as the most important thing in their life. Moreover, they tend to regard self-achievement as the most important purpose in their jobs (Sun & Wang, 2010). Therefore, younger employees will prefer to work in organizations that can support their own continuous development.

Furthermore, younger employees generally value openness to change (Kwok, 2012). This is in line with Sun and Wang's (2010) study, which found that young people were less likely to follow the traditional collective ideology. As such, younger employees may prefer an organization that also values novelty or innovation. If an organization values innovation, it is more likely to provide its employees with opportunities and resources to take initiative and explore innovative approaches to performing their jobs. Thus, I argue that P-O innovation value congruence will affect younger worker attitudes positively.

Lastly, being fit in terms of values related to emphasis on rewards and fairness is likely to be important for younger employees. As suggested by Wilson et al. (2008), younger employees tend to be more satisfied with extrinsic rewards provided by organizations, including pay and benefit, as well praise and recognition.

Based on these arguments, I hypothesize that:

*H1: The greater P-O congruence of (a) performance orientation, (b) emphasis on rewards, (c) competitiveness, and (d) innovation values, the higher job seekers' levels of acceptance intention.*

*H2: The greater P-O congruence of (a) performance orientation, (b) emphasis on rewards, (c) competitiveness, and (d) innovation values, the higher employees' levels of job satisfaction.*

*H3: The greater P-O congruence of (a) performance orientation, (b) emphasis on rewards, (c) competitiveness, and (d) Innovation values, the higher employees' levels of organizational commitment.*

## 2. Methods

**Data Collection.** To address the research questions, a two-time survey was conducted, consisting of Time 1 and Time 2 surveys which were conducted online and paper-based at the same time. The Time 1 survey was conducted to get the information regarding personal values, organizational values, and acceptance intention, while the Time 2 data collection was conducted six months after the first survey, or after the jobseekers

have been working in their chosen organizations for approximately 1 to 5 months. They were provided with a follow-up questionnaire asking about their work values, organizational values, and work attitudes in terms of job satisfaction and organizational commitment. The respondents in the second survey have to be those who have participated in the Time 1 survey.

The target population of this study is professional level jobseekers who have degrees from the top five universities in Indonesia based on National Commission for Accreditation 2013. There were three methods of participant recruitment. First of all, I approached managers of universities' career and alumni centers and asked them to send information and the link to an online survey to potential respondents on my behalf. Secondly, in the initial efforts at recruiting participants, I got the opportunity to attend some job fairs where potential participants were walking around but had no computer access. A paper format survey was more suitable for this occasion. Five job fairs were conducted by those universities in three different cities. I had the opportunity to set up a booth and asked people at the job fairs to complete the questionnaire and return it there and then. The last method of participant recruitment was snowball sampling. Participants were requested to mention the study and the study link to other jobseekers they know, if they choose to do so. This method used networking and referrals.

A total of 942 jobseekers have participated in the Time 1 survey and 111 of them participated in the Time 2 survey. However, after all the data screening process, only 800 responses from the Time 1 survey were going through for data analyses. They consist of 434 (54.2%) male and 366 (45.8%) female respondents whose ages range from 20 to 30 years old. As this study was based on professional jobseekers, almost all respondents hold university degrees, ranging from diploma (17.7%), bachelor's degree (78.6%), to master's degree (3.6%).

**Measures. Person–Organization Fit.** Person–Organization (P–O) fit was assessed during Time 1 and Time 2 data collection. The fit, however, can be interpreted in two ways: subjective and actual P–O fit. On the one hand, subjective or perceived fit is a self-report of individuals who are asked directly to perceive how well they do or will fit in with the organization (Gardner et al., 2012; Iplik, Kilic, & Yalcin, 2011; Lauver & Kristof–Brown, 2001). On the other hand, objective or actual fit involves separate assessment about the person and the organization and then calculating their congruence (Cennamo & Gardner, 2008; Meyer, Hecht, Gill, & Toplonysky, 2010; Vuuren, Veldkamp, Jong, & Seydel, 2007;). Most previous studies deploying subjective fit could not determine particular factors of fit that affect employees' work attitudes. They only examined the overarching

picture of fit instead of particular value congruence. This study intended to fill that gap by implementing an objective fit measure.

