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The Relationship Between Perceived Person-Job Fit and Affective Commitment and Organizational Citizenship Behavior: The Mediating Role of Psychological Empowerment

Mei Shimizu
San Jose State University

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THE RELATIONSHIP BETWEEN PERCEIVED PERSON-JOB FIT AND
AFFECTIVE COMMITMENT AND ORGANIZATIONAL CITIZENSHIP
BEHAVIOR: THE MEDIATING ROLE OF PSYCHOLOGICAL EMPOWERMENT

A Thesis

Presented to

The Faculty of the Department of Psychology

San José State University

In Partial Fulfillment

of the Requirements for the Degree

Master of Science

by

Mei Shimizu

December 2023

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The Designated Thesis Committee Approves the Thesis Titled

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by

Mei Shimizu

APPROVED FOR THE DEPARTMENT OF PSYCHOLOGY

SAN JOSÉ STATE UNIVERSITY

December 2023

Megumi Hosoda, Ph.D. Department of Psychology

Howard Tokunaga, Ph.D. Department of Psychology

Christine Tai, Ph.D. Meta

ABSTRACT

THE RELATIONSHIP BETWEEN PERCEIVED PERSON-JOB FIT AND AFFECTIVE COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE MEDIATING ROLE OF PSYCHOLOGICAL EMPOWERMENT

By Mei Shimizu

Perceived person-Job (P-J) fit has become an important phenomenon to study given its impact on organizational effectiveness. However, there is still limited knowledge about how it impacts job-related attitudes and behaviors. The present study explored the mediating role of psychological empowerment as a potential mediator on the relationship between perceived person-job fit, affective commitment and organizational citizenship behavior (OCB). It was hypothesized that psychological empowerment would act as a mediator of the relationship between perceived P-J fit and affective commitment and OCB. Data were obtained from a sample of 94 employed individuals. Consistent with the hypotheses, the results of the study showed that psychological empowerment mediated the relationship between perceived person-job fit and affective commitment and OCB, particularly through the meaning and impact dimensions of psychological empowerment. The results of the present study suggest that organizations should focus on consistently maintain effective hiring practices to attract top talents and foster a workplace environment where individuals are provided with opportunities to perform tasks that align with their skills.

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Introduction

When people look for a job, they usually look for the job whose characteristics are compatible with their characteristics (e.g., knowledge, skills, needs). When there is compatibility between them, job applicants are more attracted to the organization and recruiters also show strong intention to hire such applicants (Kristof-Brown et al., 2005). Once hired, these individuals are likely to be satisfied with their job (Kristof-Brown et al., 2005). However, when there is the lack of compatibility between employees and their jobs, they are more likely to be dissatisfied with their job and leave the organization (van Vianen, 2018). Therefore, it is important to have a fit between the person and the job. This compatibility between a person's characteristics and those of a specific job is known as person-job fit, or P-J fit (Kristof-Brown et al., 2005). P-J fit refers to "the relationship between a person's characteristics and those of the job or tasks that are performed at work" (Kristof-Brown et al., 2005, p. 284). For reasons described below, research has studied perceived P-J fit than actual P-J fit (Kristof-Brown & Billsberry, 2013)

Research has shown that perceived P-J fit is an important concept as it relates to many job-related outcomes. For example, perceived P-J fit is associated with positive work attitudes such as job satisfaction, career satisfaction, occupational commitment, coworker satisfaction, supervisor satisfaction, and organizational identification (Kristof-Brown et al., 2005; van Vianen, 2018), and work behaviors such as job performance, organizational citizenship behavior, and innovative work behavior (Afsar et al., 2015; Alfi et al., 2021). Those with high perceived P-J fit are also less likely to intend to quit their job and experience strain. On the other hand, the lack of perceived P-J fit, or 'misfit,' produces sources of stress

and has detrimental effects on individuals' task performance (Harrison, 2007) and strain (Kristof-Brown & Guay, 2011).

Although there has been a considerable amount of research on perceived-J fit and its consequences on individuals' work attitudes and behaviors, there has been little attention on the mechanisms that explain *why* perceived P-J fit leads to these positive outcomes. This study focused on psychological empowerment as a potential mediator of the relationship between perceived P-J fit and work attitude (affective commitment) and behavior (organizational citizenship behavior). Psychological empowerment is defined as the manifestation of intrinsic task motivation reflecting an individual's work role that is based on four cognitions: sense of impact, competence, meaningfulness, and choice (Thomas & Velthouse, 1990). This study attempted to examine that if people perceived P-J fit, they might feel psychologically empowered, which might then be positively related to affective commitment and extra-role behavior.

According to van Vianen (2018), the concept of perceived P-J fit originates from person-environment fit. Boon and Biron (2016) further noted that the high congruence between an individual and their job is strongly tied to several desirable attitudinal and behavioral outcomes. The following section describes person-environment fit and its multidimensional nature.

Person-Environment Fit and its Multidimensionality

Person-environment fit (P-E) fit refers to the degree of compatibility or match between individuals and some aspects of their work environment (Kristof-Brown & Guay, 2011). P-E fit is a multidimensional concept, consisting of multiple types of fit between individuals and

various aspects of their work environment, including person-vocation (P-V) fit, person-organization (P-O) fit, person-group (P-G) fit, person-individual (P-I) fit, and perceived person-job (P-J) fit (Kristof-Brown & Guay, 2011).

Person-vocation (P-V) fit can be defined as the degree of compatibility between an individual's needs, abilities, and interests and the demands and supplies of a specific vocation or career path (Kristof-Brown & Guay, 2011; van Vianen, 2018). An example of P-V fit can be a situation where an individual who enjoys working in a group-setting and fast-paced environment is placed in marketing or project management as individuals working in these positions manage pressure effectively and require collaborative effort.

Person-organization (P-O) fit focuses on the degree of compatibility between a person's characteristics and the organization's characteristics (Kristof-Brown & Guay, 2011). A person may fit in the organization because they hold the same values. For example, individuals who value diversity are attracted to the organization that values diversity.

Person-group (P-G) fit, or person-team fit, can be explained by the degree of interpersonal compatibility between an individual's characteristics and those of a group in an organization. An example of P-G fit can be an individual who works closely with a group of members who share similar personal values, or an individual working with others whose personality traits are compatible with each other.

Person-individual (P-I) fit refers to the degree of the congruence between individual's characteristics and those of significant others (e.g., supervisors, coworkers) and focuses on the dyadic relationship. An illustration of P-I fit is when an individual shares similar trait

and/or values with their supervisors such as personality traits, work ethics, and/or personal values.

Perceived person-job (P-J) fit refers to the degree of compatibility between a person's characteristics and those of a specific job (Kristof-Brown et al., 2005). For example, an individual who finds passion in interacting with others is likely to have high perceived P-J fit if they are in a job where they are required to interact with clients frequently.

The fields of management and organizational behavior have long been interested in P-E fit because it is an important predictor of many individual and organizational outcomes (Feij et al., 1999). Studying P-E fit also reveals how the complex interplay between an environment and an individual leads to certain work-related attitudinal and behavioral outcomes. Thus, the study of P-E fit leads to a better understanding of the link between an individual and their environment that adds to the body of literature in vocational behavior and human resource management.

Perceived P-J Fit and its Elements

This study focuses on perceived P-J fit because it involves the needs and abilities of individuals directly linked to characteristics of the job (Boon et al., 2011), whereas other types of fit are broader and encompass complex and diverse relationships between individuals and their surrounding work environments. Perceived P-J fit can be broken down into two basic conceptualizations: demands-abilities fit and needs-supplies fit/supplies-values fit (Kristof-Brown et al., 2005).

Demands-abilities fit, or D-A fit, can be described as knowledge, skills, and abilities (KSAs) of an individual that complement the requirements of the job (Kristof-Brown et al.,

2005; Muchinsky & Monahan, 1987). D-A fit is often referred to as the perspective of an organization — this fit demonstrates how the organization views each employee, rather than how an employee views the organization based on their needs and personal values. Peng and Mao (2014) also point to the fact that D-A fit provides a way to explain the relationship between an individual's level of KSAs and job performance.

