

**PREDICTING CAREER SUCCESS USING MULTIPLE
CONCEPTUALIZATIONS OF PERSON-ENVIRONMENT FIT**

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Abstract

This study extends previous research on career success prediction by using multiple conceptualizations of person-job (PJ) and person-organization (PO) fit. Specifically, I relate demands-abilities (DA) PJ and PO fit to objective career outcomes such as promotion and salary level, and I relate needs-supplies (NS) PJ and PO fit to subjective career outcomes such as job satisfaction and career satisfaction. A survey assessing the perception of fit with the organization and job, promotion, salary, job satisfaction, and career satisfaction was gathered from 149 employees in Nigeria. Fit hypotheses were tested by means of hierarchical multiple regression analysis. The analysis indicated that demands-abilities fit related positively with promotion and salary, but DAPO fit and DAPJ fit did not have a significant relationship. Needs-supplies fit related positively with job satisfaction and career satisfaction. NSPJ fit had a stronger relationship with job satisfaction than NSPO fit, whereas NSPO fit did not exhibit a stronger relationship with career satisfaction than NSPJ fit as hypothesized. Implications for theory and practice and future research directions are discussed.

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Chapter 1: Introduction

Career success is of importance to individuals because of the positive outcomes (e.g., promotion, salary level, job satisfaction, and career satisfaction) associated with it (Judge, Higgins, Thorensen, & Barrick, 1999). It is also important to organizations because successful employees have the capacity to add value that influences organizational performance (Delaney & Huselid, 1996). For this reason, its prediction has attracted considerable research interest.

Careers unfold over time as individuals gain work experience (Arthur, Khapova, & Wilderom, 2005). Some aspects of careers are objective in that they can be observed and measured by an impartial third party, whereas other aspects are subjective and can only be experienced directly by the individuals involved (Arthur et al., 2005; Heslin, 2005). Likewise, whether or not a career is successful can be judged on either objective or subjective criteria (Judge, Cable, Boudreau, Bretz, & Robert, 1995).

Previous studies have investigated the prediction of career success, and human capital, organizational sponsorship, stable individual differences, and demographic variables have been found to positively predict success (Fuller & Marler, 2009; Melamed, 1995; Ng, Lillian, Sorensen, & Feldman, 2005; Raabe & Beehr, 2003). These studies can be extended by considering both personal and situational factors in predicting success. Studies on person-environment (PE) fit literature have revealed that fit between a person and the environment leads to positive outcomes such as job satisfaction, organizational commitment, job involvement, and job performance (Bretz & Judge, 1994; Caldwell & O'Reilly, 1990; Lauver & Kristof-Brown, 2001; Kristof, 1996). Although some researchers have investigated career success by considering both the personal and

situational factors (Ansari, Baumgartel, & Sullivan, 1982; Bretz & Judge, 1994), more could still be learned using the person-environment fit conceptualization.

In particular, recent studies on person-environment fit have revealed the importance of using multiple conceptualizations in its assessment because the examination of a single conceptualization will likely ignore important information about the person-environment relationship (Kristof-Brown, Zimmerman, & Johnson, 2005; Livingstone, Nelson, & Barr, 1997). The exclusion of multiple conceptualizations of PE fit in predicting career success presents a gap in the literature that I address through this study. For this reason, I relate demands-abilities fit with objective career success outcomes (i.e., promotion and salary level), whereas needs-supplies fit was related to subjective career success outcomes (i.e., job satisfaction and career satisfaction).

Theoretically, this study makes a contribution to career literature by extending previous research on career success prediction using multiple conceptualizations of demand-abilities and needs-supplies fit at the organization and the job level. Practically, organizations could find insights from this study useful in recruitment, training and development, and succession planning decisions. In addition, individuals could apply the findings of this study to inform their choices about jobs or organizations to work for, depending on the success outcomes desired.

Chapter 2: Literature Review and Hypotheses Development

Career Success

Career success has been defined as the positive psychological or work-related outcomes or achievements that one has accumulated as a result of one's work or work experience (Arthur et al., 2005; Judge et al., 1995; Ng et al., 2005). Success includes both the real and perceived achievements individuals have accumulated as a result of their work experience (Judge et al., 1995).

Conceptualizations of career success. Career success has both an objective and subjective component (Arthur et al., 2005; Heslin, 2005). Objective career success is an evaluative concept such that it is determined on the basis of relatively objective or visible criteria when judged by others, whereas subjective career success becomes relevant when success is being judged by the individuals concerned (Judge et al. (1995).

Judge and Bretz (1994) defined the objective form of success by verifiable attainments such as salary, number of promotions with current employer, number of career promotions, and occupational status. These are extrinsic features that can be seen and evaluated objectively by others (Arthur et al., 2005; Ng et al., 2005). Subjective career success, on the other hand, was defined as an individual's feelings of accomplishment and satisfaction with his or her career (Arthur et al., 2005; Judge et al., 1995). Further, subjective career success involves affective and attitudinal outcomes such as career satisfaction, job satisfaction, life satisfaction, advancement expectation, and turnover intentions (Boudreau, Boswell, & Judge, 2001; Judge & Bretz, 1994; Judge et

al., 1999; Singh, Ragins, & Tharenou, 2009). These conceptualizations form the basis on which most studies on career success prediction have been carried out.

Predictors of career success. Within the literature, four major categories have often been used as predictors of career success (Judge et al., 1995; Ng et al., 2005). These are human capital, organizational sponsorship, stable individual differences, and socio-demography.

Human capital theory suggests that the abilities and knowledge acquired by individuals are likely to be rewarded by the organization (Becker, 1964). Frequently used human capital predictors include level of education, political skills and knowledge, work experience, and networking (Judge et al., 1995; Ng et al., 2005; Ng & Feldman, 2009). An educational attainment such as higher university degree positively predicts objective success such as promotion and income (Judge et al., 1995; Melamed, 1996; Ng et al., 2005). Political skills have also been found to have a positive relationship with career success (Blickle, Oerder, & Summers, 2010; Gallagher & Laird, 2008; Ng et al., 2005). Networking within the organization can have a positive relationship with current salary, promotion, and career satisfaction by means of granting employees access to information, resources, and career sponsorship (Forret & Dougherty, 2004; Orphen, 1996; Seibert, Kraimer, & Liden, 2001; Wolff & Moser, 2009), whereas external networking can lead to the pursuit of career success by changing employers (Wolff & Moser, 2009).

Organizational sponsorship represents the extent to which organizations provide special assistance to employees to facilitate their career success, which includes mentoring, training, and development (Ng et al., 2005). With respect to career success,

mentoring has been found to be positively related to compensation, promotion, pay satisfaction, and advancement expectation of employees who received it (Blickle, Witzki, & Schneider, 2009; Raabe & Beehr, 2003; Singh et al., 2009; Turban & Dougherty, 1994; Wayne, Liden, Kraimer, & Graf, 1999), and this relationship was found to be significant when comparisons were made between mentored and non-mentored groups (Allen, Eby, Poteet, Lentz, & Lima, 2004).

Stable individual difference variables represent traits that make people to act in a specified way and these include the Big Five personality factors of openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism (Judge et al., 1999). Others include proactive personality and locus of control (Bateman & Crant, 1993; Spector, 1982). Various studies have found that proactive personality is positively related to both objective and subjective career success (Fuller & Marler, 2009; Seibert, Crant, & Kraimer, 2001). Conscientiousness was found to positively predict extrinsic and intrinsic career success, whereas neuroticism was found to negatively predict extrinsic career success, and general mental ability positively predicted extrinsic career success (Judge et al., 1999).

Socio-demographic variables represent an individual's demography and background, including factors such as age, gender, and marital status. It was found that these variables do in fact have relationships with career success outcomes (Judge et al., 1995; Melamed, 1995, 1996).

However, I believe that variables such as human capital, organizational sponsorship, stable individual differences, and socio-demographic factors are likely not

enough on their own to predict success because they are based solely on personal characteristics. On a different perspective, I argue, as have others (e.g., Endler & Magnusson, 1976), for the simultaneous consideration of personal and situational characteristics in the prediction of career success outcomes. In explaining human behavior, Endler and Magnusson (1976), Terborg (1981), Chatman (1989) and suggested that focus should be on how personal and situational characteristics interact which is consistent with Lewin's work (as cited in Terborg, 1981) that showed that behavior is a function of the person and the environment as expressed in his equation $B = f(P, E)$. Given that career success is an accumulation of positive outcomes from an individual's work experience, it is most likely that these outcomes are a result of the interaction between personal and situational characteristics.

Most of the variables such as age, proactive personality, level of education, and political skills are personal characteristics. This present study incorporated situational characteristics and examined the influence that both (i.e., personal and situational or environmental) characteristics could have in the prediction of career success. Owing to the fact that neither personal nor situational characteristics individually determine behavioral and attitudinal variables, rather it is the interaction of both characteristics that is responsible (Muchinsky & Monahan, 1987), previous research on career success can be extended by considering both personal and situational characteristics in the prediction of success.

Based on the above dimension, some researchers have investigated career success by considering personal and situational factors, which has provided further insight into

the study of success. Ansari et al. (1982) investigated how the fit of personal orientation with organizational climate predicts career success among managers in the United States and Britain. Their findings revealed that the fit between personal orientation (e.g., achievement-orientation) and the corresponding organizational climate (e.g., achievement-oriented environment) explained a significant amount of variance in managerial success for middle managers. Other orientations investigated were risk-orientation, interaction- or relations-orientation, and conventional-orientation. However, a different trend of relationship exists when a comparison was made between middle and top level managers. Based on the theory of work adjustments which examines the relationship between person-environment fit, tenure, and job satisfaction, and using a sample of graduate students from two industrial relations program, Bretz and Judge (1994) found that person-environment fit positively predicts tenure and satisfaction.

Likewise, research on career success prediction can be extended by the person-environment fit conceptualizations. I expect multiple conceptualizations of person-environment fit to provide more insight where career success prediction is concerned, based on the recommendations of Endler and Magnusson (1976) who suggested that the continuous multidirectional interaction between person characteristics and situation characteristics is responsible for behavioral and attitudinal outcomes. In view of the aforementioned, this study makes a theoretical contribution to the existing career success literature by incorporating multiple conceptualizations of person-environment fit.

