

台灣製造業個人—組織適配對於組織承諾之 直接與間接影響研究

DIRECT AND INDIRECT INFLUENCES OF PERSON- ORGANIZATION FIT ON ORGANIZATIONAL COMMITMENT IN THE TAIWANESE MANUFACTURING INDUSTRY

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摘要

本研究在探討台灣企業組織裡，個人－組織適配度（P-O 適配度）對組織承諾之直接與間接影響，此外，也想要探究工作滿意度與知覺組織支持在 P-O 適配度與組織承諾間之中介效果。本研究採用問卷調查法蒐集實證資料，以結構方程模式驗證研究假說。研究結果發現：1. P-O 適配度對知覺組織支持、工作滿意度與組織承諾具有正向效果；2. 知覺組織支持對工作滿意度與組織承諾也具有正向效果；3. P-O 適配度不僅直接正向影響組織承諾，也透過知覺組織支持與工作滿意度間接正向影響組織承諾。因此可知，企業若想要增強員工的組織承諾，必須要提升員工的知覺組織支持、工作滿意度與 P-O 適配度。

關鍵字：個人－組織適配度、P-O適配度、知覺組織支持、工作滿意度、組織承諾

ABSTRACT

This study investigates the direct and indirect influences of person-organization fit (P-O fit) on organizational commitment in Taiwan. Besides, this study would like to explore the mediation effects of job satisfaction and perceived organizational support (POS) on the positive relationship between P-O fit and organizational commitment. The study uses questionnaire survey method to test the hypotheses by means of structural equation modeling (SEM). The results of this study are as follows: first, this study finds out that person-organization fit positively affects perceived organizational support, job satisfaction, and organizational commitment. Second, perceived organizational support positively affects job satisfaction and organizational commitment. Third, this research demonstrates that P-O fit can not only positively affect organizational commitment directly, but also positively influence it indirectly via perceived organizational support and job satisfaction. If companies would like to enhance organizational commitment, they have to improve their P-O fit, perceived organizational support, and job satisfaction.

Keywords: Person-Organization Fit, P-O Fit, Perceived Organizational Support (POS), Job Satisfaction, Organizational Commitment.

1. Introduction

This research is aimed at workers in Taiwans manufacturing industry, investigates the direct and indirect influences of person-organization fit (P-O fit) on organizational commitment. The real goal is to help Taiwans manufacturing industry improve their PO fitness, perceived organizational support, and job satisfaction when formulating human resources policies.

Since human capital is one of most important assets in organizations, companies have to enhance person-organization fit (P-O fit) to improve their human capital. Person-organization fit (P-O fit) refers to employees perceive the extent to which they fit the organizations they work for (Van Vuuren, Veldkamp, De Jong, & Seydel, 2007). Kristof (1996) indicates that the person-organization fit (P-O fit) affects employee behaviors. Besides, prior research argues that person-organization fit would positively influence organizational performance (Kolenko & Aldag, 1989). Previous literature believes that person-organization fit is an important factor in the selection of employees (Werbel & Johnson, 2001). Hence, person-organization fit strongly impacts organizational performance and employee behavior. Emmons, Diener, and Larsen (1986) develop the theory of perceived organizational support (POS) based on social exchange theory of Blau (1964). Perceived organization support is defined as the organization's contribution to a positive reciprocity dynamic with employees, as employees tend to perform better to reciprocate received rewards and favorable treatment (Rhoades & Eisenberger, 2002). Perceived organization support is positively related to affective attachment, outcome expectations, involvement, and contributions of employees (Rhoades & Eisenberger, 2002).

Kristof (1996) asserts that there are four different operationalizations of P-O fit. The first operationalization of P-O fit focuses on the measure of similarity between individual and organizational values (Boxx, Odom, & Dunn, 1991 ; Chatman, 1989). The second operationalization is goal congruence between individuals and organizations (Vancouver, Millsap, & Peters, 1994 ; Vancouver & Schmit, 1991). The third operationalization is the match between individual preferences and organizational systems (Bretz Jr, Ash, & Dreher,

1989 ; Cable & Judge, 1994). The fourth operationalization is the match between the characteristics of individual personality and organizational climate (Bowen, Ledford Jr, & Nathan, 1991). In addition, Kristof (1996) argues that there are three different dimensions of P-O fit which include supplementary fit, needs-supplies fit, and demands-abilities fit. Past research finds out that the characteristics of employees must fit the characteristics of the job and the organization (Bowen, Ledford Jr, & Nathan, 1991 ; Kristof-Brown, 2000). Cable and DeRue (2002) propose three different types of fit: person-organization fit, needs-supplies fit, and demands-abilities fit. Cable and DeRue (2002) indicate that perceptions of person-organization fit are the best predictor of citizenship behaviors and turnover decisions and perceived needs-supplies fit is the best predictor of job satisfaction, career satisfaction, and occupational commitment.