Needs-supplies fit/supplies-values fit, or N-S fit, refers to a condition in which the environment or the job meets employees' needs, desires, or preferences (Kristof-Brown et al., 2005). For example, an individual with a high need for achievement would be a good fit in an organization that offers pay for performance. If individuals who prefer to work with others are placed in a job that does not involve interacting with others, this would be poor perceived P-J fit. In contrast to D-A fit, N-S fit can be best depicted as the individual's viewpoint on how well their organization satisfies their preferences and needs, rather than how an organization perceives their employee. N-S fit, therefore, influences factors such as job satisfaction and organizational commitment more than D-A fit (van Vianen, 2018).

Measurement of Fit

There are three ways of measuring fit: perceived fit, objective fit, and subjective fit (Kristof-Brown & Guay, 2011). They can differentiate into either direct measure of fit or indirect measures of fit. Perceived fit is referred to as the direct measure of fit, whereas objective fit and subjective fit are considered indirect measures of fit.

In perceived fit, individuals make a direct assessment of the compatibility between them (P) and their environment (E). It measures a person's perception of how well their values or personality match the organization's characteristics or job's characteristics. Objective fit is

the match between an individual and their environment as it exists independently of an individual's perception (van Vianen, 2018). Fit is calculated indirectly through the comparisons of P and E as reported by separate sources. Subjective fit is the match between an individual and their environment as they are perceived and reported by an individual (van Vianen, 2018). The focal person is asked to report separately their personal characteristics and the characteristics they perceive in the environment. Separate evaluation of P and E are reported by the focal person and the P-E fit is calculated as a relationship between them.

Perceived fit was used in the present study considering that it is the direct assessment of compatibility between a person and environment and numerous studies have supported this specific measure to be the most successful in capturing the link between an individual and their environment (e.g., Edwards & Billsberry, 2010; Sekiguchi & Huber, 2011). Behavioral outcomes such as job performance, turnover, and organizational citizenship behavior are more strongly related to perceived fit measures than subjective fit (Hoffman & Woehr, 2006). Kristof-Brown and Billsberry (2013) also reported perceived fit to be the most proximal and strongest predictor of an individual's decisions and behaviors in the workplace. The following section reviews literature on the relationship between perceived P-J fit and outcomes.

Outcomes of Perceived P-J Fit

Outcomes of perceived P-J fit have been studied in terms of work attitudes and behaviors. The following sections review literature on the relationship between perceived P-J fit and these outcomes.

Work Attitudes

Most frequently studied work attitudes include job satisfaction, organizational commitment, and intention to quit. The following sections provides in-depth review from relevant literature on the relationship between perceived P-J fit and these work attitudes.

Job Satisfaction. Job satisfaction is defined as the degree to which people like their jobs that results from the appraisal of their job experiences (Locke et al., 1981, 1984; Tietjen & Myers, 1998) and has been studied in the perceived P-J fit literature as one of the key outcomes of perceived P-J fit. For example, Shah and Ayub (2021) surveyed 133 employees from the pharmaceutical company to examine the relationship between perceived P-J fit and employee job satisfaction. Consistent with their hypothesis, perceived P-J fit had a significant and positive relationship with job satisfaction. That is, individuals who believed their KSAs matched with those of the job (perceived P-J fit) were more likely to be satisfied with their job, whereas those with lower perceived levels of compatibility with their job were less likely to be satisfied with their jobs.

Using a sample of 251 employees from various universities in Islamabad and Rawalpindi, Tahir Iqbal et al. (2012) also found a positive relationship between perceived P-J fit and job satisfaction and concluded that job satisfaction could be attained when there was a perceived match between the individual's competencies and tasks and the responsibilities of the job. Finally, Gabriel et al. (2014) conducted a longitudinal study where they surveyed 142 administrative assistant employees from a large Midwestern university on the relationship between perceived P-J fit and job satisfaction and found that individuals experiencing fit between their KSAs, and their job showed subsequent increases in job satisfaction. In sum,

these findings are consistent with results of a meta-analysis by Kristof-Brown et al. (2005) which showed that perceived P-J fit was strongly and positively related to job satisfaction.

Overall, these studies indicate there is a positive and significant relationship between perceived P-J fit and job satisfaction, such that greater perceived P-J fit has an impact on individual's confidence levels regarding their KSAs which then leads to increased job satisfaction.

Organizational Commitment. Organizational commitment refers to the identification and engagement an individual has toward their organization, their desire to maintain their membership in the organization, and their commitment in contributing to the success of the organization (Nurhayatia et al., 2017). Aubé et al. (2007) stated that organizational commitment is considered as individual's emotional attachment towards their organization and that it is one of the essential factors in building a successful organization.

Organizational commitment is a multi-dimensional construct and can be divided into three dimensions: affective commitment, continuance commitment, and normative commitment (Allen & Meyer, 1990). Affective commitment refers to the emotional identification and attachment an individual has toward their organization (Bouraoui et al., 2019). Continuance commitment is described as individuals' recognition of the costs associated with leaving the organization, and normative commitment refers to individuals' sense of obligation to stay in the organization (Allen & Meyer, 1996). While normative commitment involves one's obligation to stay in the organization, affective commitment can be described as a feeling of desire where one is willing to be a part of the organization.

Jyoti et al. (2021) conducted a study where they surveyed 330 teachers working in government degree colleges in North India to examine the relationship between perceived P-J fit and the three dimensions of organizational commitment. Results showed that the relationship between perceived P-J fit and two dimensions of organizational commitment (affective commitment and continuance commitment) were significant and positive. These results indicated that a greater fit between the person and their job were not only linked to greater emotional attachment to the organization, but also a greater belief they would experience loss if they chose to leave their organization.

Straatmann et al. (2020) also investigated the relationship between perceived P-J fit and the three dimensions of organizational commitment among 432 employees in a German branch of an international organization headquartered in the United States. They proposed that perceived P-J fit would have a positive influence on all three dimensions of organizational commitment. Contrary to their hypothesis, results showed that perceived P-J fit had a significant and positive influence only on affective commitment. Thus, the results only particularly supported their hypothesis.

Finally, Hasan et al. (2021) surveyed 843 managerial level employees from private sector industries in Pakistan and reported a significant and positive relationship between perceived P-J fit and affective commitment. According to them, when perceived compatibility existed between an individual's skill sets and aptitude and those that were required for the job, they valued the compatibility and experienced higher levels of affective commitment to their organization. In sum, these studies found that perceived P-J fit had a positive and significant

relationship with three organizational commitments, but specifically with affective commitment.

Intention to Quit. Intention to quit refers to an individual's intention to potentially leave the job with an organization (Awan et al., 2021; Redondo et al., 2021). Previous research revealed that perceived P-J fit is negatively related to intention to quit (Saufi et al., 2020; Scroggins, 2008). For example, Saufi et al. (2020) conducted a cross-sectional study where they examined the relationship between perceived P-J fit and turnover intentions among 250 full-time faculty members in public sector colleges in Pakistan. Results showed that perceived P-J fit and turnover intention had a significant and negative relationship, such that the greater perceived P-J fit decreased these faculty members' intention to leave their organization.

Berisha and Lajçi (2020) surveyed 211 employees in five of the biggest supermarket chains in Kosovo to examine whether perceived P-J fit would predict retail supermarket employees' intentions to quit. As predicted in their hypothesis, results showed that perceived P-J fit had a strong negative relationship with turnover intention. Lauver and Kristof-Brown (2001) also reported that perceived P-J fit had a negative relationship with intentions to quit. Their findings suggested that a greater perceived congruence between a person and their job are likely to decrease individuals' turnover intentions.

In sum, these studies showed that perceived P-J fit is positively associated with job satisfaction and affective commitment, but negatively associated with turnover intention. These results are consistent with those of the meta-analysis by Kristof-Brown et al. (2005).

Work Behavior

Research has also shown that perceived P-J fit is related to various work behaviors. This section reviews studies that examined the relationship between perceived P-J fit and work behaviors including job performance, organizational citizenship behavior (OCB), and innovative work behavior (Kristof-Brown et al., 2005).

Job Performance. Job performance refers to individual's work-related behaviors that contribute to achieving organizational goals (Borman & Motowidlo, 1997). Motowidlo (2003) further expanded the definition by stating that job performance is described as "the total expected value to the organization of the discrete behavioral episodes that an individual carries over a standard period of time" (p. 39). Job performance can be divided into two parameters: task performance and contextual performance. Task performance is defined as organizational effectiveness brought by an individual's activities that directly or indirectly influence technological processes or services (Borman & Motowidlo, 1997). Task performance is directly linked to achieving organizational goals. Contextual performance will be defined and described in the following section.