Fit and Career Success

As mentioned earlier, one of the theoretical perspectives that incorporate personal and situational characteristics is the person-environment fit model. The person-environment fit is defined as the compatibility between individuals and a work environment that occurs when their characteristics are well matched (Kristof-Brown et al., 2005). The person-environment fit literature states that the degree of fit or match between a person and the environment will yield outcomes such as job satisfaction, organizational commitment, job involvement, and job performance for individuals because these outcomes result from a harmonious relationship between the individual and the environment (Bretz & Judge, 1994; Caldwell & O'Reilly, 1990; Kristof, 1996; Lauver & Kristof-Brown, 2001).

Muchinsky and Monahan (1987) proposed two types of person-environment fit: supplementary and complementary fit. Supplementary fit is said to exist when individuals possess characteristics that are similar or matching to the environment (Cable & Edwards, 2004; Kristof-Brown et al., 2005; Muchinsky & Monahan, 1987). Individuals and organizations will likely be more effective when personal and environmental characteristics are congruent (Ostroff, 1993). In view of this, individuals who are matched to the most suited environment will experience positive work outcomes that are desirable by the environment. For example, possessing a liking for philanthropic activities should lead to satisfaction when such individuals work for an organization that is public-spirited.

On the other hand, Muchinsky and Monahan (1987) described complementary fit as a state when “an individual serves to make whole or complement the characteristics of an environment” (p. 271). Complementary fit has been used in most employee selection decisions on the grounds that a good fit occurs when an applicant has characteristics needed by the environment, and this was operationalized as individual abilities meeting environmental demands (i.e., demand-abilities fit). Alternately, complementary fit also occurs when individual’s needs are met by what the environment supplies (i.e., needs-supplies fit) (Kristof, 1996). For example, one of the ways in which needs-supplies fit occurs could be in the form of adjustments at work that are provided by an organization to accommodate individuals with some form of disability, or an organization’s provision for flexible working hours for nursing mothers to cater to their child care needs. In view of these findings, a complementary fit exists when a personal or an environmental characteristic makes available what either of them wants or when the individual complements the characteristics of the environment (Cable & Edwards, 2004; Kristof-Brown et al., 2005). This could occur when highly skilled employees experience increased satisfaction when their skills are appreciated and rewarded by the organization.

Given that there are different kinds of fit, previous researchers have argued for the assessment of multiple conceptualizations of fit when predicting career outcomes. For example, Livingstone, Nelson, and Barr (1997) suggested that any examination of person-environment fit should include the measurement of both needs-supplies and demand-abilities fit, as examining only one conceptualization may omit essential information about the individual-environment relationship. Further, Kristof-Brown et al.

(2005) noted that studies including multiple conceptualizations of fit (i.e., assess needs-supplies and demand-abilities fit) should produce stronger effects than those using single conceptualizations, because they tap into multiple mechanisms by which fit has an impact. Based on these arguments (Kristof-Brown et al., 2005; Livingstone et al., 2007), I expect that demand-abilities and needs-supplies fit will enhance our understanding of the prediction of career success.

Predicting career success using demands-abilities fit. A person with demands-abilities fit (Edward, 1996) has the skills, training, time, and energy necessary to meet these environmental demands (Edwards, Caplan, & Harrison, 1998). Thus, demands-abilities fit should result in an employee's high performance. Consequently, this high performance comes with associated experience of objective career success outcomes, such as promotion and high salary level, which the environment provides as a form of reward. In view of this reasoning, I hypothesize:

Hypothesis 1: Demands-abilities fit will have a positive relationship with objective career success outcomes including (a) promotion and (b) salary level.

While Hypothesis 1 makes a general prediction between demands-abilities fit and objective success, it is important to recognize that demands-abilities fit can be conceptualized at both the job and organizational levels. Demands-abilities fit occurs at the job level when there is a match between the abilities of a person and the demands of a job (Edwards, 1991). Demands-abilities person-job (DAPJ) fit occurs in many forms, such as when individuals possess professional certifications or specific skills necessary to perform the tasks associated with a job, and this will likely influence job performance.

This kind of fit is contextual and immediate because it has to do with the current job description and demands. At the organizational level, demands-abilities person-organization (DAPO) fit occurs when there is a match between an individual's effort and commitment and the organizational demands. Demands-abilities person-organization (DAPO) fit can occur when characteristics that are demanded by the organization are exhibited by the employees. Some of these characteristics include organizational citizenship behavior (Organ, 1998), or extra-role behavior (Organ, Podsakoff & MacKenzie, 2006). This kind of fit is broader and has a long term nature because it relates to the organization and it has to be demonstrated over a period; subsequently its assessment requires more time.

At the organizational level, it is expected that individuals who possess demands-abilities PO fit will be rewarded with advancement opportunities (e.g., proximity to senior management, promotion, and high salary level) for their effort and commitment. Further, to be considered for advancement opportunities by the organization which results from demands-abilities PO fit, employees must have demonstrated satisfactory performance on their job which influences continued employment, a condition necessary to experience promotion, high salary level, or both. Therefore with respect to promotion and salary level, I argued that continued employment is a necessary condition for either of them to occur but it is not sufficient enough without demands-abilities PO fit. Thus:

Hypothesis 2: Provided there is continued employment (i.e., tenure), (a) demands-abilities PO fit will have a stronger and positive relationship with promotion than

demands-abilities PJ fit and (b) demands-abilities PO fit will have a stronger and positive relationship with salary level than demands-abilities PJ fit.

Predicting career success using needs-supplies fit. Needs-supplies fit is an assessment based on individual perception that occurs when the environment satisfies individual needs, desires, and preference (Kristof, 1996). Consequently, it is idiosyncratic and subjective and can take many forms. As such, the organization can provide a variety of benefits (e.g., flexible work schedules, promotion opportunities, helpful working environment, and/or work autonomy), but fit only occurs when they are received by employees who desire them. The employees' perception of needs supplied should lead to the experience of subjective career success outcomes such as job satisfaction and career satisfaction. In view of the idiosyncratic nature of needs-supplies fit and past research findings (Kristof et al., 2005), I hypothesize:

Hypothesis 3: Needs-supplies fit will have a positive relationship with the subjective forms of career success, including (a) job satisfaction and (b) career satisfaction.

Needs-supplies fit can be conceptualized at different levels such as the job and organization levels. At the job level, needs-supplies fit occurs when a job supplies the needs of an individual (Edwards, 1991) which results in the experience of personal satisfaction as employees carry out their job responsibilities. Individuals who derive satisfaction in certain work-related outcomes will possess a fit with the job because of the associated satisfaction. In other words, the extent to which a job has enabled individuals

to fulfil their needs will determine the degree of fit which will likely lead to job satisfaction. Thus I hypothesize:

Hypothesis 4: Needs-supplies PJ fit will have a stronger relationship with job satisfaction than needs-supplies PO fit.

At the organizational level, needs-supplies fit occurs when an organization supplies the needs of an individual. For example the match between an employee's need for executive education and the organization's capacity to fund it can represent needs-supplies PO fit. Where PO fit exists, individuals have been found to experience subjective outcomes such as organizational commitment and satisfaction (Kristof-Brown et al., 2005; Verquer, Beehr, & Wagner, 2003). Due to its broad nature, needs-supplies PO fit will likely influence the perception of career satisfaction. Further, career satisfaction is evaluated by employees based on the career goals that the organization has enabled them to achieve (Judge et al, 1995). Thus I hypothesize:

Hypothesis 5: Needs-supplies PO fit will have a stronger relationship with career satisfaction than needs-supplies PJ fit.

The proposed model is shown in Figure 1.

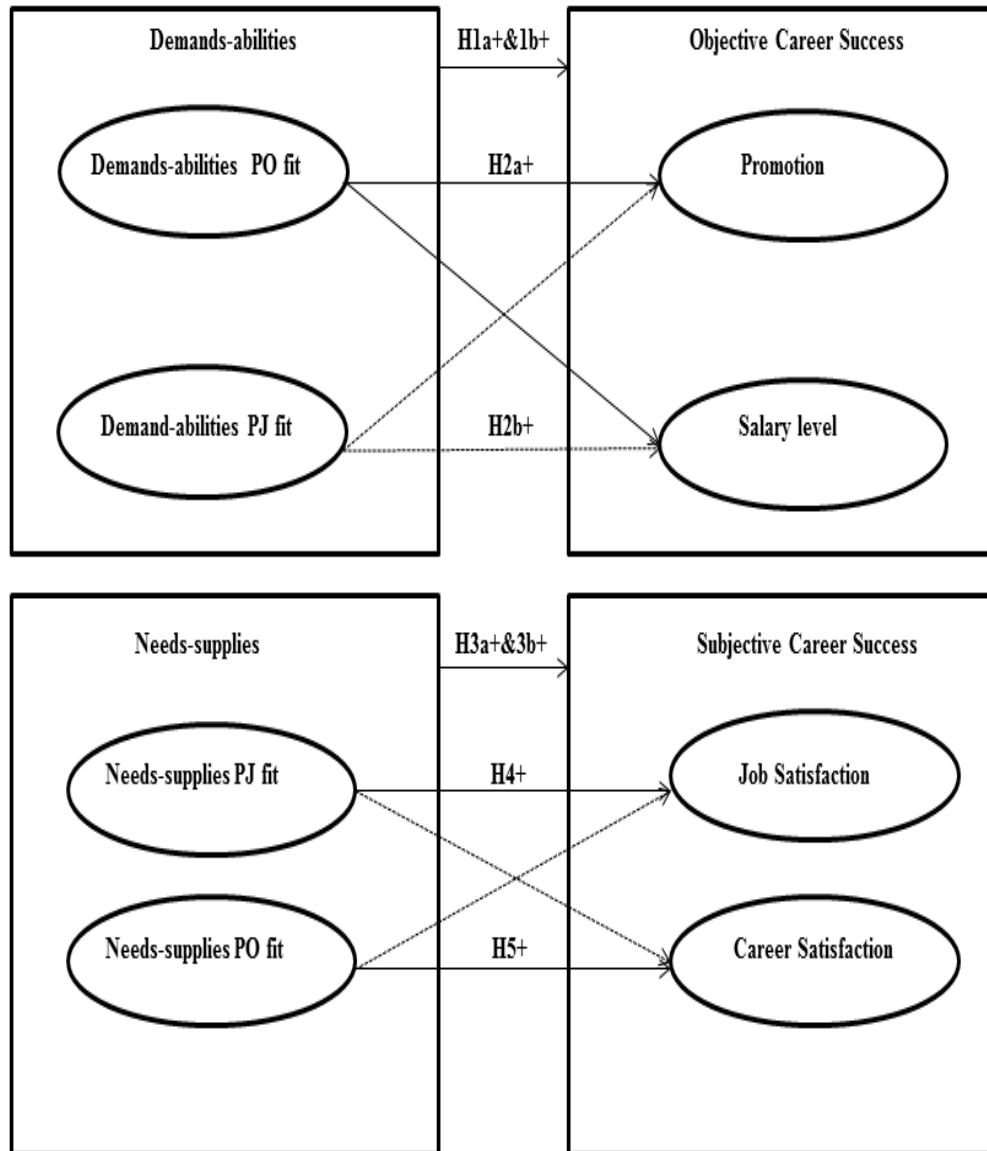


Figure 1. Framework for the fit hypotheses (solid lines indicate stronger and dotted lines indicate weaker relationships).