Hoppock (1935) thinks that job satisfaction denotes employee satisfaction with physical and mental aspects of environmental factors. Job satisfaction is defined as employee satisfaction with internal and external characteristics of work (Warr, Cook, & Wall, 1979). Prior research indicates that job satisfaction leads to positive employee outcomes and corporate performance (Hwang & Der-Jang, 2005). Job satisfaction can positively influence organizational performance (Organ, 1988). Because job satisfaction is multidimensional, Smith, Kendall, and Hulin (1969) combine psychological, physiological and environmental circumstances to measure it in terms of five aspects of a person's job: pay, promotion, supervision, the work itself, and co-workers. Job satisfaction is a subjective reaction to environmental circumstances and extrinsic and intrinsic features of the job (Warr, Cook, & Wall, 1979). There is a positive relationship between job satisfaction and organizational commitment (Currivan, 1999 ; Igbaria & Greenhaus, 1992). This study suggests that job satisfaction plays a mediation role between organizational commitment and its antecedents.

The concept of organizational commitment is proposed by Becker (1960). Steers (1977) concludes that organizational commitment is strongly related to personal and job characteristics, and work experience. Additionally, organizational commitment is related to attendance and turnover of employees (Mowday, Porter, & Steers, 1982). Farkas and Tetrick (1989) point out that job satisfaction is positively related to organizational commitment. Besides, organizational commitment is related to organizational and human behaviors. Organizational commitment has been a hot issue in the field of management. There are few prior studies investigating the influence of P-O fit on organizational commitment, and there

is no research discussing the mediation effects of job satisfaction and perceived organizational support on the positive relationship between P-O fit and organizational commitment. In order to fill the research gap, the first purpose of this study is to explore the influences of person-organization fit (P-O fit), perceived organizational support (POS), and job satisfaction on organizational commitment. Besides, the second purpose of this study is to explore the mediation effects of job satisfaction and perceived organizational support on the positive relationship between P-O fit and organizational commitment.

In this study, we assume the P-O fit is the antecedent variable, job satisfaction and perceived organizational support (POS) is the intervening variable, and the organizational commitment is the dependent variables.

2. Literature review and hypothesis development

2.1 The positive influence of person-organization fit (P-O fit) on perceived organizational support (POS)

Pfeffer and Salancik (1978) define organizations as being comprised of individuals who share some common goals. Besides, Pfeffer and Salancik (1978) think the key to organizational survival as the ability to acquire and maintain resources. Prior research argues that job characteristics can predict people's attitudes, but they cannot predict the fit between individuals and organizations. Therefore, previous literature discusses the hot issue related to P-O fit. Schneider (1987) develops the attraction-selection-attrition (ASA) model to explore person-organization fit. The determinants related to P-O fit include goal congruence (Vancouver & Schmitt, 1991), value congruence (Boxx, Odom, & Dunn, 1991 ; Harris & Mossholder, 1996 ; Judge & Cable, 1997 ; Meglino, Ravlin, & Adkins, 1989 ; O'Reilly III, Chatman, & Caldwell, 1991), needs-structure fit (Bretz Jr, Ash, & Dreher, 1989), and personality-climate fit (Christiansen, Villanova, & Mikulay, 1997). Empirical evidence suggests that P-O fit has a positive effect on job satisfaction, organizational commitment, and work attitude (Boxx, Odom, & Dunn, 1991 ; Lauver & Kristof-Brown, 2001 ; Vancouver & Schmitt, 1991 ; Westerman & Cyr, 2004). Moreover, P-O fit is also positively related to organizational citizenship behavior (O'Reilly & Chatman, 1986). In addition, positive organizational-level occupational outcomes are associated with high level of P-O fit (O'Reilly III, Chatman, & Caldwell, 1991).

Recent literature also indicates that person-organization fit (P-O fit) has a more comprehensive and positive impact on different types of organizational support (POS), Afsar and Badir (2017) indicated that the mediating effect of P-O fit on the relationship of workplace spirituality and POS with innovative work behavior is positively; Downes, Kristof-Brown, Judge, and Darnold (2017) indicated that autonomous motives were positively related to goal-specific efficacy and perceived P-O fit. The moderating effects of job embeddedness and organizational citizenship behavior through both person-organization fit is positive. Chung (2017) using a sample consisting of 249 employees in various organizations in South Korea, found that while perceived organizational support moderated the link between person-organization fit and both organizational citizenship behavior and deviant behavior.

Organizational core values have a significant impact on individual behaviors and attitudes (Chatman, 1989). Person-organization fit denotes judgments of congruence between individual values, behaviors and attitudes, and organizational culture, strategic needs, organizational norms and organizational values (Cable & Judge, 1996 ; Kristof-Brown, 2000). Person-organization fit can be used to assess the interaction between individuals and organizations (Chatman, 1989). Louis (1980) proposes that well interaction with members could facilitate sense making, situational identification, and acculturation among recruits. People who perceive themselves as having a good fit with their organization are likely to commit themselves to the organization. Organizations can build strong and stable attachment with their members (Ambrose, Arnaud, & Schminke, 2008 ; Carless, 2005). The fit between individuals and organizations is a hot topic in the field of management (Li, 2006). Kristof (1996) argues that the fit between individuals and organizations is based on shared organizational values. Cable and Judge (1994) demonstrate that employees' perceptions of P-O fit could help them to develop the feeling of perceived organizational support. Cable and DeRue (2002) imply that employees' perceptions of person-organization fit are related to perceived organizational support. This study would like to examine the positive relationship between P-O fit and perceived organizational support, and imply the following hypothesis.