Cable and Judge (1996) implemented a 40-item Organizational Culture Profile (OCP) in their study. Using a Q-sort method to identify values, this instrument could not be implemented–online and was difficult to administer. The Q-sort method could not handle large samples either, because it requires facilitators to assist respondents in answering the survey (Sarros, Gray, Densten, & Cooper, 2005). Therefore, this study performed an amended version of the OCP developed by Sarros et al. (2005) to measure value congruence. It consists of 28 items of questions reflecting seven values, namely, performance orientation, social responsibility, supportiveness, emphasis on rewards, stability, competitiveness, and innovation. All questionnaires were translated into Bahasa Indonesia and translated back into English for data analysis. Respondents must perceive to what extent each organizational culture item is characteristic of the organization and its values and how those items describe their own characteristics and their values. The scores range from 1–5 of quantity scale: (not at all, minimally, moderately, considerably, and very much).

**Acceptance Intention.** Together with P–O fit, acceptance intention was assessed during Time 1 data collection. It was measured with single statement of the likelihood to accept a job offer. Responses ranged from 1 (very unlikely) to 5 (very likely). The higher the number (1, 2, 3, 4, 5), the more likely respondents would be to accept the job offer. In a meta-analysis study conducted by Chapman et al. (2005), which examined the applicant's attraction to organizations and job choice, from 71 previous studies, most of them used that single item to measure acceptance intention (Chapman et al., 2005). Researchers often use single-item measures so as to minimize questionnaire length.

**Job Satisfaction.** For job satisfaction, respondents have to answer the Michigan Organizational Assessment Questionnaire of Job Satisfaction Subscale (MOAQ–JSS) (Bowling & Hammond, 2008). The scores range from 1–5 of agree–disagree scale (Cronbach's alpha .66). The higher the number (1, 2, 3, 4, 5), the more respondents are in agreement with the statement. For the negative statement like the second question, the score was reversed; therefore, high scores reflected less agreement with the statement.

**Organizational Commitment.** This study used the latest version of the Affective Commitment Scale developed by Meyer and Allen (Jaros, 2007). This scale is most commonly used in organizational commitment research. It consists of eight questions which reflect positive feelings about the organization, namely a sense of

belonging and feeling emotionally attached to the organization. All responses were made on a 5-point Likert-type scale of agree-disagree. The higher the number (1, 2, 3, 4, 5), the more respondents agree with the statement.

**Analytic Strategy.** After choosing the instruments to measure personal and organizational values, the next step is determining the correct statistical technique to calculate the fit. Researchers have a variety of options that have been used in previous studies to calculate the fit, for instance the different scores technique (Tepeci & Barlett, 2002), correlation (Dineen et al., 2002; Elfenbein & O'Reilly, 2007; Westerman & Cyr, 2004), or polynomial regressions (Kalliath, Bluedorn, & Strube, 1999; Meyer et al., 2010; Vuuren et al., 2007). Even though difference scores have been widely used to represent congruence, fit, match, or similarity, polynomial regression permits direct tests of the relationships that the difference scores are intended to represent and avoids many problems associated with difference scores (Edwards & Parry, 1993). To address this, a polynomial regression analysis was performed using SPSS 22. This is illustrated by the following regression equation:

$$Z = b_0 + b_1X + b_2Y + b_3X^2 + b_4XY + b_5Y^2 + e,$$

Where Z represents work attitude variables, for instance, job acceptance, job satisfaction, and organizational commitment, while X and Y represent personal and organizational values. Once the coefficients were obtained from the polynomial regression, I used it to examine the response surface pattern which is graphed to provide a three-dimensional visual representation of the data to aid interpretation. Compared to the traditional regression approach, response surface analysis provides much more information about how combinations of two variables relate to the outcomes.

### 3. Results

**Preliminary Analyses.** Table 1 reports descriptive statistics and correlations for all measures used in Time 1. The measures exhibited good dispersion with standard deviation ranged from 0.48 to 0.64. Personal and organizational value measures were positively correlated for all value dimensions. The job acceptance variable also shows positive correlations with all personal and organizational value dimensions.