Chapter 3: Method

Research Site and Sample

Participants for this study were selected from organizations across several industries. The participants were all full-time employees within the telecommunications, oil and gas, banking, and consulting industries in Nigeria. Out of the 400 respondents contacted for the survey, 177 responded (44.3% response rate). Data were collected for a period of six months, after which I performed a couple of data cleaning steps as recommended by Tabachnick and Fidell (2013) prior to analysis. This was done in order to remove obvious errors and inconsistencies in the responses from participants and to improve the quality of the data used for analysis.

First, data were examined for univariate outliers by checking for cases with very large standardized scores and cases. Altogether, 27 cases had standardized scores greater than 3.29 and they were deleted (Tabachnick & Fidell, 2013). Second, the data were checked for the amount and distribution of missing values. Missing values accounted for less than 1% and they were replaced by mean substitution method. Finally, the data were examined for multivariate outliers and one case was found through the Mahalanobis distance with $p < .001$. This was evaluated using the critical values of χ^2 table (Tabachnick & Fidell, 2013) with degrees of freedom (4) and $p < .001$. Only one case was greater than $\chi^2(4) = 18.467$ and it was deleted because it was considered as multivariate outlier.

After these cleaning procedures, only 149 responses were usable. Out of the 149 responses, 23.3% were from women and 76.7% were from men. Their ages were

structured into ranges because individuals within the sample were not comfortable revealing their exact age because of confidentiality issues. Thus, 16.4% were between 20-29 years, 67.8% were between 30-39 years, 15.1% were between 40-49 years, and 0.7% was between 50-59 years. The sample also had 0.7% respondents with a doctorate degree, 35.6% with a master's degree, 62.3% with a bachelor's degree, and 1.4% with a high school degree.

Procedure

Data were collected using the Zoomerang web-based survey program. The web survey method of collection was chosen because it allows for faster response rate, ease of administration, and lower cost (Cook, Heath, & Thompson, 2000). The web-based survey method was also chosen because the participants had easy access to the internet. The survey was pilot-tested by me and four other graduate students in order to determine the clarity of the questions. The survey link which had the informed consent page (See Appendix A) was sent to the contact person known to me in each of the organizations in Nigeria. Each contact person forwarded the survey link to a number of full-time permanent employees within their organization. Through the consent page, the participants were informed that their participation was voluntary and that they could discontinue participation at any point during the survey. Participants were assured of the anonymity of their responses, as no names were associated with the survey and no individual within their organization was able to see their responses or knew if they completed the survey.

Measures

The predictor variables measured in this study were demands-abilities person-job fit, demands-abilities person-organization fit, needs-supplies person-job fit, and needs-supplies person-organization fit. The objective success variables measured were salary level and promotion which were self-report and a more accurate assessment of these variables in terms of their objectivity can be achieved when they are obtained from the organization. The subjective measures were job satisfaction and career satisfaction. Other variables measured were classified as control variables (i.e., tenure, age, gender, and level of education). The instruments used in collecting the data are described below, and Table 1 contains a summary of basic information on all survey scales. Except for the demographic items, all other variables were measured on a Likert scale (strongly disagree to strongly agree).

Table 1. *Measures Employed in the Study*

Measure	Author(s)	# of Items	# of Points	Cronbach's Alpha
Needs-supplies P-J fit	From Cable & DeRue (2002)	3	5; strongly disagree to strongly agree	.89; .93 (reported by Cable & DeRue, 2002)
Needs-supplies P-O fit	Adapted from Cable & DeRue (2002)	3	5; strongly disagree to strongly agree	
Demands-abilities P-J fit	From Cable & DeRue (2002)	3	5; strongly disagree to strongly agree	.89; .93 (reported by Cable & DeRue, 2002)
Demands-abilities P-O fit	Adapted from Cable & DeRue (2002)	3	5; strongly disagree to strongly agree	
Career satisfaction	Greenhaus, Parasuraman & Wormley, 1990	5	7; strongly disagree to strongly agree	.88, (reported by Greenhaus et al., 1990)
Job satisfaction	Adapted from Judge, Locke, Durham & Kluger (1998)	5	7; strongly disagree to strongly agree	.88 (reported by Judge et al., 1998)
Promotion		1		
Salary		1		
Demographic		4		

Demands-abilities person-job fit. Demands-abilities PJ fit was measured with a 3-item scale developed by Cable and DeRue (2002). An example of an item is “the match is very good between the demands of my job and my personal skills” (see Appendix B1). In this study, the scale exhibited a Cronbach alpha of .73.

Demands-abilities person-organization fit. Demands-abilities PO fit was measured with an adapted form of a 3-item scale developed by Cable and DeRue (2002). The wordings of the items were adapted to the context of the study such that the word “job” was replaced with the word “organization”. An example of an item is “the match is very good between the demands of the organization and my personal skills” (see Appendix B2). The scale exhibited a Cronbach alpha of .81.

Needs-supplies person-job fit. Needs-supplies PJ fit was measured with a 3-item scale developed by Cable and DeRue (2002). An example of an item is “there is good fit between what my job offers and what I am looking for in a job” (see Appendix B3). In this study, the scale exhibited a Cronbach alpha of .87.

Needs-supplies person-organization fit. Needs-supplies PO fit was measured with an adapted form of a 3-item scale developed by Cable and DeRue (2002). The wordings of the items were adapted to the context of the study such that the word “job” was replaced with the word “organization”. An example of an item is “there is a good fit between what my organization offers and what I am looking for in an organization” (see Appendix B4). The Cronbach alpha in this study was .87.

Job satisfaction. Job satisfaction was measured with a 5-item scale developed by Judge, Locke, Durham, and Kluger (1998). An example of an item is “I feel fairly well satisfied with my present job”. The reliability of the scale in this study was .68. However, if item 3 “each day of work seems like it will never end” was deleted, the reliability increases to .83 (see Appendix B5). Subsequently, only 4 items were used in the analysis.

Career satisfaction. Career satisfaction was measured with a 5-item scale developed by Greenhaus et al. (1990). An example of an item is “I am satisfied with the progress I have made toward meeting my overall career goals”. The Cronbach alpha in this study was .90 (see Appendix B6).

Salary level. Salary was grouped into ranges and participants indicated the one that best applied to them (see Appendix B7).

Number of promotions. Participants entered the number of promotions they had received in their career (see Appendix B8).

Demographics. Participants were asked to provide information about their age, gender, and level of education. Ages ranged from 20 to over 60 and were classified into five categories (1 = 20-29; 5 = 60 and above). Gender was coded into two categories (1 = female; 2 = male), and level of education was divided into five categories (1 = doctorate degree; 5 = less than a high school). Tenure was assessed by asking employees how long they had been working in the organization (see Appendix C).

Data Analyses

The data analyses for this study were carried out in two stages. At the first stage, the purpose was to assess the uniqueness of the measures used in the study and confirmatory factor analysis was used to achieve this.

At the second stage, the purpose was to examine the proportion of variance explained in the dependent variable by each independent variable (i.e., hypotheses testing) and this was carried out using hierarchical linear regression. Where necessary, the predictors were converted to standardized scores for the purpose of analysis. These

standardized scores were used because the data were collected from different organizations, and for this reason relevant variables needed standard values to make the comparison meaningful.

Chapter 4: Results

Primarily, quantitative method was used in this study, but I also conducted qualitative interviews to understand the unique perception of participants, and the interview results are included in the discussion section.

Psychometric Properties of the Measures

In this section, I discuss the evidence of reliability and discriminant validity. Confirmatory factor analysis and a series of other statistical analyses were used to assess the extent to which common method bias might be inherent in the data.

Confirmatory factor analysis. A series of confirmatory factor analysis (CFA) was conducted using Amos 19.0 software package. Maximum likelihood estimation was used for data analysis and raw data from the participants were used as input. The errors associated with DAPJ fit and NSPJ fit were correlated with those of DAPO fit and NSPO fit respectively. This was done because the wordings used were similar (Bollen & Lennox, 1991). The purpose of this analysis was to provide evidence of discriminant validity.

To estimate the goodness of fit for all the models, I used four fit indices namely: chi-square statistics, comparative fit index (CFI), Tucker Lewis Index (TLI), and root mean square error of approximation (RMSEA) (Bentler, 1999; Browne & Cudeck, 1993; Hair, Black, Babin, & Anderson, 2010; Tabachnick & Fidell, 2013). Hair et al. (2010) and Kline (1998) recommended a χ^2/df of 3.00 or less in evaluating the goodness of fit for χ^2 in relation to the degrees of freedom because the χ^2 is sensitive to sample size. Conventionally, CFI and TLI values higher than .90, and RMSEA values between .03

and .08 can be reported with 95% confidence, whereas a value greater than .10 is considered a poor fit (Browne & Cudeck, 1993; Hair et al., 2010; Kline, 1998). However, Hair et al. (2010) noted that RMSEA values will improve as more variables are added and suggested that the use of three to four fit indices serves as adequate evidence of model fit, such that using a single fit index with a relatively high cut-off value is not alone sufficient to evaluate the model. Although, the value of RMSEA is slightly higher than the cut-off value, but because the number of variables in the model cannot be increased which should have reduced the value of RMSEA and that the other fit indices were above the cut-off, I did not consider this value to discredit the model adversely.

A confirmatory factor analysis was performed separately on the fit measures (i.e., DAPJ, DAPO, NSPJ, and NSPO) and subjective measures of success (i.e., job satisfaction and career satisfaction). A baseline four-factor model for the fit variables was compared against a two-factor (demands-abilities fit and needs-supplies fit), a two-factor (person-job fit and person-organization fit), and a one-factor (all fit measures) model. Results shown in Table 2 revealed that the four-factor baseline model was superior to all other alternative models. This demonstrates the evidence of discriminant validity among the fit measures.