There has been extensive research on the relationship between perceived P-J fit and job performance (June & Mahmood, 2011; Li & Hung, 2010; Lin et al., 2014; Saeed & Asghar, 2012). For example, June and Mahmood (2011) surveyed 300 employees in the service sector in Malaysia to examine the relationship between perceived P-J fit and job performance. They found a positive relationship between the two and interpreted their findings by stating that perceived P-J fit was positively related to job performance through competency; that is, if there is more perceived P-J fit, people feel more competent about

themselves, which in turn leads to higher job performance. They suggested that when perceived fit existed between an individual and their job, they were more likely to exert effort in carrying out their responsibilities, which ultimately is related to increased job performance. That is, when individuals' KSAs are compatible with the requirements of their job, they are inclined to be more engaged in job tasks and perform better. Overall, these studies showed that perceived P-J fit has a positive relationship with job performance such that greater perceived P-J fit leads to higher task performance because individuals feel that they are better equipped to perform their tasks when they have a good perceived P-J fit.

OCB. According to Borman and Motowidlo (1997), contextual performance refers to individual's behaviors and activities that shape an organization's effectiveness by contributing to its organizational, social, and psychological aspects. To simply put, contextual performance are behaviors that are beneficial for an organization but are not necessarily directly related to their work.

OCB refers to prosocial behaviors that include gestures that lubricate the social machinery of the organization but are not part of task performance and are contextual performance (Bateman & Organ, 1983). Examples of OCB include offering support for a coworker who is struggling with completing tasks on time, providing guidance for an employee who was recently hired, helping a coworker with work-related issues, not complaining about trivial matters, being a good citizen in the workplace, and consulting with others before taking action (Organ et al., 2006). Because of their nature, OCBs have traditionally been seen as having a positive influence on individuals and organizations.

A body of literature supports the idea that perceived P-J fit has a significant and positive relationship with individuals' OCB (Alfi et al., 2021; Kim et al., 2019; Suwanti et al., 2018). For example, Li and Hung (2010) investigated the relationship between perceived P-J fit and OCB-I and OCB-O. OCB-I refers to behaviors that benefit other individuals in the organization, such as helping a coworker with job-related tasks (Bateman & Organ, 1983). OCB-O refers to behaviors that benefit the organization, such as protecting and conserving organizational resources or helping to keep the work area clean and uncluttered (Bateman & Organ, 1983).

In support of their hypotheses, results revealed that perceived P-J fit was positively related to both OCB-I and OCB-O, suggesting that greater perceived P-J fit increased the likelihood of individuals to display both types of OCBs. They interpreted the positive link between perceived P-J fit and OCBs as stemming from elevated levels of psychological fulfillment. Psychological fulfillment refers to individual's need to fulfill autonomy, competence, and relatedness in the context of work (Hetland et al., 2015). They concluded that achieving perceived P-J fit resulted in psychological fulfillment, which then led to favorable behaviors that benefitted both other individuals and the organization.

Suwanti et al. (2018) also studied the relationship between perceived P-J fit and OCB among 134 employees in the banking sector in India. Results showed that perceived P-J fit was positively related to OCB. According to them, perceived P-J fit shapes individual's voluntariness in willing to carry out tasks with enthusiasm, which is then likely to result in increased levels of OCB.

Additionally, Han et al. (2015) conducted a three-stage survey to employees and their supervisors at a multinational pharmaceutical company in Taiwan, examining the link between perceived P-J fit and contextual performance. They found that perceived P-J fit was an important factor in predicting contextual performance. According to them, when there was perceived P-J fit, individuals developed positive attitudes toward their jobs and felt that their contributions were recognized. This psychological ownership or feeling as though they are the ‘owners’ of their jobs was likely to make them more willing to engage in extra role behaviors. These findings indicated that when there is a match between an individual’s characteristics and their job, they are more inclined to behave in a way that benefits others or their organization.

Although these studies clearly show that perceived P-J fit is positively related to various work attitudes and important work behaviors, they have not explicitly studied why perceived P-J fit is positively associated with them. That is, they have not studied potential mediators of these relationships. Some studies (e.g., Han et al., 2015; Li & Hung, 2010) implied a potential mediator, but they did not explicitly investigate it. Therefore, the following section reviews studies that actually examined potential mediators of the relationship between perceived P-J fit and outcomes.

Mediators of the Relationship Between Perceived P-J Fit and Outcomes

Peng and Mao (2015) surveyed 455 employees from a large-scale enterprise in China, examining the impact of perceived P-J fit on job satisfaction using self-efficacy as a possible mediating variable in the relationship. Self-efficacy is defined as people’s beliefs about their capabilities to effectively complete tasks (Bandura, 1997). They argued that self-efficacy

would act as a mediator of the relationship between perceived P-J fit and job satisfaction based on the assumption that perceived P-J fit and self-efficacy are closely linked together. According to them, when there is perceived fit between an individual and their job, it increases individual's belief on their capability to complete their tasks. More specifically, high perceived compatibility between an individual and the job implies that they possess sufficient KSAs to complete tasks efficiently (i.e., D-A fit) which builds their confidence levels. When individual's needs or preferences are met by the organization (i.e., N-S fit), it also builds their confidence in their own abilities to perform their job effectively and successfully. Furthermore, individuals with high self-efficacy experience higher job satisfaction, because these individuals have the resources and confidence to obtain better work performance, which is associated with improved job satisfaction. In line with their predictions, results showed that self-efficacy partially mediated the relationship between perceived P-J fit and job satisfaction.

Jyoti et al. (2021) examined the mediating roles of job involvement and career commitment on the relationship between perceived P-J fit and the three dimensions of organizational commitment. Job involvement is defined as the extent to which an individual psychologically identifies with their job (Cooper-Hakim & Viswesvaran, 2005). Career commitment is defined as the development of personal career goals, attitudes towards one's job, and willingness to maintain membership in a particular occupation. It is related to the internal subjective career enthusiasm by an individual (Blau, 1988; Vandenberg & Scarpello, 1994). Jyoti et al. argued that a match between an individual and their job would lead to greater levels of enthusiasm, therefore, increasing their psychological attachment towards

their job. Because of this, individuals foster a sense of job involvement and when they are more involved with their job, they are also more committed to their careers. Career commitment then influence an individual's psychological attachment towards their organization, thus increasing organizational commitment. As predicted in one of their hypotheses, they found job involvement and career commitment both acted as mediators of the relationship between perceived P-J fit and two dimensions of organizational commitment (affective commitment and continuance commitment).

Farzaneh et al. (2014) surveyed 412 employees of the Iran Northeast Gas Transfer Company to investigate the mediating effect of organizational commitment on the relationship between perceived P-J fit and OCB. They hypothesized that organizational commitment would mediate the relationship between perceived P-J fit and OCB such that when individuals perceive greater perceived P-J fit, they become committed to their organization, and committed individuals are more likely to engage in behaviors that go above and beyond to promote their organization's welfare. According to Farzaneh et al., greater perceived P-J fit generates organizational commitment because when individuals are provided with support and feel that they are treated fairly (i.e., N-S fit), they become more willing to spend time and energy for the benefit of the organization. In other words, Farzaneh et al. (2014) argued that the idea of social exchange is deeply embedded in organizational commitment which subsequently encourages individuals to give back to their organization even if it requires self-sacrifice.

Results showed that organizational commitment mediated the relationship between perceived P-J fit and OCB. That is, higher perceived compatibility between an individual and

their job led to higher organizational commitment, and highly committed individuals were, in turn, likely to demonstrate more pro-social behavior.

Previous research has looked at various mediating variables that explain the relationship between perceived P-J fit and various outcomes but have not looked at psychological empowerment as a possible mediating factor. I proposed in this study that psychological empowerment would act as a mediator of the relationship between perceived P-J fit and affective commitment and OCB. I focused on affective commitment and OCB as outcome variables based on previous research that found perceived P-J fit is closely linked with affective commitment and OCB. The following section provides the definition of psychological empowerment and a rationale why it acts a mediator of the relationship between perceived P-J fit and affective commitment and OCB.