Meanwhile, descriptive statistics and correlations for Time 2 measures were displayed in Table 2. The measures exhibited good dispersion with standard deviation ranging from 0.41 to 0.93. Personal and organizational value measures were positively correlated

for all value dimensions. Moreover, personal and organizational value dimensions were also positively correlated with the organizational commitment variable. Positive results also revealed the correlation between job satisfaction and organizational commitment.

**Hypotheses Testing.** Hypothesis 1 proposed the greater P-O congruence of (a) performance orientation, (b) emphasis on rewards, (c) competitiveness, and (d) innovation values, the higher job seekers' levels of acceptance intention. Regression coefficients from seven value dimensions are reported in Table 3. It also indicated that all models were significant with the p-value <0.01. The result shows that only supportiveness ( $\beta = 0.06$ ,  $R^2 = 0.09$ ,  $p < 0.01$ ) and innovation ( $\beta = 0.05$ ,  $R^2 = 0.10$ ,  $p < 0.01$ ) value fit predicts job acceptance. It was shown by positive and significant coefficients of joint relationship of person and organization values (XY). Other value dimensions did not support the hypothesis.

To get a better view on interpreting the results, a response surface method was performed. The results are illustrated in the following figures.

As illustrated in Figures 1 and 2, the regression weights were used to plot three-dimensional (3D) surfaces in which the predictors were perpendicular horizontal axes (X), and the dependent variable was the vertical axis (Y). The slope and curvature of two lines indicate the response surface pattern. The line of perfect congruence was obtained if  $X=Y$ . The slope of the congruence line shows how the two predictor variables relate to the outcome variable (Z). By contrast, the line of incongruence was achieved when  $X=-Y$ . Significant curvature along this line indicates how the degree of incongruence between two predictor variables may influence the outcome variable (Z).

The response surface plot shown in Figures 1 and 2 shows that jobseekers' intention to accept a job offer is greater when their level of supportiveness and innovation values are similar to the level of the organization. These results suggest that a fit between individual and organizational values of supportiveness and innovation predicts the intention to accept a job offer.

Table 4 revealed the results of H2 and H3 hypotheses testing. Hypothesis 2 proposed the greater P-O congruence of (a) performance orientation, (b) emphasis on rewards, (c) competitiveness, and (d) innovation values, the higher job seekers' levels of job satisfaction. Only three models were significant, for instance, social responsibility (p-value < 0.01), supportiveness (p-value < 0.05), and stability (p-value < 0.01). The other four fit factors did not exhibit significant results. It can be seen that once respondents begin working in the

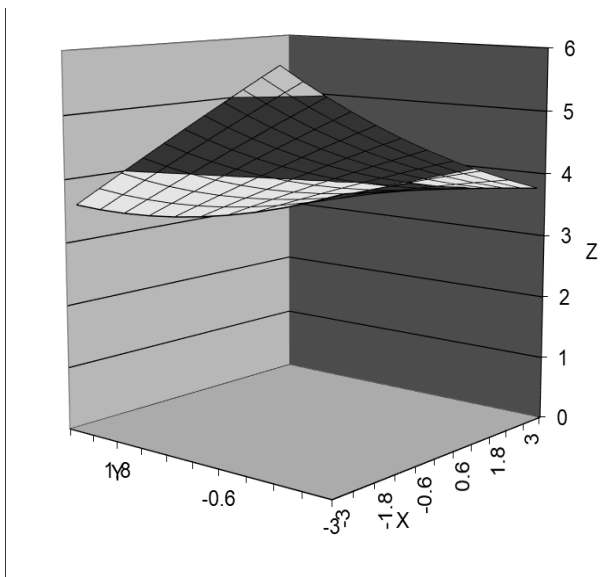
**Table 1. Means, Standard Deviation, and Correlations among Measures of Time 1**