H1: Person-organization fit (P-O fit) positively influences perceived organizational support (POS).

2.2 The positive influence of person-organization fit (P-O fit) on job satisfaction

Selznick (1957) indicates that organizations become mature and “institutionalized” only when leaders infuse shared organizational values into the entire organizations. Organizational values can guide routine organizational activities. Personal values, beliefs and attitudes, and the work itself may affect working practices (Meglino, Ravlin, & Adkins, 1989). Individuals commit to organizations when leaders appeal to them in terms of organizational values, beliefs and norms. Prior literature demonstrates that employees with higher P-O fit are less likely to display unfriendliness, less likely to complain about the organization, and thus have higher job satisfaction (Judge & Cable, 1997). Cable and DeRue (2002) argue that companies can help employees develop perceptions of person-organization fit to improve their job satisfaction. Besides the impact of person-organization fit on perceived organizational support (POS), person-organization fit can influence attitudes and behaviors of employees. Employees who fail to fit the organizations generally experience anxiety and incompetence (Kim, Aryee, Loi, & Kim, 2013). When employees sense that they fit the organizations, they tend to experience more positive and less negative affections, and are likely to choose to remain in the organizations (Pervin & Rubin, 1967 ; Emmons, Diener, & Larsen, 1986). As a result, higher P-O fit can increase job satisfaction and person-organization fit is related to job satisfaction (Verquer, Beehr, & Wagner, 2003). This study would like to investigate the positive relationship between P-O fit and job satisfaction, and imply the following hypothesis. Chen, Sparrow, and Cooper (2016) enhance the relationships between P-O fit and employees’ job satisfaction through supervisor support.

H2: Person-organization fit (P-O fit) positively influences job satisfaction.

2.3 The positive influence of person-organization fit (P-O fit) on organizational commitment

Organizational commitment is defined as the involvement of an individual in a particular organization (Porter, Steers, Mowday, & Boulian, 1974 ; Knoke & Wright-Isak, 1982 ; Mowday, Porter, & Steers, 1982). Organizational commitment is considered as a determinant of employee attitudes or behaviors such as job satisfaction (Vroom, 1964 ; Steers & Porter, 1983). Porter, Steer, Mowday, and Boulian (1974) think that organizational commitment comprises three dimensions: identification commitment, involvement commitment, and commitment to stay. Meyer and Allen (1991) argue that organizational commitment has three components: affective commitment, continuance commitment, and

normative commitment. Employees who are affectively committed to an organization would probably continue working for the organization (Brooks & Wallace, 2006). Continuance commitment denotes awareness of the costs associated with leaving the organization (Yu & Egri, 2005). Employees' perception of company values would affect their own commitment to that company (Brooks & Wallace, 2006). Steers (1977) asserts that highly committed employees would have a strong desire and intention to remain in the organization, to reach the organizational goals, and to enhance their job performance.

Additionally, Mowday, Porter, and Steers (1982) think that the antecedents of organizational commitment can be assigned to four categories: personal characteristics, role-related characteristics, structural characteristics, and work experiences. Mowday, Porter, and Steers (1982) find out that there are four variables can be considered as the consequents of organizational commitment: job performance, absenteeism, tardiness, and turnover. Morris and Sherman (1981) demonstrate that high level of social interaction between leaders and subordinates can lead to high level of organizational commitment. Kristof (1996) argues that P-O fit is important in the field of management because it can be used to predict the attitudes and behaviors of employees among organizations. High extent of P-O fit is more likely to be positively related to several organizational outcomes, such as the increase of organizational commitment and productivity (Van Vianen, 2000). Previous research indicates that person-organization fit would positively affect organizational commitment (Verquer, Beehr, & Wagner, 2003). And the effects of perceived person-supervisor fit and person-organization fit on organizational commitment all have positive influence both in the US and Japan (Astakhova, 2016). This study argues that person-organization fit is positively related to organizational commitment, and proposes the following hypothesis.

H3: Person-organizational fit (P-O fit) positively influences organizational commitment.

2.4 The positive influence of perceived organizational support (POS) on job satisfaction

Perceived organizational support refers to employees perceive the extent to which the organization values their contributions and cares about their well-being (Eisenberger, Fasolo, & Davis-LaMastro, 1990). Perceived organizational support relates to employees' willingness to work harder toward organizational objectives (Eisenberger, Fasolo, & Davis-LaMastro, 1990). Employees who perceive they are supported are more likely to engage in

behaviors toward the organization's goals (Wu, Hu, & Jiang, 2012). Based on social exchange theory of Blau (1964), perceived organizational support facilitates the development of social exchange between employees and employers which can fulfill employees' social-emotional needs (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Past research points out that perceived organizational support is positively related to job satisfaction of employees (Eisenberger, Cummings, Armeli, & Lynch, 1997). Ng and Sarris (2009) argue that perceived organizational support is a good predictor of job satisfaction. According to the perspective of social exchange theory, POS which would result in more voluntary actions of employees is positively related to various work-related outcomes such as affective organizational commitment (Eisenberger, Fasolo, & Davis-LaMastro, 1990). Thus, POS is considered as a key antecedent of organizational commitment (Eisenberger, Huntington, Hutchison, & Sowa, 1986 ; Eisenberger, Fasolo, & Davis-LaMastro, 1990). Previous research indicates that POS can positively affect organizational commitment (Allen, Shore, & Griffeth, 2003). Besides, perceived organizational support is positively related to task performance (Wayne, Shore, & Liden, 1997), and organizational commitment (Aubé, Rousseau, & Morin, 2007). As a result, perceived organizational support would positively affect job satisfaction (Ahmad & Yekta, 2010). In recently, it was further discovered that P-O fit and organizational commitment (OC) as a positively causal chain (Jin, McDonald, & Park, 2018). This study examines whether perceived organizational support is positively related to job satisfaction and proposes the following hypothesis.