The confirmatory factor analysis performed on the satisfaction variables (job satisfaction and career satisfaction) compared a baseline two-factor model against the one-factor (all satisfaction measures) model. Results shown in Table 3 revealed that the two-factor baseline model was superior to the one-factor model, demonstrating that discriminant validity exists among the satisfaction variables.

Table 2. *Fit Indices for Fit Measures (Demands-Abilities, Needs-Supplies, Person-Job, and Person-Organization Fit)*

Model	χ^2	<i>df</i>	χ^2_{diff}	χ^2/df	CFI	TLI	RMSEA
Model 1 ^a	103.22 ^{**}	42		2.46 ^{**}	.95	.92	.10
Model 2 ^b	181.13 ^{**}	47	77.91 ^{**}	3.85 ^{**}	.89	.85	.14
Model 3 ^c	245.66 ^{**}	47	142.44 ^{**}	5.23 ^{**}	.84	.77	.17
Model 4 ^d	306.45 ^{**}	48	203.23 ^{**}	6.38 ^{**}	.78	.71	.19

Note. *N* = 149. CFI = comparative fit index; TLI = Tucker Lewis Index; RMSEA = root-mean-square error of approximation.

^aFour-factor baseline model (demands-abilities, needs-supplies, person-job, and person-organization fit)

^bTwo-factor model (demands-abilities fit and needs-supplies fit)

^cTwo-factor model (person-job fit and person-organization fit)

^dOne-factor model (all fit measures)

^{**}*p* < .01.

Table 3. *Fit Indices for Subjective Indicators of Success (Job Satisfaction and Career Satisfaction)*

Model	χ^2	<i>df</i>	χ^2_{diff}	χ^2/df	CFI	TLI	RMSEA
Model 1 ^a	62.24 ^{**}	26		2.39 ^{**}	.95	.92	.10
Model 2 ^b	242.95 ^{**}	27	180.71 ^{**}	9.00 ^{**}	.73	.54	.23

Note. *N* = 149. CFI = comparative fit index; TLI = Tucker Lewis Index; RMSEA = root-mean-square error of approximation

^aTwo-factor baseline model (job satisfaction and career satisfaction)

^bOne-factor model (all satisfaction measures)

^{**}*p* < .01.

In addition, a confirmatory factor analysis was carried out on the independent variables (i.e., demands-abilities, needs-supplies, person-job, and person-organization fits) and dependent variables (i.e., job satisfaction and career satisfaction) together. The results shown in Table 4 revealed that the six-factor model was superior to all other alternative models (i.e., the six-factor model is consistent with the observed data).

Table 4. *Fit Measures for Demands-Abilities, Needs-Supplies, Person-Job, Person-Organization Fit, and Subjective Indicators of Success (Job Satisfaction, and Career Satisfaction)*

Model	χ^2	<i>df</i>	χ^2_{diff}	χ^2/df	CFI	TLI	RMSEA
Model 1 ^a	315.49**	168		1.88**	.93	.91	.08
Model 2 ^b	688.80**	182	373.31**	3.78**	.77	.70	.14
Model 3 ^c	814.54**	184	499.05**	4.43**	.71	.64	.15

Note. *N* = 149. CFI = comparative fit index; TLI = Tucker Lewis Index; RMSEA = root-mean-square error of approximation

^aSix-factor baseline model (demands-abilities, needs-supplies, person-job, person-organization fit, job satisfaction, and career satisfaction)

^bTwo-factor for the fit measures (demands-abilities, needs-supplies, person-job, person-organization fit) and satisfaction measures (job satisfaction, and career satisfaction)

^cOne-factor (all measures)

** *p* < .01.

Assessment of common method bias. In this study, the independent and dependent variables data were both self-reported and cross-sectional. As a result, the study findings could be susceptible to common method bias (Podsakoff & Organ, 1996; Podsakoff, MacKenzie, Lee, & Podsakoff, 2003) which, if not assessed, can lead to reporting incorrect research results.

Within the literature, some statistical methods have been widely used to check for the presence of common method bias (Podsakoff et al., 2003), and three of these data analyses methods were conducted to reveal that common method bias is not a serious threat to the study findings.

First, I used the Harman's one-factor test with all the independent and dependent variable items together. If common method bias is present, one general factor will

account for the majority of the covariance among the variables (Podsakoff et al., 2003). An un-rotated principal components analysis revealed that the first factor accounted for 45.82% of a total of 72.34% of the variance. This is greater than 50% of the total variance explained, which suggests that common method bias may pose a threat to the study findings.

Second, in view of the fact that Harman's one-factor test is simply a diagnostic test and only reveals the extent to which common method bias might be present (Podsakoff et al., 2003), additional testing was carried out by running a confirmatory factor analysis on all the variables. If the data had been prone to common method bias, a one-factor model would have shown a superior fit (Podsakoff et al., 2003). However, a six-factor baseline model ($\chi^2 = 315.49$, $df = 168$, $p < .001$; CFI = .93; TLI = .91; RMSEA = .08) was superior to the one-factor model ($\chi^2 = 814.54$, $df = 184$, $p < .001$; CFI = .71; TLI = .64; RMSEA = .15), which suggests that the participants were clearly distinguishing among the different constructs (see Table 4).

Third, a common latent factor analysis (Podsakoff et al., 2003) was carried out in order to estimate the amount of common variance present in the data. I created a common factor (i.e., a latent variable) and added regression lines to every observed item. The regression weights were then constrained and the variance in the common factors was constrained to 1. The results revealed that all the regression weights were -.33. This means that the amount of common variance is 10.89% (i.e., the square of .33) which is not low enough to discard any threat arising from common method bias.

However, some studies have argued against the perception of common method bias in self-report and cross-sectional data (Conway & Lance, 2010; Doty & Glick, 1998; Spector, 1987, 2006), and their findings suggest that if certain considerations are taken, the extent of common method bias can be reduced. I discuss these recommendations below.

First, I included an evidence of discriminant validity of the measures used in the study (see Table 4) as recommended by Conway and Lance (2010), which suggests that the participants were clearly distinguishing among different constructs. Second, I included some design considerations suggested by Podsakoff et al. (2003) such that different scale formats were used, the anonymity of the participants was protected, and the survey questions were randomized so that each participant sees the questions in a different order and sequence.

Based on these reasons, I consider common method bias to have been reduced such that it is not likely to pose a serious threat to the study findings.

Test of Hypotheses

Descriptive statistics, coefficient alpha, and intercorrelations among the study variables can be found in Table 5. The analysis indicates that the measures had adequate internal consistency reliabilities. DAPJ and DAPO were highly correlated because the scales were adapted such that the word “job” was replaced with “organization” and that was the same reason for the high correlation between NSPJ and NSPO. The correlations show that DAPJ fit was positively associated with promotion and salary, DAPO fit was positively associated with promotion and salary, NSPJ fit was positively associated with

job satisfaction and career satisfaction, and NSPO fit was positively associated with job satisfaction and career satisfaction. To examine these relationships more rigorously, I conducted a set of hierarchical linear regressions so that I can estimate the proportion of variance in the dependent variable that is accounted for by the independent variable.

Table 5. Descriptive Statistics, Reliabilities, and Intercorrelations among Study Variables

Variable	<i>N</i>	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10	11	12
1. Age	146	2.00	0.58	-. ^b											
2. Gender	146	-. ^a	-. ^a	.22**	-. ^b										
3. Education	146	2.64	0.52	-.27**	-.16	-. ^b									
4. Tenure	146	52.81	39.53	.29**	.14	-.04	-. ^b								
5. DAPJ	149	3.90	0.61	.16*	.29**	-.14	.12	(.73)							
6. DAPO	149	3.89	0.65	.09	.21*	-.18*	.01	.82**	(.81)						
7. NSPJ	149	3.35	0.92	.07	.21*	-.08	.15	.67**	.58**	(.87)					
8. NSPO	149	3.39	0.86	.05	.16*	-.01	.13	.61**	.67**	.74**	(.87)				
9. Promotion	146	1.84	1.73	.26**	.15	-.02	.38**	.23**	.21*	.14	.19*	-. ^b			
10. Salary	140	3.15	1.65	.23**	.36**	-.02	.29**	.25**	.24**	.31**	.37**	.31**	-. ^b		
11. JS	149	5.35	1.10	.05	.10	-.01	.04	.57**	.53**	.63**	.60**	.21*	.36**	(.83)	
12. CS	149	4.74	1.25	.14	.20*	-.03	.01	.53**	.46**	.55**	.52**	.23**	.41**	.51**	(.90)

Coefficients Alpha are displayed on the diagonal, DAPJ = Demands-Abilities Person- Job fit; DAPO = Demands-Abilities Person-Organization fit; NSPJ = Needs-Supplies Person-Job fit; NSPO = Needs-Supplies Person-Organization fit; JS = Job Satisfaction; CS = Career Satisfaction; Age (1 = 20-29, 2 = 30-39, 3 = 40-49, 4 = 50-59, 5 = 60 and above); Education (1 = Doctorate, 2 = Master, 3 = Bachelors, 4 = High School, 5 = Less than an High School); Salary (1 = N3.0million-N4.49million, 2 = N4.5million-N5.9million, 3 = N6.0million-N7.49million, 4 = N7.5million-N8.9million, 5 = N9.0 million and above ^a Gender (1 = female, 2 = male) ^bSingle-item measures
* $p < .05$. ** $p < .01$.

To test Hypothesis 1a and 1b, I created a composite factor for demands-abilities fit (DA) using the means of all observed DAPO and DAPJ fit items. This factor was created because this was a general hypothesis in which demands-abilities fit was related to promotion and salary rather than to DAPO fit or DAPJ fit separately.

Hypothesis 1a states that DA will have a positive relationship with promotion. Hierarchical multiple linear regression was used to test hypothesis 1a. Control variables were entered at Step 1 and DA was entered at Step 2. The regression results revealed that demands-abilities fit (DA) had a significant and positive relationship with promotion as shown in Table 6. Thus, hypothesis 1a was supported.