Variable	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Personal Value:																	
1 Performance Orientation	3.99	0.55															
2 Social Responsibility	4.02	0.55	0.70**														
3 Supportiveness	3.84	0.53	0.64**	0.68**													
4 Emphasis on Rewards	3.99	0.61	0.67**	0.67**	0.66**												
5 Stability	3.96	0.59	0.62**	0.67**	0.67**	0.75**											
6 Competitiveness	4.04	0.53	0.72**	0.71**	0.59**	0.64**	0.56**										
7 Innovation	3.98	0.53	0.68**	0.64**	0.61**	0.67**	0.62**	0.72**									
Organizational Value:																	
8 Performance Orientation	4.02	0.51	0.47**	0.37**	0.39**	0.36**	0.32**	0.42**	0.38**								
9 Social Responsibility	3.94	0.49	0.42**	0.43**	0.42**	0.36**	0.33**	0.43**	0.38**	0.64**							
10 Supportiveness	3.94	0.48	0.36**	0.35**	0.44**	0.30**	0.27**	0.37**	0.35**	0.56**	0.56**						
11 Emphasis on Rewards	4.14	0.48	0.42**	0.41**	0.37**	0.43**	0.34**	0.47**	0.42**	0.60**	0.56**	0.56**					
12 Stability	4.12	0.48	0.41**	0.41**	0.41**	0.44**	0.48**	0.41**	0.44**	0.55**	0.55**	0.54**	0.66**				
13 Competitiveness	4.00	0.50	0.44**	0.41**	0.40**	0.39**	0.34**	0.51**	0.43**	0.66**	0.65**	0.53**	0.61**	0.48**			
14 Innovation	3.92	0.50	0.36**	0.35**	0.35**	0.32**	0.29**	0.40**	0.45**	0.60**	0.59**	0.55**	0.54**	0.43**	0.66**		
15 Job Acceptance	4.05	0.64	0.29**	0.23**	0.26**	0.29**	0.28**	0.26**	0.28**	0.25**	0.17**	0.22**	0.26**	0.22**	0.26**	0.23**	

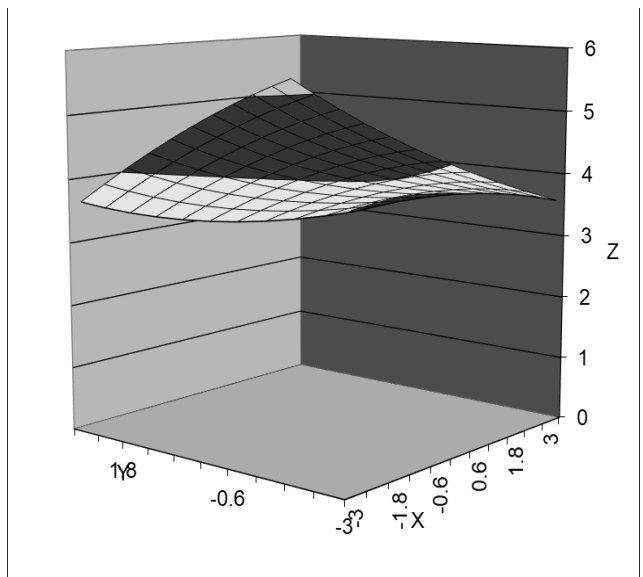
Table 2. Means, Standard Deviation, and Correlations among Measures of Time 2