Psychological Empowerment

Psychological empowerment was originally defined as “a process of enhancing self-efficacy among organizational members through the identification [and removal] of conditions that foster powerlessness” (Conger & Kanungo, 1988, p. 474). Thomas and Velthouse (1990) extended Conger and Kanungo’s idea and defined psychological empowerment as intrinsic task motivation manifested in four cognitions that reflect one’s orientation to work: meaning, competence, self-determination, and impact. Each dimension reflects an active orientation to a work role.

Spreitzer (1995) defined meaning as “the fit between the needs of one’s work role and one’s own beliefs, values, and behavior” (p. 1443). This dimension invokes a strong sense of

purpose, and attaining high levels of meaningfulness implies that individuals believe their work and job activities are meaningful and important.

Competence refers to an individual's belief that they have adequate skills and abilities to successfully complete their tasks (Bandura, 1997; Stander & Rothmann, 2010). This dimension is found to be strongly correlated to self-efficacy specifically in work contexts (Bandura, 1997; Huang, 2017). According to Huang (2017), those who have strong confidence in their capabilities are more likely to take more proactive measures in executing their responsibilities compared to those with lower levels of self-efficacy.

Self-determination refers to one's sense of choice in initiating and regulating actions (Thomas & Velthouse, 1990). It reflects autonomy in the initiation and continuation of work behaviors and processes (e.g., making decisions about work methods, pace, and effort) (Bell & Staw, 1989). When individuals are provided with freedom to make decisions relating to their own work tasks, they feel a greater sense of engagement (Jose & Mampilly, 2014).

Impact refers to one's belief that one can influence strategic, administrative, or operating outcomes at work. When individuals feel they are making an impactful influence on their organization, they feel a better sense of control, which then leads to higher performance (Seibert et al., 2011). However, low levels of impact often lead to lack of control and influence over the decision-making processes that shape their organization (Jose & Mampilly, 2014).

Together, these four cognitions reflect an active, rather than passive, orientation to work. Individuals feel psychologically empowered when they experience all four cognitions and if any one dimension is missing, then the experience of psychological empowerment will be

limited (Spreitzer, 1996). Results of a meta-analysis of psychological empowerment show that it is positively associated with desirable work outcomes (e.g., task performance, OCB, innovation at work, job satisfaction, organizational commitment) and negatively associated with undesirable work outcomes (e.g., turnover intentions, strain) (Seibert et al., 2011).

Psychological Empowerment as a Mediator

There has been limited research on the mediating role of psychological empowerment on the relationship between perceived P-J fit and its outcomes. Below shows studies that have examined psychological empowerment as a mediator.

Afsar and Badir (2016) examined psychological empowerment as a mediator of the relationship between P-O fit and innovative work behavior using a sample of 448 subordinates and 79 supervisors from two knowledge intensive industries in China. Innovative work behavior is defined as individuals' motivation to initiate and implement new ideas and achieve improvements for the benefit of the personal and/or business performance (Leong & Rasli, 2014; Jong & Hartog, 2008). They argued individuals' perceptions of their organization is based on the match between an individual's values and needs and organization's goals, values, and culture. According to them, individuals who identify with their organization are expected to have a higher confidence in the impact that they can make to their organization. This impact enhances psychological empowerment of individuals by activating behaviors and attitudes such as intrinsic motivation and creativity. Furthermore, heightened psychological empowerment then boosts innovative work behaviors because when individuals are psychologically empowered, they develop feelings of freedom and confidence and therefore have higher desire to not only bring positive changes to the

organization but also to take risks and tackle challenges. Results showed that psychological empowerment partially mediated the relationship between P-O fit and innovative work behavior such that perceived fit between an individual and their organization led to higher psychological empowerment which then led to more innovative work behaviors.

Iqbal and Hashmi (2015) examined the mediating role of psychological empowerment on the relationship between perceived organizational support (POS) and employee retention among a sample of 170 faculty members of eight institutions of higher education in Lahore and Gujranwala. POS is defined as the extent to which employees believe their organizations values their contributions and cares about their well-being (Rhoades & Eisenberger, 2002). Iqbal and Hashmi proposed that individuals with higher POS would be more psychologically empowered, which in turn, be more willing to stay in their organization. They argued that POS would lead employees to feel psychologically empowered because employees with high POS believe they have the adequate resources to perform efficiently. Therefore, higher POS is likely to empower them psychologically. In turn, because empowered individuals feel sense of control and independence by taking a part in organization's process of making decisions, psychological empowerment motivates employees to stay in their organization. Results showed that psychological empowerment partially mediated the relationship between POS and employee retention. That is, when individuals perceived their organization was supportive and appreciated their contributions to the organization, it increased their levels of psychological empowerment which then increased their retention rates.

The Present Study

Due to the lack of research on psychological empowerment as a mediator of the relationship between perceived P-J fit and affective commitment and OCB, more research is needed in this area. Thus, the major purpose of the present study was to examine psychological empowerment as a possible mediator of the relationship between perceived P-J fit and affective commitment and OCB. It was expected that the relationship between perceived P-J fit, and affective commitment and OCB would be indirectly through psychological empowerment. More specifically, higher perceived P-J fit would be positively related to higher psychological empowerment, which in turn would be associated with higher affective commitment and more display of OCB.

I argued that perceived P-J fit would be positively related to psychological empowerment. This is because perceived good fit between an individual and their job leads to a strong sense of purpose and the feeling that their work is meaningful. Additionally, perceived P-J fit is also likely to lead to elevated levels of self-determination. When individuals believe they have necessary KSAs to perform their duties (i.e., perceived P-J fit), they feel competent about their capabilities in performing job duties. This argument is consistent with Peng and Mao's (2015) interpretation of their results. Furthermore, individuals are likely to feel they are in control and are more likely to take initiatives when there is perceived P-J fit.

When an organization satisfies individuals' preferences and needs (i.e., N-S fit), they are likely to feel psychologically empowered because they feel they can make a meaningful contribution to their organization and are making an impact through the work they do. This

argument is consistent with Iqbal and Hashmi (2015). Research has also clearly shown that psychologically empowered individuals are committed to the organization and display OCB.

Due to the limited research that has looked at psychological empowerment as a mediating factor between perceived P-J fit and affective commitment and OCB, it is still not known as to why and how perceived P-J fit is related to positive job attitudes and behavior. To the best of my knowledge, there is no study that studied psychological empowerment as a mechanism of underlying relationship of perceived P-J fit and its positive job attitude and work behavior (i.e., affective commitment and OCB). Based on examinations of previous literature, I proposed that psychological empowerment might be one of the mediators.

Therefore, the following hypotheses were tested in the present study:

Hypothesis 1: Psychological empowerment will mediate the relationship between perceived P-J fit and affective commitment such that higher perceived P-J fit will be related to higher psychological empowerment, which, in turn, will be related to greater affective commitment.

Hypothesis 2: Psychological empowerment will mediate the relationship between perceived P-J fit and organizational citizenship behavior such that higher perceived P-J fit will be related to higher psychological empowerment, which, in turn, will be related to a greater display of OCB.

This study contributes to the existing literature by providing the explanation for the underlying mechanisms for the relationship between perceived P-J fit, affective commitment, and OCB by studying psychological empowerment as a potential mediator.

Method

Participants

A total of 174 participants responded to an online survey. Participants were drawn from a convenience sample of my personal and professional networks (e.g., LinkedIn, Facebook, Instagram) and the extended networks of the participants. The criteria for inclusion in the study were that participants (a) were currently employed at their current company for at least three months, (b) were at least 18 years of age, and/or (c) did not have a substantial amount of missing data. Based on these criteria, the final sample consisted of 94 participants.

The demographic characteristics of the participants are presented in Table 1. The sample consisted of 63 females (67%) and 31 males (33%). The majority of the participants was relatively young with 25 to 34 years (46.8%) and 18-24 (37.2%), followed by 35 to 44 years (11.7%). In terms of ethnicity, most participants reported that they were Asian/Pacific Islander (62.8%), followed by White/Caucasian (24.5%), multiple ethnicities/other (9.6%), and Hispanic (3.2%).