H4: Perceived organizational support (POS) positively influences job satisfaction.

2.5 The positive influence of perceived organizational support (POS) on organizational commitment

Perceived organizational support (POS) has received a lot of research attention since it was introduced into the area of organizational behavior in 1986 (Alpkan, Bulut, Gunday, Ulusoy, & Kilic, 2010). Organizational commitment is defined as the emotional bond or attachment between employees and their organization. Organizational commitment can be divided into three categories: affective, continuance, and normative commitment (Meyer & Allen, 1991). Eisenberger, Cummings, Armeli, and Lynch (1997) conclude that perceived organizational support is an important factor with respect to employee organizational behavior. Empirical research shows that perceived organizational support positively correlates with affective commitment of employees to the organization (Settoon, Bennett,

& Liden, 1996). Because perceived organizational support would positively strengthen affective attachment of employees to the organization, employees who perceive higher level of organizational support have higher levels of affiliation and loyalty (Eisenberger, Fasolo, & Davis-LaMastro, 1990). Thus, Eisenberger, Fasolo, and Davis-LaMastro (1990) point out that perceived organizational support would positively influence affective organizational commitment. According to Meyer and Allen (1991), perceived organizational support positively affects both affective and non-affective organizational commitment. If employees perceive more organizational support, they would have more emotional attachment with their organization such that they are willing to invest more effort, involvement, and commitment in their organization (Yao & Wang, 2008 ; Hechanova, 2012). Ng and Sarris (2009) argue that perceived organizational support is a good predictor of organizational commitment. Abou Hashish (2017) revealed positive significant correlations of perceived organizational support as well as their job satisfaction. Shore and Wayne (1993) posit that there is a positive correlation between affective organizational commitment and perceived organizational support. Shore and Martin (1989) think that perceived organizational support is a crucial determinant of organizational commitment. According to the above argument, this study proposes the following hypothesis:

H5: Perceived organizational support (POS) positively influences organizational commitment.

2.6 The positive influence of job satisfaction on organizational commitment

As an attitude, job satisfaction comprises of cognitive, affective, behavioral components (Currivan, 1999). Job satisfaction would affect organizational outcomes, such as intention to leave (Shore & Martin, 1989), turnover (Brown & Peterson, 1993), absenteeism (Sagie, 1998) and work performance (Shore & Martin, 1989). Meyer and Allen (1991) assert that organizational commitment is one kind of psychological state that characterizes the employee's relationship with an organization and has implications for the decision to continue membership remain in an organization. Meyer and Allen (1997) argue that employees with a good relationship with their work groups would have higher commitment. Organizational commitment is an affective connection between employees and their organization (Gautam, Van Dick, Wagner, Upadhyay, & Davis, 2005). Prior research finds out that there is a positive relationship between job satisfaction and organizational commitment (Currivan, 1999 ; Lok & Crawford, 2001). Meyer and Allen (1997) point out

that affective organizational commitment is defined as the emotional attachment, identification, and involvement of an employee with an organization and its goals. Besides emotional attachment, higher job satisfaction enables employees to develop more commitment for their organizations (Wright & Kehoe, 2008). Hence, Hulpia, Devos, and Rosseel (2009) posit that job satisfaction has a positive effect on organizational commitment. Besides, job satisfaction is also considered as an antecedent of organizational commitment (Meyer & Allen, 1997 ; Lok & Crawford, 2001 ; Hulpia, Devos, & Rosseel, 2009). McBey, Karakowsky, and Ng (2017) showed that Perceived organizational support (POS) positively influenced organizational commitment by self-expression. Based on the above statement, this study implies the following hypothesis.

H6: Job satisfaction positively influences organizational commitment.

The main purpose of this study is to explore the direct and indirect influences of person-organization fit (P-O fit) on organizational commitment. The antecedent of the research framework is person-organization fit (P-O fit) and the consequent of the research framework is organizational commitment, while the two moderators are perceived organizational support (POS) and job satisfaction. This study shows the research framework in Figure 1.

3. Methodology and measurement

3.1 Data collection and the sample

This research uses questionnaire survey method to verify the hypotheses in the Taiwan's manufacturing industry. The sample of questionnaire survey was randomly selected from "Business Directory of Taiwan" of Business Express Co., Ltd. Limited research conditions, so use the Business Directory of Taiwan published by Business Express Co., Ltd, which is often used in academic research.