Table 6. *Relationship between DA and Promotion (Hypothesis 1a)*

Step	Variable	R^2	ΔR^2	β
1	Control	.18		
	Age			.15
	Gender			.04
	Education			.07
	Tenure			.32**
2	DA	.21	.03	.19*

DA = Demands-abilities fit
 * $p < .05$; ** $p < .01$

Hypothesis 1b states that DA will have a positive relationship with salary. Hierarchical linear regression was used to test this hypothesis. Control variables were

entered at Step 1 and DA was entered at Step 2. The regression results revealed that demands-abilities fit (DA) had a significant and positive relationship with salary as shown in Table 7. Thus, hypothesis 1b was supported.

Table 7. *Relationship between DA and Salary (Hypothesis 1b)*

Step	Variable	R^2	ΔR^2	β
1	Control	.21		
	Age			.12
	Gender			.28**
	Education			.09
	Tenure			.21*
2	DA	.23	.02	.18*

DA = Demands-abilities fit
 * $p < .05$; ** $p < .01$

Hypothesis 2a stated that provided there is continued employment (i.e., tenure), DAPO fit will have a stronger relationship with DAPJ fit. This was tested using hierarchical linear regression. The control variables were entered at Step 1 and standardized scores ZDAPO, ZDAPJ, and ZTenure were entered at Step 2. The interaction terms ZTenure*ZDAPO and ZTenure*ZDAPJ were entered at Step 3. The regression results shown in Table 8 revealed that this hypothesis was not supported.

Table 8. *Relationship between DAPO, DAPJ fits and Promotion (Hypothesis 2a)*

Step	Variable	R^2	ΔR^2	β
1	Control	.08		
	Age			.16
	Gender			.04
	Education			.07
2		.21	.13	
	ZDAPO			.18
	ZDAPJ			.03
	ZTenure			.33**
3		.21	.00	
	ZTenure*ZDAPO			.01
	ZTenure*ZDAPJ			.02

DAPJ = Demands-Abilities Person-Organization fit; DAPO = Demands-Abilities Person- Job fit.

** $p < .01$.

Hypothesis 2b stated that provided there is continued employment (i.e., tenure), DAPO fit will have a stronger relationship with salary than DAPJ fit. To test this hypothesis, hierarchical linear regression was used. Control variables were entered at Step 1 and the standardized scores of ZDAPO, ZDAPJ, and ZTenure were entered at Step 2. The interaction terms ZTenure*ZDAPO and ZTenure*ZDAPJ were entered at Step 3. The results did not support the hypothesis as shown in Table 9.

Table 9. *Relationship between DAPO, DAPJ fits and Salary (Hypothesis 2b)*

Step	Variable	R^2	ΔR^2	β
1	Control	.17		
	Age			.13
	Gender			.28**
	Education			.10
2		.24	.07	
	ZDAPO			.24
	ZDAPJ			-.05
	ZTenure			.21*
3		.24	.00	
	ZTenure*ZDAPO			-.02
	ZTenure*ZDAPJ			.01

DAPO = Demands-Abilities Person-Organization fit; DAPJ = Demands-Abilities Person- Job fit.
 * $p < .05$. ** $p < .01$.

To test hypotheses 3a and 3b, I created a composite factor for needs-supplies fit (NS). This factor was created because this is a general hypothesis in which needs-supplies fit was hypothesized to have a positive relationship with job satisfaction and career satisfaction rather than NSPO fit or NSPJ fit separately. The factor was created through the means of all the observed variables (i.e., NSPO and NSPJ fit items).

For hypothesis 3a, NS was related to job satisfaction. Hierarchical linear regression was used in testing the hypothesis. The control variables were entered at Step

1 and NS was entered at Step 2. The regression results revealed that needs-supplies fit (NS) had a significant and positive relationship with job satisfaction as shown in Table 10. Thus, hypothesis 3a was supported.

Table 10. *Relationship between NS and Job Satisfaction (Hypothesis 3a)*

Step	Variable	R^2	ΔR^2	β
1	Control	.01		
	Age			.03
	Gender			-.03
	Education			.02
	Tenure			-.07
2	NS	.45	.44	.68**

NS = Needs-supplies fit
 ** $p < .01$

Hypothesis 3b stated that needs-supplies will have a positive relationship with career satisfaction. This was tested using hierarchical linear regression. The control variables were entered at Step 1 and NS was entered at Step 2. The results revealed that needs-supplies fit (NS) had a significant and positive relationship with career satisfaction as shown in Table 11. Thus, hypothesis 3b was supported.

Table 11. *Relationship between NS and Career Satisfaction (Hypothesis 3b)*

Step	Variable	R^2	ΔR^2	β
1	Control	.05		
	Age			.10
	Gender			.08
	Education			.04
	Tenure			-.02
2	NS	.35	.30	.56**

NS = Needs-supplies fit
 ** $p < .01$

Hypothesis 4 stated that NSPJ fit will have a stronger relationship with job satisfaction than NSPO fit. This was tested using hierarchical linear regression. The control variables were entered at Step 1, NSPJ fit at Step 2, and NSPO fit at Step 3. The regression results are shown in Table 12. This hypothesis was supported because a higher proportion of variation was explained by NSPJ as hypothesized.

In order to verify that the order of entry did not influence the change in R^2 , another regression analysis was run with NSPO entered at Step 2 and NSPJ entered at Step 3. The results shown in Table 13 revealed that NSPJ still accounted for a higher proportion of variation explained, thus supporting hypothesis 4.

Table 12. *Relationship between NSPJ, NSPO, and Job Satisfaction (Hypothesis 4)*

Step	Variable	R^2	ΔR^2	β
1	Control	.01		
	Age			.03
	Gender			-.03
	Education			.03
	Tenure			-.07
2	NSPJ	.41	.40	.43**
3	NSPO	.45	.04	.30**

NSPO = Needs-Supplies Person-Organization fit; NSPJ = Needs-supplies Person-Job fit
 ** $p < .01$

Table 13. *Relationship between NSPJ, NSPO, and Job Satisfaction for Hypothesis 4*
(reversing the order of entry)

Step	Variable	R^2	ΔR^2	β
1	Control	.01		
	Age			.03
	Gender			-.03
	Education			.03
	Tenure			-.07
2	NSPO	.37	.36	.30**
3	NSPJ	.45	.08	.43**

NSPO = Needs-Supplies Person-Organization fit; NSPJ = Needs-supplies Person-Job fit
 ** $p < .01$

Hypothesis 5 stated that NSPO fit will have a stronger relationship with career satisfaction than NSPJ fit. Hierarchical linear regression was used in testing this hypothesis. The control variables were entered at Step 1, NSPO fit at Step 2, and NSPJ fit at Step 3. The results shown in Table 14 revealed that NSPJ accounted for a larger proportion of the variance explained, which was contrary to what was hypothesized. This does not support hypothesis 5.

Table 14. *Relationship between NSPO, NSPJ, and Career Satisfaction (Hypothesis 5)*

Step	Variable	R^2	ΔR^2	β
1	Control	.05		
	Age			.10
	Gender			.08
	Education			.04
	Tenure			-.02
2	NSPO	.30	.25	.26*
3	NSPJ	.35	.05	.35**

NSPJ = Needs-supplies Person-Job fit; NSPO = Needs-Supplies Person-Organization fit
 * $p < .05$. ** $p < .01$.

To ascertain if the order of entry had an influence on the change in R^2 , another regression analysis was run with NSPJ entered at Step 2 and NSPO entered at Step 3. These results shown in Table 15 did not support hypothesis 5, as the higher proportion of the variance was explained by NSPJ.

Table 15. *Relationship between NSPO, NSPJ, and Career Satisfaction for Hypothesis 5*
(reversing the order of entry)

Step	Variable	R^2	ΔR^2	β
1	Control	.05		
	Age			.10
	Gender			.08
	Education			.04
	Tenure			-.02
2	NSPJ	.32	.27	.35**
3	NSPO	.35	.03	.25*

NSPJ = Needs-supplies Person-Job fit; NSPO = Needs-Supplies Person-Organization fit
 * $p < .05$. ** $p < .01$.

Chapter 5: Discussion

The primary focus of this study is to examine multiple conceptualizations of person-environment fit and its predictive capacity with respect to objective and subjective career success. Whereas previous studies on predicting career success have focused on variables such as human capital, organizational sponsorship, stable individual differences, and socio-demographic variables (Bateman & Crant, 1993; Blickle et al, 2010; Greenhaus et al., 1990; Judge et al., 1995; Kraimer, & Liden, 2001; Melamed, 1995; Ng et al., 2005; Raabe & Beehr, 2003; Singh et al., 2009; Turban & Dougherty, 1994), I attempt to extend these studies by considering the perspectives of Endler and Magnusson (1976) and Ostroff (1993) which suggest that the simultaneous consideration of person characteristics and situational characteristics is important when assessing behavioral and attitudinal outcomes. In view of this, I considered person-environment fit as a predictor of career success.

Livingstone et al. (1997) suggested that any consideration of person-environment fit should include the assessment of both needs-supplies and demands-abilities fit, and Kristof et al. (2005) also noted that studies using multiple conceptualizations of fit (i.e., demands-abilities and needs-supplies) should produce a stronger effect than those using single conceptualization. Because I am making a distinction between demands-abilities and need-supplies fit with respect to predicting career success, I consider my study to provide more insight than those that had used single conceptualization. Five major hypotheses were tested and the summary of the results are shown in Table 16.

Table 16. *Summary for the Test of Hypotheses*

Hypotheses	Results
H1. Demand-abilities fit will have a positive relationship with objective career success outcomes, including (a) promotion and (b) salary level	Fully supported
H2. Provided there is continued employment (i.e., tenure), (a) demands-abilities PO fit will have a stronger relationship with promotion than demands-abilities PJ fit, and (b) demands-abilities PO fit will have a stronger relationship with salary level than demands-abilities PJ fit	Not supported
H3. Needs-supplies fit will have a positive relationship with the subjective forms of career success, including (a) job satisfaction and (b) career satisfaction	Fully supported
H4. Needs-supplies PJ fit will have a stronger relationship with job satisfaction than needs-supplies PO fit	Fully supported
H5. Needs-supplies PO fit will have a stronger relationship with career satisfaction than needs-supplies PJ fit.	Not supported

Summary of Key Findings

Hypotheses 1a and 1b. Demands-abilities fit is said to occur when a person has the skills, abilities, and time to meet the demands of the environment (Edwards et al., 1998). This kind of fit should result in high performance which the environment rewards with objective career success outcomes such as promotion and high salary which was consistent with the findings from this study.