Organizational tenure ranged from 3 months to more than 12 years, with most participants having organizational tenure less than 3 years (56.4% for 1-3 years and 27.7% for 3 months to 1 year). More than half of the participants reported that they were working in an office (52.1%), followed by hybrid (34.0%) and remote (13.8%). Participants were employed in various industries, including food service (16.0%), healthcare/pharmaceutical (14.9%), and “Other” (28.7%). Thus, a typical participant was a young Asian/Pacific Islander female working in an office with a short tenure.

Table 1*Demographic and Background Characteristics of Respondents*

Variable	<i>n</i>	%
Gender		
Female	63	67%
Male	31	33%
Age		
18-24	35	37.2%
25-34	44	46.8%
35-44	11	11.7%
45-54	3	3.2%
Over 64	1	1.1%
Ethnicity		
Asian/Pacific Islander	59	62.8%
Hispanic	3	3.2%
White/Caucasian	23	24.5%
Multiple Ethnicity/Other	9	9.6%
Tenure		
3 months to 1 year	26	27.7%
1-3 years	53	56.4%
4-6 years	8	8.5%
7-9 years	3	3.2%
10-12 years	2	2.1%
More than 12 years	2	2.1%
Work arrangement		
In-person	49	52.1%
Remote	13	13.8%
Hybrid	32	34.0%

Variable	<i>n</i>	%
Industry		
Computer Software/Electronics	9	9.6%
Education	3	3.2%
Engineering/Architecture	5	5.3%
Entertainment, Media, Recreation	1	1.1%
Finance/Insurance	5	5.3%
Food Service	15	16.0%
Healthcare/Pharmaceutical	14	14.9%
Manufacturing	3	3.2%
Real Estate	2	2.1%
Sales/Retail	10	10.6%
Other	27	28.7%

Note. *N* = 94.

Measures

Perceived P-J Fit

Perceived P-J fit is defined as the degree of perceived compatibility between a person's characteristics and those of a specific job (Kristof-Brown et al., 2005). Perceived P-J fit was measured by the scale developed by Lauver and Kristof-Brown (2001). The scale consisted of five items. Sample items included "I have the right skills and abilities for doing this job" and "I am the right type of person for this type of work." Participants were asked to indicate the degree to which they agreed or disagreed with each statement using a 5-point Likert scale (1 = *Strongly disagree*, 5 = *Strongly agree*). Cronbach's alpha for the five items was .87, indicating high reliability. Responses were averaged to create an overall score of perceived P-J fit. The higher the score, the more compatible participants perceived between their characteristics and those of their job.

Psychological Empowerment

Psychological empowerment is defined as intrinsic task motivation manifested in four cognitions that reflect one's orientation to work: meaning, competence, self-determination, and impact (Thomas & Velthouse, 1990). Psychological empowerment was measured by the scale developed by Spreitzer (1995). The scale consisted of 12 items (three items for each cognition). Sample items included "I am self-assured about my capabilities to perform my work activities" and "I have significant autonomy in determining how I do my job"

Participants were asked to indicate the degree to which they agreed or disagreed with each statement using a 5-point Likert scale (1 = *Strongly disagree*, 5 = *Strongly agree*).

Cronbach's alpha for the 12 items was .84, indicating high reliability. Responses were averaged to create an overall score of psychological empowerment. The higher the score, the more psychologically empowered participants felt in their job.

Affective Commitment

Affective commitment is defined as the emotional identification and attachment an individual has toward their organization (Bourroui et al., 2019). Affective commitment was measured by the scale developed by Allen and Meyer (1990). The scale consisted of six items. Sample items included "I would be very happy to spend the rest of my career in this organization" and "I really feel as if this organization's problems are my own." Participants were asked to indicate the degree to which they agreed or disagreed with each statement using a 5-point Likert scale (1 = *Strongly disagree*, 5 = *Strongly agree*). Cronbach's alpha for the six items was .75, indicating good reliability. Responses were averaged to create an

overall score of affective organizational commitment. Higher scores indicated higher levels of affective commitment.

OCB

OCB Organizational citizenship behavior is defined as the prosocial behaviors that include gestures that lubricate the social machinery of the organization but are not part of task performance and are considered to be contextual performance (Bateman & Organ, 1983). Organizational citizenship behavior was measured by the scale developed by Lee and Allen (2002). The scale consisted of 16 items. Sample items included “Willingly give your time to help others who have work-related problems” and “Offer ideas to improve the functioning of the organization.” Participants were asked to indicate the degree of frequency with each statement using a 5-point Likert scale (1 = *Never*, 5 = *Always*). Cronbach’s alpha for the 16 items was .89, indicating high reliability. Responses were averaged to create an overall score of organizational citizenship behavior. Higher scores indicated higher levels of organizational citizenship behavior.

Demographic Information

Participants responded to six demographic items, including gender, age, ethnicity, organizational tenure, work arrangement, and industry.

Procedure

Data were collected online via Qualtrics, an online survey platform. Participants were recruited through my social and professional platforms (e.g., LinkedIn, Facebook, Instagram). An invitation to participate in the study included a brief message detailing the

purpose of the study, a short description of the nature of the survey, an anonymous link to the survey, and a request that participants share the survey link with their extended networks.

Participants were directed to a consent notice after clicking the link to the survey where they indicated their willingness to proceed with completing the survey. The link provided participants with information on the purpose of the study, procedures to be followed, potential risks and benefits, confidentiality, their rights as participants, and appropriate points of contact if they had questions, concerns, or complaints regarding the study. Participants who selected the option “I do not consent” were taken directly to the end of the survey and thanked for their participation. Participants who selected the option “I consent, begin study” were then directed to the survey. The survey contained a total of 46 items regarding their demographic characteristics, P-J fit, affective commitment, OCB, and psychological empowerment. Participants who reported themselves as younger than 18 years, were unemployed, and/or indicated having been employed at their current organizational for less than three months were directed to the end of the survey and thanked for their participation.

The survey took approximately 10 - 15 minutes to complete. Instructions were displayed at the top of each section to notify participants of the type of questions that would be asked. After the survey was completed, they were thanked for their participation and Qualtrics automatically exited them from the survey. Data were analyzed using the Statistical Package for Social Sciences (SPSS) software program Version 28.

Results

Descriptive Statistics

Table 2 displays the means and standard deviations for the measured variables. Overall, participants reported moderately high levels of perceived P-J fit, indicating that they perceived that their characteristics were highly compatible with those of their job ($M = 3.98$, $SD = .73$). Participants reported moderate levels of psychological empowerment, indicating that they felt moderate levels of meaningfulness and impact in the work that they did ($M = 3.64$, $SD = .60$). Participants also showed moderate levels of affective commitment, suggesting that they moderately identified and attached themselves to their organization ($M = 2.94$, $SD = .77$). Finally, participants reported neutral levels of OCB, indicating that they were inclined to engage in behaviors that were meant to help others in their organization ($M = 3.36$, $SD = .64$).

Table 2

Means, Standard Deviations, Pearson Correlations, and Cronbach's Alphas for the Measured Variables

Variable	<i>M</i>	<i>SD</i>	1	2	3	4
1. Perceived P-J fit	3.98	.73	(.87)			
2. Psychological empowerment	3.64	.60	.45	** (.84)		
3. Affective commitment	2.94	.77	.39	** .46	** (.75)	
4. OCB	3.36	.64	.15	.43	** .45	** (.89)

Note. Reliability Coefficients (Cronbach's alpha) are in the parentheses along the diagonal.

** $p < .01$, $N = 94$.

Pearson Correlations

Pearson correlations were calculated to examine the strength and nature of the relationships among the measured variables. The Pearson correlations are displayed in Table 2. Results showed that perceived P-J fit had a significant, strong positive relationship with psychological empowerment, $r(92) = .45, p < .01$, suggesting that participants who perceived higher compatibility between their characteristics and their job were more likely to feel a sense of meaning, competence, self-determination, and impact at work. Perceived P-J fit also had a significant positive relationship with affective commitment, $r(92) = .39, p < .01$, suggesting that participants who perceived higher compatibility between their characteristics and their jobs were more likely to feel a sense of emotional attachment and were more likely to emotionally identify themselves to their organization. Although perceived P-J fit was positively related to OCB, the relationship was not statistically significant, $r(92) = .15, p > .05$.