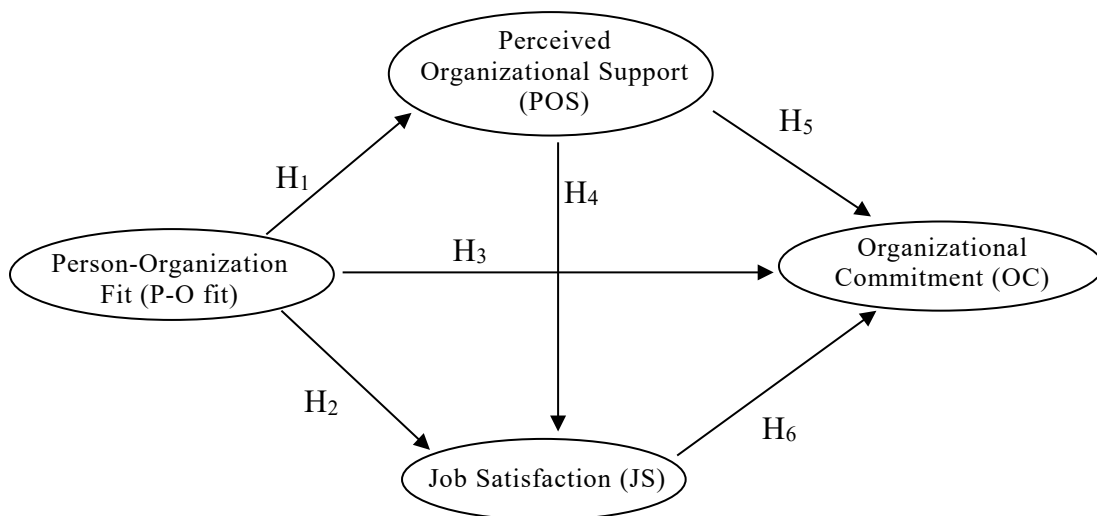


Figure 1 Research framework

The respondents of the questionnaires are leaders and members of task groups in the randomly selected Taiwan’s manufacturing companies. To heighten the valid survey response rate, the research assistants of this study called to each company which was sampled and explained the research purpose and the questionnaire content. This study asked every selected company to point out a specific task group which is most important for the company. We randomly selected a member of the selected task group to fill in “person-organization fit (P-O fit)”, “perceived organizational support (POS)”, and “job satisfaction” in the questionnaires. Then, we ask the manager of the selected task group to evaluate “organizational commitment” of the selected member in the selected task group. To avoid common method variance (CMV), the respondents of different constructs in this study are different. The respondents of “person-organization fit (P-O fit)”, “perceived organizational support (POS)”, and “job satisfaction” are randomly selected members of task groups. Besides, the respondents of “organizational commitment” are managers of task groups. We confirmed the names and job titles of the respondents prior to questionnaire mailing. The respondents were asked to return the completed questionnaires within two weeks through mailing. We refer to the past literature to design questionnaire items. Prior to mailing to the respondents, eight experts and scholars were asked to modify the questionnaire in the first pretest. Subsequently, the questionnaires were randomly mailed to twelve task groups in the Taiwan’s manufacturing companies. Then, twelve members and managers selected from the

twelve task groups were asked to fill in the questionnaire and identify the ambiguities in terms, meanings, and issues in the second pretest. High content validity is a necessary requisition for the questionnaire in this study. Seven hundred questionnaires were sent to the randomly selected companies. There are 232 valid questionnaires, and the effective response rate is 33.14%.

3.2 Measures of the constructs

This study uses “five-point Likert scale from 1 to 5” rating from strongly disagreement to strongly agreement to measure the questionnaire items. The definitions and measurements of the constructs in this study are described in the following:

- **Person-organization fit (P-O fit).** This study refers to Kristof (1996) to measure person-organization fit (P-O fit). The respondents of “person-organization fit (P-O fit)” are members of task groups. The measurement of “P-O fit” includes four items: (1) there is a good fit between what my job offers me and what I am looking for in a job; (2) the match is very good between the demands of my job and my personal skills; (3) my abilities and training are a good fit with the requirements of my job; and (4) my personal abilities and education provide a good match with the demands that my job places on me.
- **Perceived organizational support.** This study refers to Rhoades and Eisenberger (2002) to measure “perceived organizational support”. The respondents of “perceived organizational support (POS)” are members of task groups. The measurement of “perceived organizational support” includes four items: (1) the organization values any complaint from me; (2) the organization cares about my request at work; (3) the organization shows great concern for me; and (4) the organization takes pride in my accomplishments at work.
- **Job satisfaction.** This study refers to Spector (1985) to measure “job satisfaction”. The respondents of “job satisfaction” are members of task groups. The measurement of “job satisfaction” includes four items: (1) I feel I am being paid a fair amount for the work I do; (2) I like doing the things I do at work; (3) I feel a sense of pride in doing my job; and (4) doing my job is enjoyable.
- **Organizational commitment.** This study refers to Mowday, Steers, and Porter (1979) to measure “organizational commitment”. Managers of task groups who are asked to evaluate the selected members’ “organizational commitment” in their task groups. The

measurement of “organizational commitment” includes four items: (1) the member invests much effort and involvement to work for this organization; (2) the member would accept almost any type of job assignment in order to keep working for this organization; (3) the member is proud to tell others that he or she is part of this organization; and (4) the member build up strong emotional attachment with this organization.