Hypothesis 2a. Based on past research and theory, I expected DAPO fit to have a stronger relationship with promotion than DAPJ fit but this was not supported. A possible explanation for this result could reside in the nature of the organizations (i.e., flat or tall) used in this study. Porter and Siegel (1965) defined a flat organization as “one in which there are relatively few levels of supervision per given organizational size” (p. 379). Although, I did not obtain data on the structure of the organizations, it is possible that any of them could have been flat such that fewer levels of supervision results in fewer opportunities for multiple promotions irrespective of the level of DAPO fit that the employee possesses. This might be a possible reason why hypothesis 2a was not supported.

The results also revealed that tenure was significant in predicting promotion and this could occur if the organization views tenure as a sign of loyalty and subsequently rewards such employees with promotion.

Hypothesis 2b. DAPO fit was expected to have a stronger relationship with salary than DAPJ fit but this was not supported by my results. The mix of the type of organization used in this study (i.e., oil and gas, financial, and others), suggested that there is likely to be a disparity in the level of salary being offered. To ascertain this, a one-way ANOVA was conducted to evaluate the relationship between salary level and the type of organization. The ANOVA was significant, $F(2,146) = 37.89, p < .01$, indicating that there is a significant difference between the organizations. A follow-up test was conducted to evaluate pairwise differences among the means. A significant difference was found between “oil and gas” and “financial”, “oil and gas” and “others”.

Due to this disparity, there appears to be a relationship between salary scale and type of industry, which could possibly have resulted in hypothesis 2b not being supported.

In addition, tenure and gender were also found to be significant in predicting salary. If tenure is viewed as a sign of loyalty, it could attract rewards such as salary. However, the significant value for gender could be a result of the distribution in which a particular gender is under-represented in the sample.

Hypotheses 3a and 3b. Kristof (1996) found that the assessment of needs-supplies fit is based on individual perception resulting from the needs and desires that are satisfied by the environment. Previous findings have revealed that needs-supplies fit occur when the environment (i.e., job or organization) supplies the needs of individuals (Edwards, 1991; Kristof-Brown et al., 2005). Specifically, the results obtained from testing hypotheses 3a and 3b revealed that needs-supplies fit had a positive and significant relationship with job satisfaction and career satisfaction.

Hypothesis 4. The perception of needs supplied by the job is expected to relate strongly with job level outcomes (Kristof, 1996; Kristof et al., 2005). This study revealed that NSPJ accounted for more of the variance than NSPO with respect to predicting job satisfaction (i.e., a job level outcome).

Hypothesis 5. The result of testing hypothesis 5 was not consistent with suggestions from past studies such that NSPJ accounted for a higher variance in predicting career satisfaction instead of NSPO. A possible explanation for this could be that NSPJ and NSPO have similar relationship with career satisfaction because they both exhibited a significant and positive relationship. Another possible explanation for this

could be the nature and context of the term organization such that some employees perceive outcomes to originate from senior management (i.e., organization), whereas others associate outcomes to come from their supervisors. Therefore, a possibility exists in which the aggregate responses from participants includes an overlap of individuals who view their organization as important in determining their level career satisfaction and others who consider their supervisors as important such that NSPO fit might not be clearly defined.

Further Clarification on Non-findings

As discussed in the previous section, the data obtained through the quantitative study did not support our theory-based hypotheses. In order to clarify the nature of these non-findings and to better understand how participants experienced fit with their organization and job, I conducted 10 semi-structured interviews, averaging 20 minutes each. All interviewees had previously participated in the quantitative survey portion of this study. This purposeful sampling (Patton, 2002) strategy was useful because interviewees had specific and rich knowledge related to the questions being asked.

Informed consent (see Appendix D) was obtained over the phone before commencing the interviews and an audio device was used in recording the interviews. The interviews were conducted in three stages with the first consisting of two participants, the second had four participants, and the third had also four participants. A sample of the interview protocol for stage one, two, and three are shown in Appendix E, F, and G, respectively.

Transcribed interviews were coded using NVivo 10.0. A dictionary documenting important interview codes is shown in Appendix H.

At the first stage of interviews, the participants were questioned about their perceptions regarding fit with their organization, fit with their job, and career success. After transcribing and doing preliminary analysis on the first set of interviews, it became apparent that certain specific fit perceptions were highlighted by the participants that were not assessed in the quantitative study. However, the perception of career success did not noticeably differ from what was measured and from what has been established in theory.

Using an iterative process, I adjusted the protocol for the second set of interviews by retaining the questions on fit and removing the questions on career success. The questions on fit were retained because I wanted to know if there were other fit items that have not been highlighted in the first round of interviews, whereas the questions on career success were removed because no new insight was provided. Questions relating to the participants perception of tenure and gender with respect to promotion and salary were also included in the hope of clarifying quantitative results. The transcription and preliminary analysis of the second stage of interviews yielded more specific fit perceptions that were not highlighted during stage one of the interviews. The participants' responses related to tenure and salary yielded no new insights.

Based on the iterative process, the protocol for the third round of interview was adapted in order to determine if fit items varied in relative importance. These interviews were subsequently transcribed and analyzed. It was evident that the participants were claiming that one facet of fit is more important and others were not but I was not able to

determine the exact relative importance because this varies among the people. Tables 17 and 18 show the respective PO and PJ fit perception identified and their classification.

Table 17. *PO fit perception identified and classification*

Fit perception	Classification
An organization that allows for flexible working hours.	Needs-supplies
An organization that allows me to reach my goals.	Needs-supplies
An organization allows for growth and competence in my career.	Needs-supplies
An organization provides benefits for that includes my family members.	Needs-supplies
An organization that exposes me to various aspects of their job.	Demands-abilities
An organization that provides training and professional development opportunities for me.	Demands-abilities
An organization that provides good remuneration.	Demands-abilities

Table 18. *PJ fit perception identified and classification*

Fit perception	Classification
Having a good performance on the job.	Demands-abilities PJ fit
Getting promotion because of my performance on the job.	Demands-abilities PJ fit
Getting excellent appraisal rating on my job.	Demands-abilities PJ fit
My performance on the job provides me with opportunities for more training and development.	Demands-abilities PJ fit
My job adds values to the organization.	Demands-abilities PJ fit
Having the confidence of my direct manager on your job.	Demands-abilities PJ fit
My job allows for a good work-life balance.	Needs-supplies PJ fit

Analysis of all interviews revealed two key findings: 1) interviewees discussed fit in terms of very narrow and specific aspects; and 2) The relative importance of specific fit perceptions varied among interviewees (See Tables 17 and 18 for specific PO and PJ perceptions identified in the interviews). These findings are interesting because they suggest that my choices related to measuring fit combined with my choice of research context may have unintentionally influenced results.

To explain, past research makes it clear, that measuring PE fit with different kind of questionnaires influences the results obtained. For example, Verquer et al. (2003) meta-analysis found that the method used for measuring fit moderated the relationship between fit and outcomes, and Edwards, Cable, Williamson, Lambert and Shipp (2006) found that the varying importance of items to participants could be responsible for disparate results that characterize PE fit studies. Past research also acknowledges that the most appropriate way of measuring fit can vary dependent upon context (Verquer et al., 2003). Most of the researches on PE fit were conducted in North America and the items were validated based on the perception that prevails among North American workers and because of the difference in cultural context, the meaning of fit is likely going to be different.

Related to these issues, I used a measure developed by Cable and DeRue (2002) in this study that focuses on general fit items and does not consider specific items that are of importance to participants. However, interviewees (who were originally respondents in quantitative portion of my thesis) discussed fit in terms of specific items that vary in importance. This dynamic raises the possibility that there may be a mismatch between the measures and context used in this research. It may have been more appropriate to use a person's fit score style of measures that assumes the ordering of items in varying importance is vital in determining fit (Verquer et al., 2003). For example, the correlation indices that assess the similarity between an individuals' ranking of dimensions included in the fit measure (Adkins, Russell & Werbel, 1994; Meglino, Ravlin & Adkins, 1989; Swaney, Allen, Casillas, Hanson & Robbins, 2012). Given my experience, future

researchers studying fit in a Nigerian or other unique context should consider either adapting a correlation style of measure or developing their own context-specific one.

Theoretical Implications

This study aims to extend previous studies that might have overlooked the simultaneous consideration of personal and environmental characteristics in predicting career success by differentiating PE fit according to demands-abilities and needs-supplies when making prediction.

The results of this study revealed that demands-abilities and needs-supplies fit (i.e., multiple conceptualizations) has differential relationships with career success outcomes such as promotion, salary, job satisfaction and career satisfaction. Implications are discussed below.

Theory supports the notion that the demands that the environment places on the abilities of an individual will be rewarded and this can come in the form of promotion or salary. Surprisingly, my results were not consistent with previous theoretical standpoints on the nature of relationship that is expected to exist between demands-abilities fit and objective success outcomes. Although, the qualitative interviews gave some insight into these non-findings, it still implies on theory to provide answers to certain questions when carrying out studies on DA fit and outcomes. Some of these questions are: (a) In order to enhance generalization, can measures be developed that are content valid for specific cultural context? (b) Are there other variables not considered that moderates the relationship between DA fit and career success outcomes?

Furthermore, it is expected that the perception of needs supplied should relate to subjective forms of career success but some of my results were not consistent with this notion especially when predicting career satisfaction. Apart from the explanations offered by the qualitative interviews, it still implies on theory to provide clarity on certain questions when the relationship between NS fit and outcomes are been assessed. Because there can be fit with the organization and supervisor, the perception of need-supplies can come from either. If career satisfaction is a perception of goals that the environment has enabled individuals to achieve (Judge et al., 1995), then does the achievement of these goals come from what the organization or the direct supervisor supplies? It implies on theory to provide insight into which of these (i.e., fit with the organization or supervisor) has a stronger correlation with outcomes such as career satisfaction.

Further, the findings from the qualitative interviews have implication on PE fit theories because the measurement method (Edward et al., 2006; Verquer et al., 2003) has been established as the common issue responsible for the inconsistencies that I have observed in my study. This should inform PE fit theory to provide more clarity on measurement method issues when making prediction with PE fit variables.

These implications on theory suggest that the concept of fit, its measurement, assessment and the specific outcomes it predicts needs to be looked at in a broader perspective than what it presently is.