Psychological empowerment had a significant, strong positive relationship with affective commitment, $r(92) = .46, p < .01$, and OCB, $r(94) = .43, p < .01$, suggesting that participants who experienced a greater sense of meaning, competence, self-determination, and impact at work were more likely to identify themselves with and were emotionally attached to their organization and exhibit behaviors that benefited others in the organization and the organization itself.

Tests of Hypotheses

To test for Hypotheses 1 and 2, a simple mediation analysis was conducted using the SPSS macro PROCESS (Hayes & Preacher, 2014). This mediation model uses an ordinary least squares regression path analysis to determine the direct and indirect effects of a variable on the outcome (Hayes & Preacher, 2014). Bootstrapping was used to calculate 95% bias-corrected confidence intervals (CI) to assess the significance of the indirect effect, as this method has been argued to have higher statistical power and better inferential testing than other types of mediation approaches (e.g., the Baron and Kenny method and the Sobel test) (Hayes & Preacher, 2014). An indirect effect is considered to be statistically significant if the 95% CI does not include zero (Hayes & Preacher, 2014). Following Hayes and Preacher's (2014) recommendation, the bootstrap estimates were based on 10,000 bootstrap samples.

Hypothesis 1 stated that psychological empowerment would mediate the relationship between perceived P-J fit and affective commitment such that higher perceived P-J fit would be related to higher psychological empowerment, which, in turn, would be related to more affective commitment. Results of the analysis are shown in Figure 1 and the unstandardized coefficients (b), standard errors (SE), t values, and 95% CIs are listed in Table 3. Perceived P-J fit was significantly and positively related to affective commitment (path c : $b = .41$, $t = 4.08$, $p < .001$), such that participants who perceived higher compatibility between their characteristics and their job were more likely to feel a sense of emotional attachment to their organization. Perceived P-J fit was significantly and positively related to psychological empowerment (path a : $b = .37$, $t = 4.90$, $p < .001$), such that participants who perceived higher compatibility between their characteristics and their job were more likely to

experience a greater sense of meaning, competence, self-determination, and impact at work. Furthermore, psychological empowerment was significantly related to affective commitment after controlling for perceived P-J fit (path b : $b = .45$, $t = 3.46$, $p < .001$), suggesting that participants who experienced a greater sense of meaning, competence, self-determination, and impact at work were more likely to feel emotionally attached to their organization.

Figure 1

Psychological Empowerment as a Mediator of the Relationship Between Perceived P-J Fit and Affective Commitment

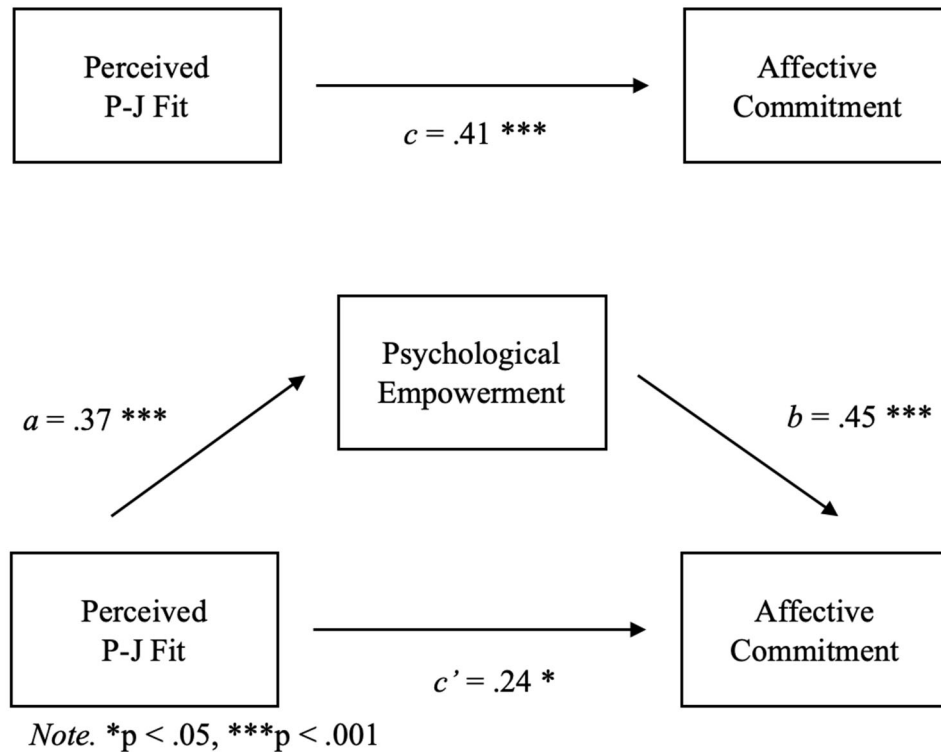


Table 3

Relationship Between Perceived P-J Fit and Affective Commitment as Mediated by Psychological Empowerment

Variable	<i>b</i> (<i>SE</i>)	<i>t</i>	95% CI	
			<i>LL</i>	<i>UL</i>
Perceived P-J fit — Affective Commitment (<i>c</i>)	.41 (.10)	4.08***	.21	.61
Perceived P-J fit — Psychological Empowerment (<i>a</i>)	.37 (.08)	4.90***	.22	.52
Psychological Empowerment — Affective Commitment (<i>b</i>)	.45 (.13)	3.46***	.19	.72
Perceived P-J fit — Affective Commitment (<i>c'</i>)	.24 (.11)	2.28*	.03	.46
Indirect Effect				
Perceived P-J fit — Psychological Empowerment — Affective Commitment (<i>ab</i>)	.16 (.07)		.04	.31

Note: *N* = 94. This table shows the path coefficients and indirect effect for the relationship between perceived P-J fit and affective commitment as mediated by psychological empowerment. *CI* = confidence interval. **p* < .01, ****p* < .001

Regarding the indirect effect of psychological empowerment on the relationship between perceived P-J fit and affective commitment, results showed that the bias-corrected confidence interval did not include zero (path *ab*: *b* = .17, 95% CI = .04 to .31), indicating a significant indirect effect. However, the direct effect of perceived P-J fit on affective commitment, removing the effects of psychological empowerment, was still significant (path *c'*: *b* = .24, 95% CI = .03 to .46). Perceived P-J fit and psychological empowerment explained 25% of the variance in affective commitment.

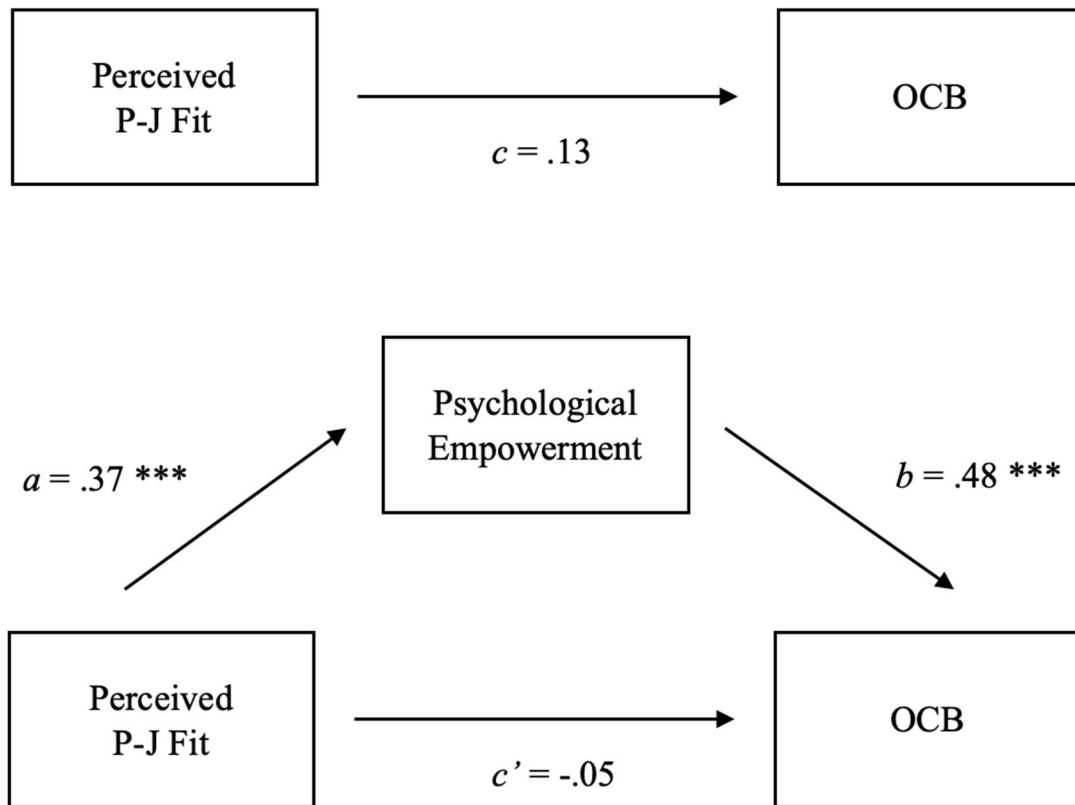
These results showed that perceived P-J fit was positively related to affective commitment and psychological empowerment. Psychological empowerment was uniquely related to affective commitment, and perceived P-J fit was significantly related to affective commitment after controlling for psychological empowerment. Therefore, participants who perceived greater fit between their personal characteristics and those of their jobs were more likely to feel empowered psychologically, and subsequently more likely to have a greater sense of emotional identification and attachment toward their organization. These overall findings indicate that perceived P-J fit was directly related to affective commitment and indirectly through psychological empowerment. Thus, Hypothesis 1 was partially supported.