4. Empirical results

4.1 Measurement model estimates

The means, standard deviations, and correlation matrix are shown in Table 1. In Table 1, there are positive correlations among the four constructs: person-organization fit (P-O fit), perceived organizational support (POS), job satisfaction (JS), and organizational commitment (OC). The results of the factor analyses reported in Table 2. Each construct in the study can be deliberately classified into only one factor. We refer to the prior research to design questionnaire items. Before mailing to the respondents, we employ two pretests for the questionnaire revision. Therefore, the measurement of this study is acceptable in content validity. Besides, there are several measures to confirm the reliability and validity of the measurement. First, we measure the reliability by examining the loadings of each constructs' individual items. Table 3 displays the factor loadings of all items on each construct. With respect to the quality of the measurement model, the loadings (λ) of all items of the four constructs listed in Table 3 are significant. Second, we compute the Cronbach's α to estimate the reliability. Table 3 lists Cronbach's α of the four constructs. In general, the minimum requirement of Cronbach's α coefficient is 0.7 (Hair, Black, Babin, Anderson, & Tatham, 1998). The Cronbach's α coefficient of “P-O fit” is 0.840; that of “POS” is 0.872; that of “JS” is 0.834; and that of “OC” is 0.915. Because the Cronbach's α coefficients of all four constructs are more than 0.7, the measurement of this study is acceptable in reliability.

Besides, this study uses confirmatory factor analysis to analyze the construct validity of the four constructs. There are two measurements to confirm the validity of the constructs. First, the “average variance extracted (AVE)” measures the amount of variance that is captured by the construct in relation to the amount of variance due to measurement error. This study applied average variance extracted (AVE) to access the discriminative

Table 1 Mean, standard deviation, and correlation coefficient

	Mean	Standard Deviation	A	B	C
P-O fit	3.607	0.705			
POS	3.426	0.763	0.530**		
JS	3.598	0.718	0.581**	0.611**	
OC	3.767	0.793	0.523**	0.705**	0.651**

Note: ** $p < 0.01$.

Table 2 The results of factor analysis

Constructs	Number of Items	Number of Factors	Accumulated percentage of explained variance
P-O fit	4	1	68.163%
POS	4	1	72.509%
JS	4	1	67.484%
OC	4	1	79.756%

Table 3 The items' factor loadings and the constructs' Cronbach's α coefficients and AVEs

Constructs	Item	Factor Loading	Squared Multiple Correlation	Cronbach's α	AVE	The square roots of AVE
P-O fit	PO1	0.69	0.47	0.840	0.66	0.812
	PO2	0.89**	0.79			
	PO3	0.89**	0.80			
	PO4	0.75**	0.56			
POS	POS1	0.80	0.64	0.872	0.71	0.843
	POS2	0.89**	0.78			
	POS3	0.87**	0.75			
	POS4	0.80**	0.65			

Continued the following Table

Continued Table 3

JS	JS1	0.57	0.33	0.834	0.65	0.806
	JS2	0.88**	0.77			
	JS3	0.90**	0.81			
	JS4	0.83**	0.68			
OC	OC1	0.90	0.81	0.915	0.82	0.906
	OC2	0.91**	0.83			
	OC3	0.94**	0.89			
	OC4	0.86**	0.73			

Note: ** $p < 0.01$.