Practical Implications

From the practical point of view, organizations can use the findings from this study to understand what career success means to their employees and its implication on

some organizational strategies. Because this study has observed outcomes associated with PE fit from the perspectives of demands-abilities and needs-supplies, relating the specific job level and organizational level forms of these fit to recruitment and succession planning processes might be beneficial to organizations. Rather than the general notion of PO fit been important in recruitment, specifically incorporating DAPO and DAPJ fit should likely improve the aim of fit-based recruitment (i.e., employing individuals who possess what the organization wants).

In addition, the assessment of DAPO and DAPJ fit could be useful in informing succession planning decisions such as who should be mentored, equipped or invested in for future senior management role. An employee with high demands-abilities fit should most likely yield a good return on mentoring, training and other investments made by the organization.

On the individual level, current and prospecting employees are more likely to make career choice based on their knowledge of needs-supplies fit depending on which success outcome is desired. Because the reviews of working conditions in most organizations are available online, individuals can make informed decision on who to work for based on the kind of success outcomes that the organization makes available to them. For example, a working mother in need of a flexible working condition in order to cater for child care needs at home would likely be better off in an organization or a job that makes allowance for flexible working condition (i.e., NSPO or NSPJ fit).

Limitations

This study is not without limitations. These findings are based on a cross-sectional research design and because of this, causal explanation cannot be made. The data were collected by a single method and some studies have argued that common method bias is likely to pose a serious threat to the study findings.

This study may also have been limited with respect to the measurement method used such that concerns on the content validity exist because a considerable number of fit items that vary in importance were highlighted during the qualitative interviews which were not assessed during the quantitative survey. Because some of the predictors appear to be highly correlated, this study may have been limited in hypothesising the significant effect of these variables on the dependent variable.

This study may have been limited by sample size. This implies that the study may be lacking in sufficient statistical power which might be found in studies with larger sample size. Data on the structure of the organization were not collected, thus I could not determine if the organization had a flat or tall structure which could have been controlled for in the analysis.

Demands-abilities fit when conceptualized at the job level can have a relationship with tenure, because individuals with less ability are less likely to perform well on their task which can cause them to either quit or be let go by the organization. The relationship between demands-abilities fit with tenure is likely to provide more insight. However, the assessment of tenure in this study is not appropriate to examine such a relationship.

Future Research Directions

This study presents some auspicious areas for future research. For example, future research on fit in a Nigerian or other unique context could consider assessing fit by either adapting a measure or developing their own relevant to that context. Other could consider using polynomial regression techniques when the assessment of person-environment fit is obtained through difference scores (Edwards & Cooper, 1990; Edwards & Harrison, 1993; Edwards & Perry, 1993).

For instance, other studies could consider variables that could moderate the relationship between fit and career success such as employability (Rothwell & Arnold, 2007) or other variables such as person-supervisor fit (Kristof et al., 2005) that may be responsible for the outcomes observed. In addition, prospective studies could consider obtaining data on human capital, organizational sponsorship, and individual difference variables such that they can be controlled for and as such obtain a more accurate estimate of the variance explained by PE fit in predicting success outcomes. Because other variables (e.g., pay satisfaction, personality factors, supervisory support, and job performance) have been found to relate positively with job satisfaction (Brown & Peterson, 1993; Hofmans, Gieter, & Pepermans, 2012; Judge, Heller, & Mount, 2002), additional research could control for these variables to ascertain whether PE fit adds significant change in R-squares when predicting job satisfaction. Other studies could also examine the relationship between demands-abilities fit and needs-supplies fit at the organizational and job level with respect to predicting turnover.

Future studies could consider the using a longitudinal research design, and obtain objective data such as salary, promotion from the organization because a self-report method of collecting these variables implies that I might not be sure of the extent to which these data are objective. Finally, future studies should consider expanding the sample size by using online web services that offer rewards to participants for responses to the survey. The present study did not offer any kind of reward to the participants and as such the motivation to respond was possibly low.

Conclusion

In sum, person-environment offers an insightful platform in predicting career success outcomes. This present study has provided evidence that multiple conceptualizations of fit when differentiated in terms of demands-abilities and needs-supplies provide a more detailed direction as to which kind of fit predicts a certain kind of outcome. Previous studies are characterized with the general prediction of person-environment fit in relation to associated outcomes. However, this study has endeavored to show that demands-abilities fit and needs-supplies fit (i.e., multiple conceptualizations) have differential relationships with career success outcomes. For example, Cable and Judge (1996) found out that person-job fit perceptions positively and significantly predicts job satisfaction, this study has been able to establish that needs-supplies person job fit rather than the general person job fit predicts satisfaction.

This study has also been able to offer support to studies that have suggested that the measurement method affect results associated with PE fit research, and because of this, future studies should carefully consider concerns involving measurement method.

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Appendix A

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CAREER SUCCESS AND PERSON-ENVIRONMENT FIT (Survey)

Dear Participant,

You are invited to participate in a research study on career success and person-environment fit. This research will require about 15-20 minutes of your time. There are no anticipated risks or discomforts related to this research. By participating, you may benefit others by helping people to better understand career success.

Several steps will be taken to protect your identity and keep your responses confidential. You will return the questionnaire directly to the researchers' mailing address by clicking on the submit button at the end of the survey. The questionnaire does not require your name. However, in order to match the responses, we suggest that you create a code that you alone can remember and input it in the appropriate section in the survey. Further, no *member of your organization* will see any of your responses. In fact, no one apart from the researcher and his supervisors will know whether you completed the survey or not. The completed survey will be sent to the online account specifically created for this study. All information obtained from the online survey will be loaded on the researcher's server which is locked by password. All information will be destroyed after 5 years.

Your participation in this research is completely voluntary. You are free to withdraw from the study at any time. The results from this study will be presented as part of a Master's thesis. In addition, the results from this study will be presented in journals read by academic scholars and by business professionals. The results may also be presented in person to groups of business professionals or academic scholars. All data are presented in aggregate format; at no time will your name or the name of your organization be used or any identifying information revealed. If you wish to receive a copy of the results from this study, you may contact the researcher (email: akinropo.ishola@uleth.ca). If you have any other questions regarding your rights as a participant in this research, you may contact Susan Entz (susan.entz@uleth.ca) from the Office of Research Services at the University of Lethbridge at 403-329-2747.

Your completion of this survey indicates your agreement to participate. Once you have completed the survey, please click on the submit button where it will be received into the online account created for this research. Thank you for taking the time to participate in this study. It is greatly appreciated.

Please retain this page for future reference

Akinropo Ishola
Masters of Science Candidate

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Appendix B

B1: Needs-Supplies PO fit

The following statements are about your fit with the organization . Please indicate the degree of your agreement or disagreement with each statement by CIRCLING the response number that applies to you. There are no right or wrong answers.		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
01	There is a good fit between what my Organization offers and what I am looking for in an organization	1	2	3	4	5
02	The attributes that I look for in an organization are fulfilled very well by my present organization	1	2	3	4	5
03	The organization that I currently work gives me just about everything that I want from an organization	1	2	3	4	5

B2: Demand-Abilities PJ fit

The following statements are about your fit with the job . Please indicate the degree of your agreement or disagreement with each statement by CIRCLING the response number that applies to you. There are no right or wrong answers.		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
01	The match is very good between the demands of my job and my personal skills	1	2	3	4	5
02	My abilities and training are a good fit with the requirements of my job	1	2	3	4	5
03	My personal abilities and education provide a good match with the demand that my job places on me	1	2	3	4	5

B3: Needs-Supplies PJ fit

The following statements are about your fit with the job . Please indicate the degree of your agreement or disagreement with each statement by CIRCLING the response number that applies to you. There are no right or wrong answers.		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
01	There is a good fit between what my job offers and what I am looking for in a job	1	2	3	4	5
02	The attributes that I look for in an job are fulfilled very well by my present job	1	2	3	4	5
03	The job that I currently hold gives me just about everything that I want from a job	1	2	3	4	5

B4: Demand-Abilities PO fit

The following statements are about your fit with the organization . Please indicate the degree of your agreement or disagreement with each statement by CIRCLING the response number that applies to you. There are no right or wrong answers.		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
01	The match is very good between the demands of the organization and my personal skills	1	2	3	4	5
02	My abilities and trainings are good fit with the requirements of my organization	1	2	3	4	5
03	My personal abilities and education provide a good match with the demands that my organization places on me	1	2	3	4	5

B5: Job satisfaction

The following statements are about the satisfaction with your job . Please indicate the degree of your agreement or disagreement with each statement by CIRCLING the response number that applies to you. There are no right or wrong answers.		Strongly disagree	Disagree	Slightly disagree	Neutral	Slightly agree	Agree	Strongly agree
01	I feel fairly satisfied with my present job.	1	2	3	4	5	6	7
02	Most days I am enthusiastic about my work	1	2	3	4	5	6	7
03	Each day of work seems like it will never end	1	2	3	4	5	6	7
04	I find real enjoyment in my work	1	2	3	4	5	6	7
05	I consider my job rather unpleasant	1	2	3	4	5	6	7

B6: Career satisfaction

The following statements are about the satisfaction with your career . Please indicate the degree of your agreement or disagreement with each statement by CIRCLING the response number that applies to you. There are no right or wrong answers.		Strongly disagree	Disagree	Slightly disagree	Neutral	Slightly agree	Agree	Strongly agree
01	I am satisfied with the success I have achieved in my career	1	2	3	4	5	6	7
02	I am satisfied with the progress I have made towards meeting my overall career goals	1	2	3	4	5	6	7
03	I am satisfied with the progress I have made towards meeting my goals for income	1	2	3	4	5	6	7
04	I am satisfied with the progress I have made towards meeting my goals for advancement	1	2	3	4	5	6	7
05	I am satisfied with the progress I have made towards meeting my goals for the development of new skills	1	2	3	4	5	6	7

B7: Salary level

The following section is about salary. Please indicate the range by CIRCLING the response number that applies to you.		
01	=N= 500,000 to =N= 1,999,999	01
02	=N= 2,000,000 to =N= 3,499,999	02
03	=N= 3,500,000 to =N= 4,999,999	03
04	=N= 5,000,000 to =N= 6,499,999	04
05	=N= 6,500,000 and above	05

B8: Number of Promotion

The following section is about career promotion. Please input the appropriate number		Enter the number here
01	How many promotions have you received in your career	

Appendix C

1. Please select the age range that applies to you

20-29
30-39
40-49
50-59
60 and above

2. What is your gender? 1) Male 2) Female

3. What is your highest educational level? 1) Doctorate 2) Masters 3) Bachelors 4) High/Secondary school 5) less than High/Secondary

4. How long have you been working in this organization? ____ Years, _____ months

Appendix D

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CAREER SUCCESS AND PERSON-ENVIRONMENT FIT (Interview)

Dear Participant,

You are invited to participate in a research study on career success and person-environment fit. Fit is simply the compatibility between you and your organization/job that occurs when the characteristics are well matched. In this study, I invite you to give your perspective on fit with your organization and with your job. There are no anticipated risks or discomfort related to you in this research. By participating, you may benefit others by helping people better understand career success. You will be interviewed on the subject of fit and this will take about forty minutes.