Hypothesis 2 stated that psychological empowerment would mediate the relationship between perceived P-J fit and OCB. Results of the analysis are shown in Figure 2 and the unstandardized coefficients (b), standard errors (SE), t values, and 95% are listed in Table 4. Perceived P-J fit was not significantly related to OCB (path c : $b = .13$, $t = 1.45$, $p > .05$), such that there was no significant relationship between participants who perceived higher compatibility between their characteristics and their job and their likelihood of exhibiting behaviors that benefited others in the organization and the organization itself. Perceived P-J fit was significantly related to psychological empowerment (path a : $b = .37$, $t = 4.90$, $p < .001$), such that participants who perceived higher compatibility between their characteristics and their job were more likely to experience a sense of meaning, competence, self-determination, and impact at work. Psychological empowerment was significantly related to OCB after controlling for perceived P-J fit (path b : $b = .48$, $t = 4.29$, $p < .001$), such that

participants who were psychologically empowered, at work were more likely to display OCB.

Figure 2

Psychological Empowerment as a Mediator of the Relationship Between Perceived P-J Fit and OCB



Note. *** $p < .001$

Table 4

Relationship Between Perceived P-J Fit and OCB as Mediated by Psychological Empowerment

Variable	<i>b</i> (<i>SE</i>)	<i>t</i>	95% CI	
			<i>LL</i>	<i>UL</i>
Perceived P-J fit — OCB (<i>c</i>)	.13 (.09)	1.45	-.05	.31
Perceived P-J fit — Psychological Empowerment (<i>a</i>)	.37 (.08)	4.90***	.22	.52
Psychological Empowerment — OCB (<i>b</i>)	.48 (.11)	4.29***	.26	.71
Perceived P-J fit — OCB (<i>c'</i>)	-.05 (.09)	-0.54	-.23	.13
Indirect Effect				
Perceived Person-Job fit — Psychological Empowerment — Organizational Citizenship Behavior (<i>ab</i>)	.18 (.07)		.06	.37

Note: *N* = 94. This table shows the path coefficients and indirect effect for the relationship between perceived P-J fit and OCB as mediated by psychological empowerment. *CI* = confidence interval; *LL* = lower limit; *UL* = upper limit.

****p* < .001

Regarding the indirect effect of psychological empowerment on the relationship between perceived P-J fit and organizational citizenship behavior, results showed that the bias-corrected CI did not include zero (path *ab*: *b* = .18, 95% CI = .06 to .37), indicating a significant indirect effect. The direct effect of perceived P-J fit on organizational citizenship behavior, removing the effects of psychological empowerment, was not significant (path *c'*: *b* = -.05, *t* = -0.54, *p* > .05). Perceived P-J fit and psychological empowerment explained 18.67% of the variance in organizational citizenship behavior.

These results indicate that perceived P-J fit was not related to OCB but was positively related to psychological empowerment. Psychological empowerment was positively related

to OCB, and perceived P-J fit was not significantly related to OCB after controlling for psychological empowerment. Therefore, participants who had greater levels of compatibility between their personal characteristics and those of the job were more likely to engage in prosocial behaviors such as helping a coworker with job-related tasks. Hayes (2009) argues that one can find a significant indirect effect in the absence of a significant total effect and that one can call it mediation. Therefore, these findings indicate that psychological empowerment mediated the relationship between perceived P-J fit and organizational citizenship behavior. Thus, Hypothesis 2 was supported.

Additional Analyses

As mentioned earlier, psychological empowerment can be broken down into four dimensions which are meaning, competence, self-determination, and impact (Conger & Kanungo, 1988). Although the two hypotheses were about overall psychological empowerment, I conducted further analysis to examine if each dimension of psychological empowerment would mediate the relationship between perceived P-J fit and affective commitment and OCB.

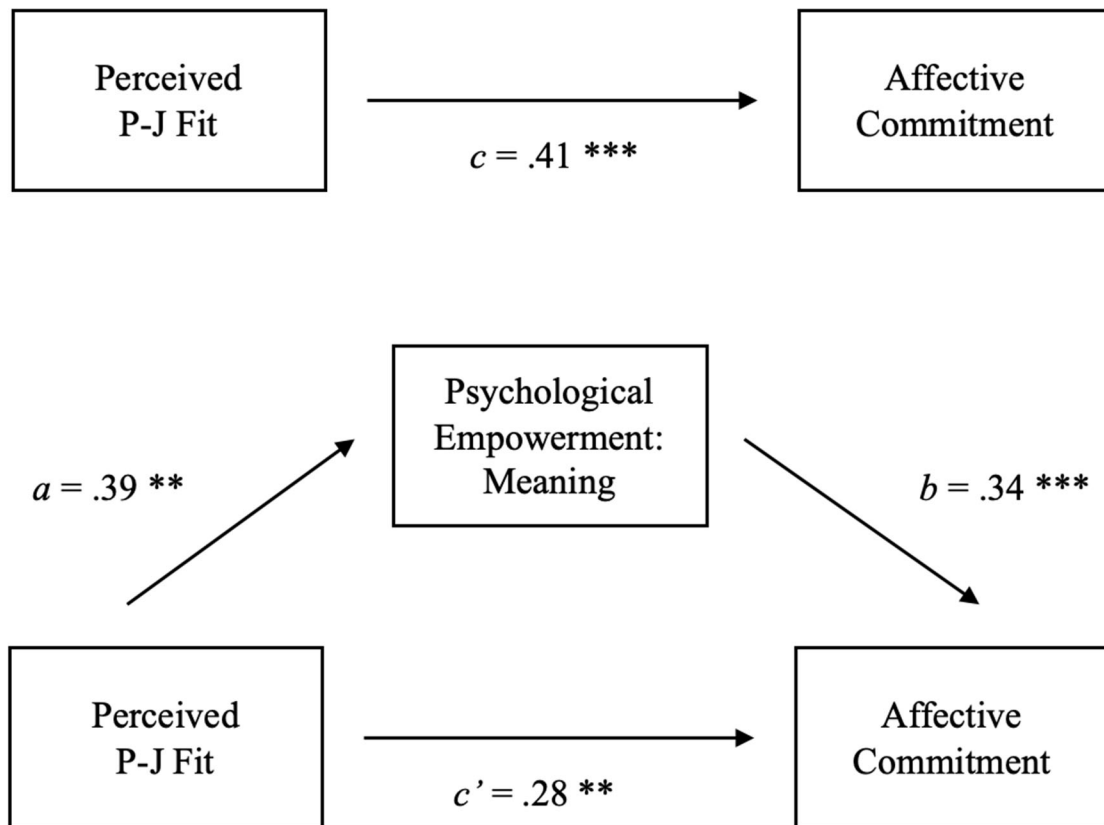
The first four analyses examined the meaning, competence, self-determination, and impact as a mediating factor of the relationship between perceived P-J fit and affective commitment. Results of the analyses are shown in Figures 3 - 6 and the unstandardized coefficients (*b*), standard errors (*SE*), *t* values, and 95% CI are listed in Tables 5 - 8.