Variable	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Personal Value:																		
1 Performance Orientation	3.94	0.54																
2 Social Responsibility	3.98	0.54	0.70**															
3 Supportiveness	3.91	0.58	0.64**	0.68**														
4 Emphasis on Rewards	3.90	0.72	0.67**	0.67**	0.66**													
5 Stability	3.96	0.59	0.62**	0.67**	0.67**	0.75**												
6 Competitiveness	4.15	0.54	0.72**	0.71**	0.59**	0.64**	0.56**											
7 Innovation	3.97	0.56	0.68**	0.64**	0.61**	0.67**	0.62**	0.72**										
Organizational Value:																		
8 Performance Orientation	4.00	0.46	0.47**	0.37**	0.39**	0.36**	0.32**	0.42**	0.38**									
9 Social Responsibility	4.03	0.43	0.42**	0.43**	0.42**	0.36**	0.33**	0.43**	0.38**	0.64**								
10 Supportiveness	4.04	0.42	0.36**	0.35**	0.44**	0.30**	0.27**	0.37**	0.35**	0.56**	0.56**							
11 Emphasis on Rewards	4.20	0.43	0.42**	0.41**	0.37**	0.43**	0.34**	0.47**	0.42**	0.60**	0.56**	0.56**						
12 Stability	4.27	0.41	0.41**	0.41**	0.41**	0.44**	0.48**	0.41**	0.44**	0.55**	0.55**	0.54**	0.66**					
13 Competitiveness	4.14	0.46	0.44**	0.41**	0.40**	0.39**	0.34**	0.51**	0.43**	0.66**	0.65**	0.53**	0.61**	0.48**				
14 Innovation	3.90	0.51	0.36**	0.35**	0.35**	0.32**	0.29**	0.40**	0.45**	0.60**	0.59**	0.55**	0.54**	0.43**	0.66**			
15 Job satisfaction	3.65	0.63	0.07	-0.07	0.10	-0.01	0.14	-0.06	0.06	0.03	0.13	-0.08	-0.09	-0.03	0.03	0.00		
16 Organizational Commitment	3.46	0.58	0.16	0.09	0.20*	0.08	0.11	0.09	0.11	0.09	0.28**	0.17	0.09	0.06	0.27**	0.12	0.42**	





**Figure 1. Response Surface for Supportiveness Value Fit Predicting Acceptance Intention ( $Z = 4.055 + 0.119X + 0.082Y - 0.003 X^2 + 0.028Y^2 + 0.066XY$ )**

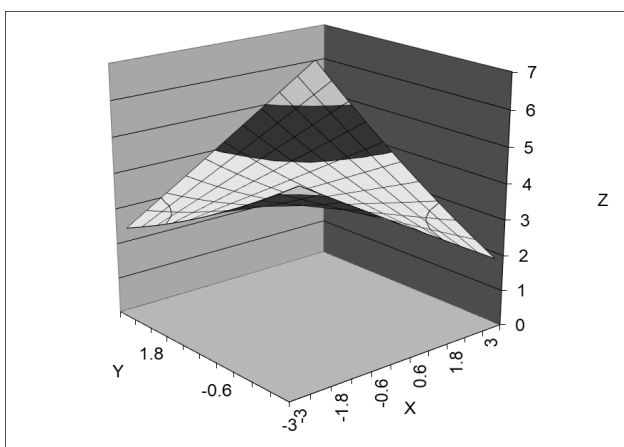


**Figure 2. Response Surface for Innovation Value Fit Predicting Acceptance Intention ( $Z = 4.071 + 0.099X + 0.102Y - 0.019X^2 + 0.025Y^2 + 0.057XY$ )**

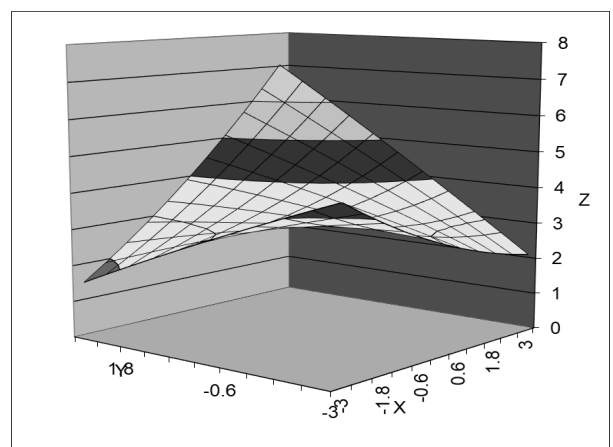
**Table 4. Polynomial Regression Estimates Predicting Job Acceptance**

Value Fit Dimension	Outcome	Intercept	X	Y	X <sup>2</sup>	Y <sup>2</sup>	XY	R <sup>2</sup>	P-Value
Performance Orientation	Acceptance Intention	4.05**	0.14**	0.08**	0.01	0.00	-0.03	0.10	0.00**
Social Responsibility	Acceptance Intention	4.06**	0.12**	0.05**	0.00	-0.01	0.00	0.05	0.00**
Supportiveness	Acceptance Intention	4.05**	0.11**	0.08**	-0.00	0.02	0.06**	0.09	0.00**
Emphasis on Rewards	Acceptance Intention	4.08**	0.12**	0.09**	-0.01	-0.03	0.01	0.11	0.00**
Stability	Acceptance Intention	4.06**	0.12**	0.06**	-0.01	0.00	-0.02	0.09	0.00**
Competitiveness	Acceptance Intention	4.06**	0.10**	0.10**	-0.01	-0.00	0.01	0.09	0.00**
Innovation	Acceptance Intention	4.07*	0.09*	0.10*	-0.01	0.02	0.05*	0.10	0.00**