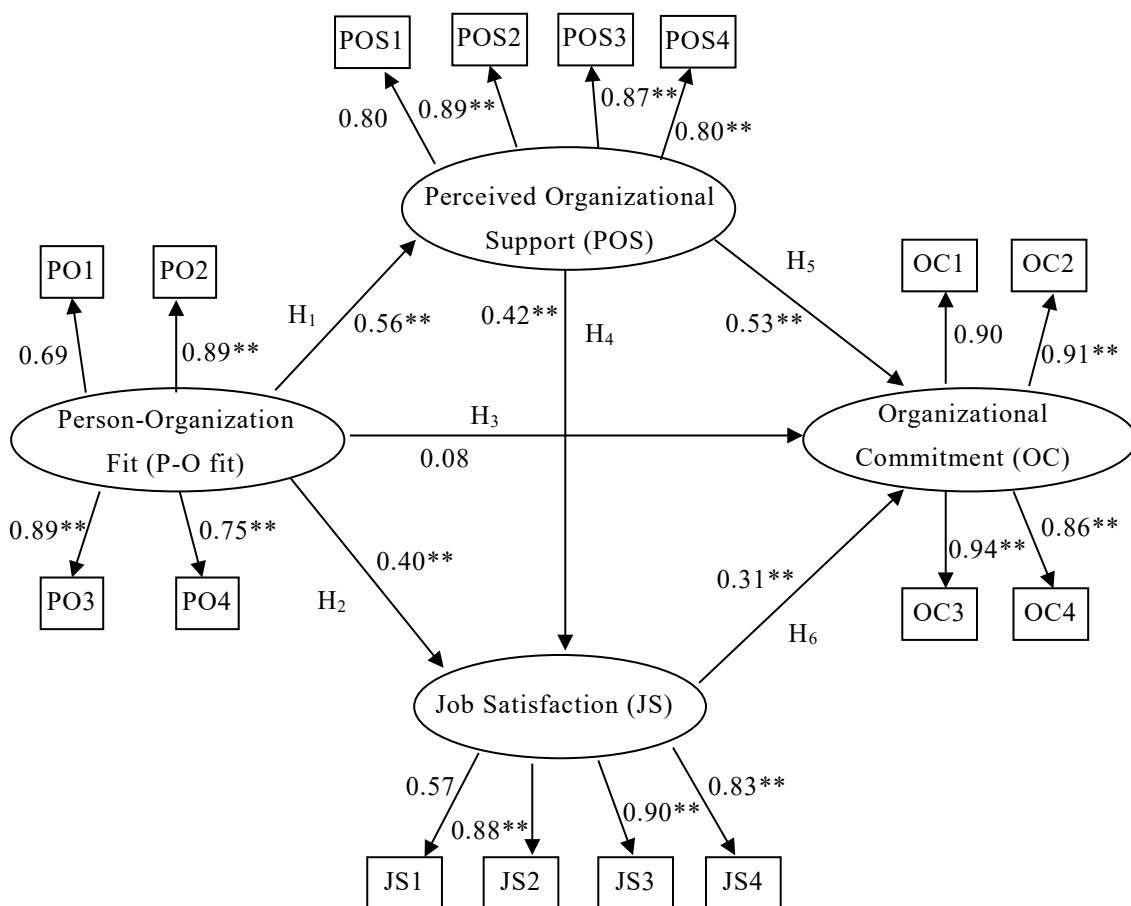
validity of the measurement (Fornell & Larcker, 1981). In order to meet the requirement of the discriminative validity, the square root of every construct's AVE must be greater than the correlations between the construct and other constructs in the model. For example, the square roots of the AVEs for the two constructs, P-O fit and POS, are 0.812 and 0.843 in Table 3 which are more than the correlation between them, 0.530, in Table 1. It demonstrates that there is adequate discriminant validity between the two constructs: P-O fit and POS. The square roots of all constructs' AVEs in Table 3 are all more than the correlations among all constructs in Table 1. Therefore, the discriminant validity of the measurement in this study is acceptable. Second, if the AVE of a construct is higher than 0.5, it means that the convergent validity of the construct is acceptable. In Table 3, the AVEs of the four constructs are 0.66, 0.71, 0.65, and 0.82, respectively, which are all more than 0.5. It demonstrates that the convergent validity of the measurement is acceptable. Based on the above results, the reliability and validity of the measurement in this study are acceptable.

4.2 The results of the structural model

We utilize structural equation modeling (SEM) to verify the hypotheses and apply LISREL 8.70 to obtain the empirical results. The overall fit of the model in this study is acceptable. We report the overall fit measures of the SEM in the following: Chi-Square (χ^2) = 298.01, Degree of Freedom (df) = 98, GFI = 0.86, RMSEA = 0.094, NFI = 0.90, NNFI = 0.91, CFI = 0.93, IFI = 0.93. Hair et al. (1998) suggest that NFI > 0.8 indicates the model fit is acceptable. Besides, it is recommended that χ^2/df should not exceed 5 (Bentler & Bonett, 1980), while GFI should be more than 0.85 (Seyal, Rahman, & Rahim, 2002), and CFI should be more than 0.90 (Bentler, 1989). Furthermore, RMSEA should be less than 0.1

(Kline, 1998). Table 4 shows the overall fit measures of the full model in this study. The overall fit measures of the full model in the SEM indicate that the fit of the model is acceptable.

The results of the full model in this study are shown in Figure 2. Figure 2 shows the results of the full model in this study. Five of the six hypotheses are supported in Figure 2. H₁, H₂, H₄, H₅ and H₆ are all supported in this study. Although the direct effect is not significant in the path of H₃, the total effect is significant in the path of H₃ in Table 5. According to the results of Table 5, the total effects of the six paths are significant. Thus, H₁, H₂, H₃, H₄, H₅ and H₆ are all supported in this study. According to the empirical results, this study demonstrates that person-organization fit (P-O Fit) positively affects perceived organizational support, job satisfaction, and organizational commitment. Besides, perceived organizational support positively affects job satisfaction and organizational commitment. Additionally, this study also verifies that perceived organizational support and job satisfaction have partial mediation effects on the positive relationship between P-O fit and organizational commitment. It means that P-O fit can not only positively affect organizational commitment directly, but also positively influence it indirectly via perceived organizational support and job satisfaction.



Note: ** $p < 0.01$.

Chi-Square=298.01, Degree of Freedom=98, GFI = 0.86, RMSEA = 0.094, NFI = 0.90, NNFI = 0.91, CFI = 0.93, IFI = 0.93

Figures 2 The results of the full model

Table 4 Measures of overall model fit

	Measurement model estimates	Results
Absolute Fit Measures	X^2 Sig	298.01**
	SRMR<0.08	0.0083
	RMSEA<0.1	0.0094
	GFI>0.85	0.86
Incremental Fit Measures	AGFI>0.80	0.81
	NFI>0.80	0.90
	NNFI>0.90	0.91
	CFI>0.90	0.93
	IFI>0.90	0.93
Parsimonious Fit Measures	PNFI>0.50	0.74
	PGFI>0.50	0.62
	$X^2/df<5$	3.04

Note: ** $p<0.01$.