Your participation in this research is completely voluntary. You are free to withdraw from the study at any time without consequence. If you decide to withdraw, you can send an email to me stating "I do not consent to participate in this interview" or by simply not replying to the invitation. Please do send the mail to Akinropo.ishola@uleth.ca. You can also choose to withdraw during or at the end the interview by informing me of your decision to withdraw or by simply hanging up. In either case, any information obtained from you will be destroyed. Details collected from the interview will be stored in a secured location and all information will be destroyed after five years. This information will only be accessible to me and my supervisors.

The results from this study will be presented as part of a Master's thesis. In addition, the results from this study will be presented in journals read by academic scholars and by business professionals. The results may also be presented in person to groups of business professionals or academic scholars. All data will be presented in aggregate format; at no time will your name or the name of your organization be used or any identifying information revealed.

If you wish to receive a copy of the results from this study, you may contact me (email: akinropo.ishola@uleth.ca). If you have any other questions regarding your rights as a participant in this research, you may contact the Office of Research Services at the University of Lethbridge at 403-329-2747 or research.services@uleth.ca.

Thank you for taking time to participate in this study. It is greatly appreciated

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Appendix E

Introduction

- Thank you for taking time to have this interview. Your response will be helpful in my research.
- Please be free to ask me questions on whatever is not clear
- Explaining the purpose of the research- predicting career success
- The questions relates to your fit with your organization, your job, your perception of career success and how this relates to your fit with the organization or your job.
- Define fit: Fit is simply the compatibility between you and your organization/job that occurs when the characteristics are well matched

Please listen carefully to what I am about to say

Obtain verbal consent

- Your participation in this research is completely voluntary. You are free to withdraw from the study at any time without consequence.
- You can also choose to withdraw during or at the end the interview by informing me of your decision to withdraw or by simply hanging up
- In either case, any information obtained from you will be destroyed. Details collected from the interview will be stored in a secured location and all information will be destroyed after five years. This information will only be accessible to me and my supervisors.

Is everything clear to you?

Do you consent to been interviewed for this study?

Fit with Organization

I would like to understand your perception of fit with your organization

Remind them of what fit it.

1. What do you understand by fit with your organization? Or what do you like about your organization?

1a. Do you have a fit with your organization and how do you know?

Fit with the organization

2. Do you think anything comes from you having a fit with your organization or what do you want from your organization?? If yes

Does your organization provide you anything that makes you feel you have a match? Can you list things that your organization provides and you feel they should provide to improve your perception of fit?

2a. Can you explain?

Fit with Job

I would like to understand your perception of fit with your job

Remind them of what fit it.

3. What do you understand by fit with your job?

3a. Do you have a fit with your job and how do you know?

3b. Do you think anything comes from you having a fit with your job
What do you like about your job?

- Does your job provide you with anything? It doesn't have to be physical?
- Can you explain?

Definition of Career Success

I would like to know your perception of being successful in your career i.e., career success

4. Can you describe what it means to be successful in your career? What does being successful in your career mean to you?

4b. Do you think your organization or job has anything to contribute to your career success? If yes, then how? Can you list those things that can contribute to your career success? Is there anything you feel your organization or job can provide that can enhance your career success?

Relationship of Career Success to Fit

Finally, I would like to know if you think there is a relationship between fit (job or organization) and career success.

5. Do you think that 'fit' leads to 'success'? Can you explain?

Closing

Thank the interviewees for their time and willingness to help with the research.

Appendix F

Introduction

- Thank you for taking time to have this interview. Your response will be helpful in my research.
- Please be free to ask me questions on whatever is not clear
- Explaining the purpose of the research- predicting career success
- The questions relates to your fit with your organization, your job, your perception of career success and how this relates to your fit with the organization or your job.
- Define fit: Fit is simply the compatibility between you and your organization/job that occurs when the characteristics are well matched

Please listen carefully to what I am about to say

Obtain verbal consent

- Your participation in this research is completely voluntary. You are free to withdraw from the study at any time without consequence.
- You can also choose to withdraw during or at the end the interview by informing me of your decision to withdraw or by simply hanging up
- In either case, any information obtained from you will be destroyed. Details collected from the interview will be stored in a secured location and all information will be destroyed after five years. This information will only be accessible to me and my supervisors.

Is everything clear to you?

Do you consent to been interviewed for this study?

Fit with Organization

I would like to understand your perception of fit with your organization

Remind them of what fit it.

1. What do you understand by fit with your organization? Or what do you like about your organization?

1a. Do you have a fit with your organization and how do you know?

1b. Do you think anything comes from you having a fit with your organization or what do you want from your organization? If yes

Does your organization provide you anything that makes you feel you have a match? Can you list things that your organization provides and you feel they should provide to improve your perception of fit?

Explain any new fit item and why it relates to fit?

Fit with Job

I would like to understand your perception of fit with your job

Remind them of what fit it.

2. What do you understand by fit with your job?

2a. Do you have a fit with your job and how do you know?

2b. Do you think anything comes from you having a fit with your job?. Does your job provide you with anything? It doesn't have to be physical?

Explain any new fit item and why it relates to fit?

Other unanswered questions based on the results from the quantitative study

- From your own perspective, what do you think is responsible for promotion?
- Why do you think these things lead to promotions?
- Our findings reveal that tenure related well with promotion, why do you think this is so?
- What do think is responsible for a higher salary level?
- Why do you think these things lead to a higher salary level?
- What about tenure? Does it determine one's salary level and why?
- Are there any difficulties about having a fit with a multinational company?
- Our findings reveal that being male or female determines the level of salary? What are your thoughts on that? Why do you think this is so?

Closing

Thank the interviewees for their time and willingness to help with the research.

Appendix G

Introduction

- Thank you for taking time to have this interview. Your response will be helpful in my research.
- Please be free to ask me questions on whatever is not clear
- Explaining the purpose of the research- predicting career success
- The questions relates to your fit with your organization, your job
- Define fit: Fit is simply the compatibility between you and your organization/job that occurs when the characteristics are well matched

Please listen carefully to what I am about to say

Obtain verbal consent

- Your participation in this research is completely voluntary. You are free to withdraw from the study at any time without consequence.
- You can also choose to withdraw during or at the end the interview by informing me of your decision to withdraw or by simply hanging up
- In either case, any information obtained from you will be destroyed. Details collected from the interview will be stored in a secured location and all information will be destroyed after five years. This information will only be accessible to me and my supervisors.

Is everything clear to you?

Do you consent to been interviewed for this study?

Fit with Organization

Based on the responses of some participants in this study, fit with the organization has been described in various ways. They consider having a fit with the organization if

- Matching career aspirations with the organization
- The organization puts the people first
- The organization is a safe working place
- They have matching values with the organization
- The organization exposes them to various aspects of their job
- Organization allows for growth and competence in career
- Organization provides training and professional development opportunities
- Flexible working hours
- Good remuneration from the organization
- Recognition from the organization
- Organization allows employees to reach their goals
- Organization provides benefits that includes family members e.g., family vacation or scholarship for children

Apart from all these listed meanings of fit with the organization, is there anything else that means fit to you but was not mentioned? If yes, can you mention them and why they mean fit to you?

Fit with Job

Based on the responses of some participants in this study, fit with their job has been described in various ways. They consider having a fit with their job if

- They have good performance on the job
- They enjoy working on their job
- They get excellent appraisal rating on the job
- Get recognition because of the job
- They have opportunities for more training and development because of their performance on the job
- They get promotion because of the job
- The job adds values to the organization
- They are satisfied with the job
- They have the confidence of the direct manager on the job
- The job allows for a good work-life balance

Apart from all these listed meanings of fit with the job, is there anything else that means fit to you but was not mentioned? If yes, can you mention them and why they mean fit to you?

Relative importance of the fit meanings

On a scale of 10, please can you let me know how important these fit meanings are to you (i.e., 1 being the lowest and 10 being the highest)?

Fit with the job

How do you rate these things as fit with the organization?

- Matching career aspirations with the organization
- An organization puts the people first
- An organization that is a safe place to work
- Having matching values with the organization
- An organization that exposes you to various aspects of their job
- An organization allows for growth and competence in your career
- An organization that provides training and professional development opportunities for you
- An organization that allows flexible working hours
- A organization that provides good remuneration
- Getting recognition from the organization
- An organization that allows you to reach their goals
- An organization provides benefits for that includes your family members e.g., family vacation or scholarship for children

Fit with the job

How do you rate these things as fit with the job?

- Having a good performance on the job
- Enjoying working on your job
- Getting excellent appraisal rating on your job
- Getting recognition because of your job
- Your performance on the job provides you with opportunities for more training and development
- Getting promotion because of your performance on the job
- Your job adds values to the organization

- Satisfaction with your job
- Having the confidence of your direct manager on your job
- Your job allows for a good work-life balance

Closing

Thank the interviewees for their time and willingness to help with the research.

Appendix H

Dictionary

Person-Organization

- PO-DA (person-organization demands-abilities)
- PO-NS (person-organization needs-supplies)

Person-Job

- PJ-DA (person-job demand-abilities)
- PJ-NS (person-job needs-supplies)

Inconsistent (items not assessed in quantitative study)

- Personal Capacity Building (training and investment that increases capacity to perform on the job)
- Career Fulfilment
- Career Goals (matching career goals)
- Value Added (adding values to the organization)
- Values (matching values with the organization)
- Supervisor's confidence (having the confidence of the supervisor to do the job)
- Appraisal (excellent appraisal ratings)
- Matching career aspirations
- Family benefits (vacation for family members or scholarship for children)
- Job performance
- Promotion
- Remuneration
- Training and development
- Work-life balance

- People first (An organization that puts people first)
- Flexible working conditions
- Job satisfaction
- Recognition
- Exposure (Exposure to other aspects of the job)
- Safe place to work (physical safety at work)

Career Success

Demonstrative quotes