Notes: \*p < .05, \*\*p < .01, N = 800; X = Personal Value Dimension; Y = Organizational Value Dimension



**Figure 3. Response Surface for Social Responsibility Fit Predicting Job Satisfaction ( $Z = 3.728 + 0.179X + 0.081Y + 0.002X^2 + 0.023Y^2 + 0.196XY$ )**



**Figure 4. Response Surface for Social Responsibility Value Fit Predicting Organizational Commitment ( $Z = 3.543 + 0.264X + 0.148Y + 0.039X^2 - 0.009Y^2 + 0.221XY$ )**

**Table 5. Polynomial Regression Estimates Predicting Job Acceptance**

Value Fit Dimension	Outcome	Intercept	X	Y	X <sup>2</sup>	Y <sup>2</sup>	XY	R <sup>2</sup>	P-Value
Performance Orientation	Acceptance Intention	4.05**	0.14**	0.08**	0.01	0.00	-0.03	0.10	0.00**
Social Responsibility	Acceptance Intention	4.06**	0.12**	0.05**	-0.00	-0.01	0.00	0.05	0.00**
Supportiveness	Acceptance Intention	4.05**	0.11**	0.08**	-0.00	0.02	0.06**	0.09	0.00**
Emphasis on Rewards	Acceptance Intention	4.08**	0.12**	0.09**	-0.01	-0.03	0.01	0.11	0.00**
Stability	Acceptance Intention	4.06**	0.12**	0.06**	-0.01	0.00	-0.02	0.09	0.00**
Competitiveness	Acceptance Intention	4.06**	0.10**	0.10**	-0.01	-0.00	0.01	0.09	0.00**
Innovation	Acceptance Intention	4.07*	0.09*	0.10*	-0.01	0.02	.005*	.010	0.00**

Notes: \* $p < .05$ , \*\* $p < .01$ ,  $N = 800$ ; X = Personal Value Dimension; Y = Organizational Value Dimension

organization, the social responsibility ( $\beta = 0.19$ ,  $R^2 = 0.13$   $p < 0.01$ ) value fit was the only factor that determined employees' job satisfaction. It was reflected by positive and significant coefficients of both person and organization's joint relationship (XY) of the social responsibility value.

On the other hand, hypothesis 3 proposed the greater P-O congruence of (a) performance orientation, (b) emphasis on rewards, (c) competitiveness, and (d) innovation values, the higher job seekers' levels of commitment. Table 4 displays the result that suggests that all seven models tested in this hypothesis were significant. However, as in the case of, social responsibility was the only determinant factor of organizational commitment with  $\beta = 0.22$ ,  $R^2 = 0.31$   $p < 0.01$ . This finding can be seen from the positive and significant coefficients of both person's and organization's joint relationship (XY) of the social responsibility value.

Figure 3 shows how the social responsibility value fit predicts job satisfaction. An upward curvature along the congruence line indicates that job satisfaction would be relatively high when the P-O social responsibility value was congruent, implying a positive effect of personal and organizational social responsibility value fit on job satisfaction. In addition, Figure 4 also indicates that organizational commitment is higher when employees' level of social responsibility value is congruent with that of the organization. It demonstrates a fit effect of the P-O social responsibility value on organizational commitment.

#### 4. Discussion

This study aimed to fill the gap in P-O fit research in the context of attracting and retaining a young workforce. Most previous research used perceived fit measurement to assess the value fit instead of actual fit. This way we do not know the particular values that are perceived

similarly or differently by individuals. Therefore, it cannot determine particular factors of fit that affect employees' work attitudes. Moreover, unlike previous studies of P-O fit which were mostly done in developed countries, this study was conducted particularly in Indonesia with a younger Indonesian workforce that can be categorized as new entries into the workforce. They may possess different values from those people from developed countries. Thus, the present study may contribute to expanding the P-O fit theories by giving another perspective of value from a younger workforce in Indonesia.