Table 5 Direct, indirect, and total effects of the paths in the study

Path	Coefficients	
	Effect	t-Value
P-O fit → POS		
Direct Effect	0.56	7.75**
Indirect Effect	--	--
Total Effect	0.56	7.75**
P-O fit → JS		
Direct Effect	0.40	5.21**
Indirect Effect	0.23	4.69**
Total Effect	0.64	7.58**

Continued the following Table

Continued Table 5

P-O fit → OC			
	Direct Effect	0.08	1.27
	Indirect Effect	0.50	7.63**
	Total Effect	0.58	8.67**
POS → JS			
	Direct Effect	0.42	5.32**
	Indirect Effect	--	--
	Total Effect	0.42	5.32**
POS → OC			
	Direct Effect	0.53	7.64**
	Indirect Effect	0.13	3.74**
	Total Effect	0.67	9.49**
JS → OC			
	Direct Effect	0.31	4.23**
	Indirect Effect	--	--
	Total Effect	0.31	4.23**

Note: ** $p < 0.01$.

5. Conclusions and implications

The literature is not conclusive on how to enhance organizational commitment in an integrated framework. Thus, we provide an approach which describes how to use P-O fit, perceived organizational support, and job satisfaction to improve organizational commitment in Taiwan. We develop a research framework of organizational commitment to discuss its relationships with P-O fit, perceived organizational support, and job satisfaction. This study addresses the relations among person-organization fit, perceived organizational support, job satisfaction, and organizational commitment. The empirical results show that person-organization fit positively affects perceived organizational support, job satisfaction, and organizational commitment. Besides, this study finds out that perceived organizational support positively affects job satisfaction and organizational commitment. In addition, we demonstrate that perceived organizational support and job satisfaction mediate the positive

relationship between P-O fit and organizational commitment. This research finds out that P-O fit can not only positively influence organizational commitment directly, but also positively impact it indirectly through perceived organizational support and job satisfaction.

To fill the research gap, this study examines the relationships among person-organization fit, perceived organizational support, job satisfaction, and organizational commitment. If manager strive to increase their companies' organizational commitment, they should focus on how to enhance person-organization fit (P-O fit), perceived organizational support (POS), and job satisfaction in their companies. The results suggest that companies should improve organizational context and help employees to improve person-organization fit which positively relates to perceived organizational support and job satisfaction in order to further positively raise organizational commitment of the employees. This study argues that there are five approaches to increase person-organization fit of employees. First, companies could hire employees whose capability and personality could fit the companies well such that the companies can enhance person-organization fit of the employees. Personnel selection should consider employees' P-O fit which positively leads to perceived organizational support, job satisfaction, and organizational commitment of the employees. Second, companies should train their employees and help them to fit the organizational context in the companies in order to enhance person-organization fit. Third, firms have to adjust their compensation policies to correct the employee behaviors to enhance person-organization fit. Fourth, firms need to build up supportive organizational culture which could help employees to fit the firms to raise person-organization fit. Fifth, top managers have to create transformational leadership which can inspire and motivate their employees to fit the organizations in order to enhance person-organization fit.

In addition, this study indicates that perceived organizational support positively mediates the positive relationship between P-O fit and organizational commitment. This study finds out that organizations can enhance perceived organizational support of employees to stimulate job satisfaction and organizational commitment of the employees, because P-O fit can positively influence organizational commitment indirectly through the partial mediator: perceived organizational support. Companies can build up a supportive organizational context which can raise perceived organizational support of employees which positively leads to job satisfaction and organizational commitment of the employees. Furthermore, this study demonstrates that job satisfaction positively mediates the positive relationship between P-O fit and organizational commitment. Thus, this study suggests that

companies can enhance job satisfaction of employees to increase organizational commitment, because P-O fit can positively affect organizational commitment indirectly through the partial mediator, job satisfaction.

By these actions, we hope the Taiwan manufacturing to reach the goal of “a better Taiwan”. This study will focus on analyzing the human resources of the Taiwanese manufacturing industry. The wage in Taiwan is generally low, especially for the low skilled basic workers. For the manufacturing industry, most of the labor are those low skilled frontline workers, therefore, in addition to the salary, it is necessary to find other incentives that help to enhance employees’ job satisfaction and engagement to consolidate the human resources asset which is extremely important for the organizations.

There are three directions with respect to future research in the study. First, we focus on the manufacturing industry of Taiwan. Future research can focus on the service industry and compare with this study. Second, we focus on Taiwan’s companies. Future research can focus on other countries’ companies and compare with this study. Third, we test the hypotheses by means of questionnaire survey which only provides cross-sectional data so that we can’t demonstrate the dynamic change of person-organization fit, perceived organizational support, job satisfaction, and organizational commitment in the different stages. Therefore, future research can focus on the longitudinal study to investigate the differences of person-organization fit, perceived organizational support, job satisfaction, and organizational commitment in the different stages. We hope that the research results are useful for managers, researchers, practitioners, and policy makers, and contribute to future research as reference.

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