This research also aimed to get a thorough understanding of fit factors that can contribute to employees' work attitudes. Regarding the intention to accept a job offer, it is found that Indonesian jobseekers stress the importance of supportiveness and innovation as values in the decision process. Being supportive means that person and organization can share information freely, being people- and team-oriented, and they can collaborate properly for professional growth. Conversely, the innovation value was reflected in risk-taking behavior, being innovative, and being quick to take advantage of opportunities. This is in accordance with the character of younger people who uphold openness to change: values of novelty, change, and independence in thought and action (Lyons, Duxbury, & Higgins, 2007). Therefore, applicants who perceive these value similarities are likely to accept a job offer.

Six months later or after the jobseekers joined the organization, P-O fit and factors that linked to their job satisfaction and organizational commitment were assessed. The results revealed that individuals are satisfied with organizations that are congruent with their social responsibility values. Social responsibility is described as having a good reputation, having a clear guiding philosophy, and being socially responsible to others. Moreover, social responsibility fit was also

related to employees' commitment. These findings are quite intriguing, in that supportiveness and innovation values, which previously determined job acceptance, are not linked to job satisfaction and commitment. It suggests different importance of values that must be highlighted by the organization in the recruitment process of new workers and in the retention of existing employees.

An explanation to this different values effect on pre and post organizational entry may be due to the changing of employees' value priorities along with their work experience. What makes sense to the job seeker no longer makes sense when they are becoming employees. For example, a job seeker was anxious to work in a very innovative organization like Gojek, a leading tech company serving everyday solutions for millions of users across Southeast East Asia. Using innovation through advance technology, Gojek has been creating social impact, by creating jobs, improving livelihoods of multiple people, and helping micro entrepreneurs. Along with their job giving services to humanity, the employee realized that this social impact values are more important than the innovation itself. Thus, this value congruence makes them satisfied and committed to the organization.

However, results from polynomial regression indicated that the congruence between personal and organizational values is not a strong predictor of work-related attitudes. A possible explanation for these results might be understood in accordance with the need theory (Alderfer, 1972). In a weak economy (the economic situation experienced by poor or developing countries), simply having a job may be more important than pursuing the ideal organization with optimal value congruence. This explanation suggested that value congruence might be less important in the conditions of competitive labor markets or fewer employment opportunities.

## 5. Conclusion

This study expands the measure of previous P-O fit studies beyond the general value fit by examining the importance of specific value dimensions. Most previous studies found support for the positive relationship between the P-O value fit and work-related attitudes. However, this relation is too broad and not fully understood since they used a general measurement of the P-O fit. This research demonstrates the P-O value fit at the dimension level by comparing seven dimensions of personal values and perceived organizational values and their relation to work attitudes. Thus, the present study provides a deeper analysis of the components leading to P-O value fit. It examines whether different types of value fit relate to different attitudes.

The results demonstrated that jobseekers tend to put a priority on supportiveness and innovation value fit while considering accepting a job offer, while social responsibility value was more influential in predicting their satisfaction and commitment. Thus, this thesis contributes to P-O fit literature by examining the unique effects of various dimensions of value fit on different work attitudes.

This study has several limitations that should be recognised. The first limitation is that data were collected from respondents with various occupational and organizational backgrounds. The samples are obtained from a large pool of participants applying and/or working for a wide variety of organizations instead of single pool of participants from one particular organization. This method ignores the fact that each organization holds different sets of values. Moreover, those sets of values might contribute differently on attitudinal outcomes. Thus, this study has been too broad in terms of the organizational value profile that can cause incorrect perception of P-O values fit. Therefore, further researches are suggested to be conducted on specific organizations or industries.

Second limitation raised from potential common method bias. As this study implemented a single-source data collection especially in measuring personal and organizational values, this may result the measurement error that is compounded by respondent who wants to provide congruence or positive answer. Thus, future studies are encouraged to apply multi-source method that involve individual or employee and organization's managers to perceive organizational values.

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