The first analysis examined the meaning dimension of psychological empowerment as a mediator. Results of the analysis are shown in Figure 3 and the unstandardized coefficients (*b*), standard errors (*SE*), *t* values, and 95% CIs are listed in Table 5. Perceived P-J fit was

significantly and positively related to affective commitment (path *c*: $b = .41, t = 4.08, p < .001$), such that participants who believed higher compatibility between their characteristics and with their job were more likely to identify and feel a sense of emotional attachment to their organization. Perceived P-J fit was significantly related to the meaning dimension of psychological empowerment (path *a*: $b = .39, t = 3.08, p < .001$), such that participants who perceived higher compatibility between their characteristics and their job were more likely to believe that their work and job activities are meaningful and valuable. The meaning dimension of psychological empowerment was uniquely related to affective commitment after controlling for perceived P-J fit (path *b*: $b = .34, t = 4.54, p < .001$), suggesting that participants who believed that their work and contributions at work were more meaningful were more likely to feel a sense of emotional attachment to their organization.

Figure 3

Meaning as a Mediator of the Relationship Between Perceived P-J Fit and Affective Commitment



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

Table 5*Relationship Between Perceived P-J Fit and Affective Commitment as Mediated by Meaning*

Variable	<i>b</i> (<i>SE</i>)	<i>t</i>	95% CI	
			<i>LL</i>	<i>UL</i>
Perceived P-J fit — Affective Commitment (<i>c</i>)	.41 (.10)	4.08 ***	.21	.61
Perceived P-J fit — Psychological Empowerment: Meaning (<i>a</i>)	.39 (.13)	3.08 **	.14	.65
Psychological Empowerment: Meaning — Affective Commitment (<i>b</i>)	.34 (.07)	4.54 ***	.19	.49
Perceived P-J fit — Affective Commitment (<i>c'</i>)	.28 (.10)	2.90 **	.09	.47
Indirect Effect				
Perceived P-J fit — Psychological Empowerment: Meaning — Affective Commitment (<i>ab</i>)	.13 (.07)		.02	.29

Note: *N* = 94. This table shows the path coefficients and indirect effect for the relationship between perceived P-J fit and affective commitment as mediated by the meaning dimension of psychological empowerment. *CI* = confidence interval; *LL* = lower limit; *UL* = upper limit.

p* < .01, *p* < .001

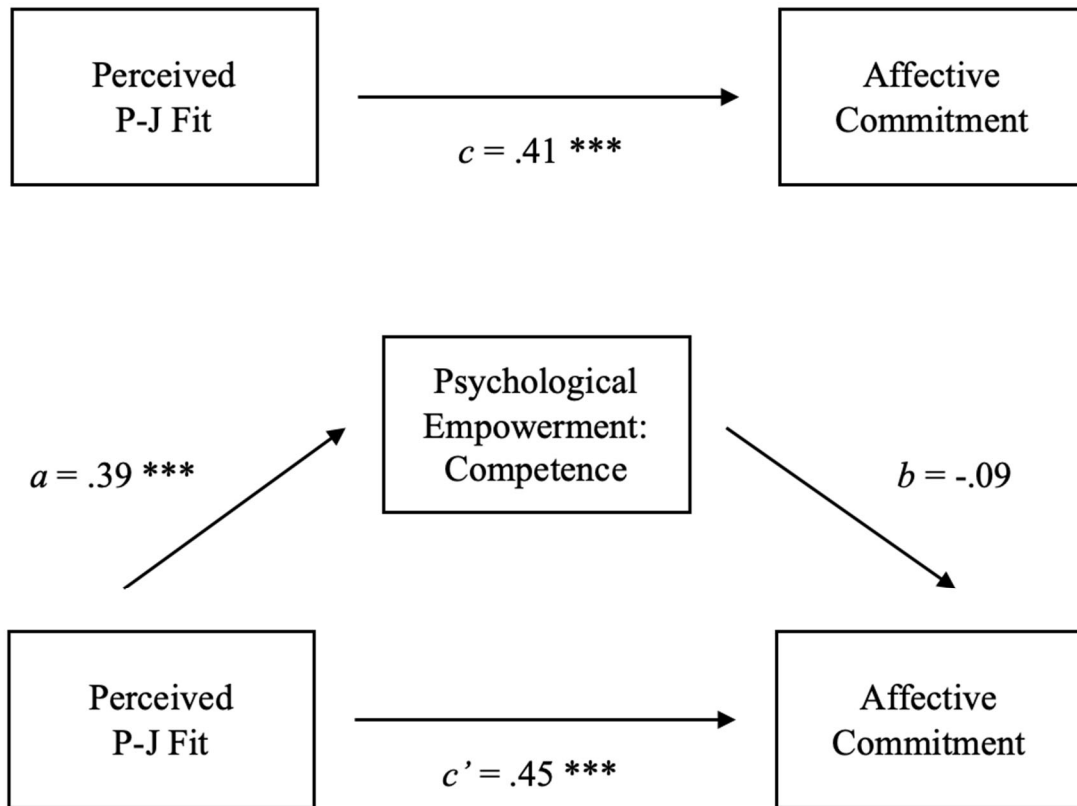
Regarding the indirect effect of the meaning dimension of psychological empowerment on the relationship between perceived P-J fit and affective commitment, results showed that the bias-corrected confidence interval did not include zero (path *ab*: *b* = .13, 95% CI = .02 to .29), indicating a significant indirect effect. The direct effect of perceived P-J fit on affective commitment, removing the effect of the meaning dimension of psychological empowerment was still significant (path *c'*: *b* = .28, *t* = 2.90, *p* < .01), indicating partial mediation. Perceived P-J fit and the meaning dimension of psychological empowerment explained 31.0% of the variance in affective commitment. These results show that the meaning

dimension of psychological empowerment partially mediated the relationship between perceived P-J fit and affective commitment.

The second analysis examined the competence dimension of psychological empowerment as a mediator. Results of the analysis are shown in Figure 4 and the unstandardized coefficients (b), standard errors (SE), t values, and 95% CIs are listed in Table 6. Perceived P-J fit was significantly and positively related to affective commitment (path c : $b = .41$, $t = 4.08$, $p < .001$), such that participants who perceived higher compatibility between their characteristics and their job were more likely to identify and feel a sense of emotional attachment to their organization. Perceived P-J fit was significantly related to the competence dimension of psychological empowerment (path a : $b = .39$, $t = 4.54$, $p < .001$), such that participants who perceived higher compatibility between their characteristics and with their job were more likely to believe that they have the skills, capabilities, and abilities to successfully complete their job-related tasks. However, the competence dimension of psychological empowerment was not uniquely related to affective commitment after controlling for perceived P-J fit (path b : $b = -.09$, $t = -0.71$, $p > .05$).

Figure 4

Competence as a Mediator of the Relationship Between Perceived P-J Fit and Affective Commitment



Note. *** $p < .001$

Table 6

Relationship Between Perceived P-J fit and Affective Commitment as Mediated by Competence

Variable	<i>b</i> (<i>SE</i>)	<i>t</i>	95% CI	
			<i>LL</i>	<i>UL</i>
Perceived P-J fit — Affective Commitment (<i>c</i>)	.41 (.10)	4.08 ***	.21	.61
Perceived P-J fit — Psychological Empowerment: Competence (<i>a</i>)	.39 (.09)	4.54 ***	.22	.56
Psychological Empowerment: Competence — Affective Commitment (<i>b</i>)	-.09 (.12)	-0.71	-.33	.16
Perceived P-J fit — Affective Commitment (<i>c'</i>)	.45 (.11)	3.99 ***	.22	.67
Indirect Effect				
Perceived P-J fit — Psychological Empowerment: Competence — Affective Commitment (<i>ab</i>)	-.03 (.08)		-.23	.06

Note: *N* = 94. This table shows the path coefficients and indirect effect for the relationship between perceived P-J fit and affective commitment as mediated by the competence dimension of psychological empowerment. *CI* = confidence interval; *LL* = lower limit; *UL* = upper limit.

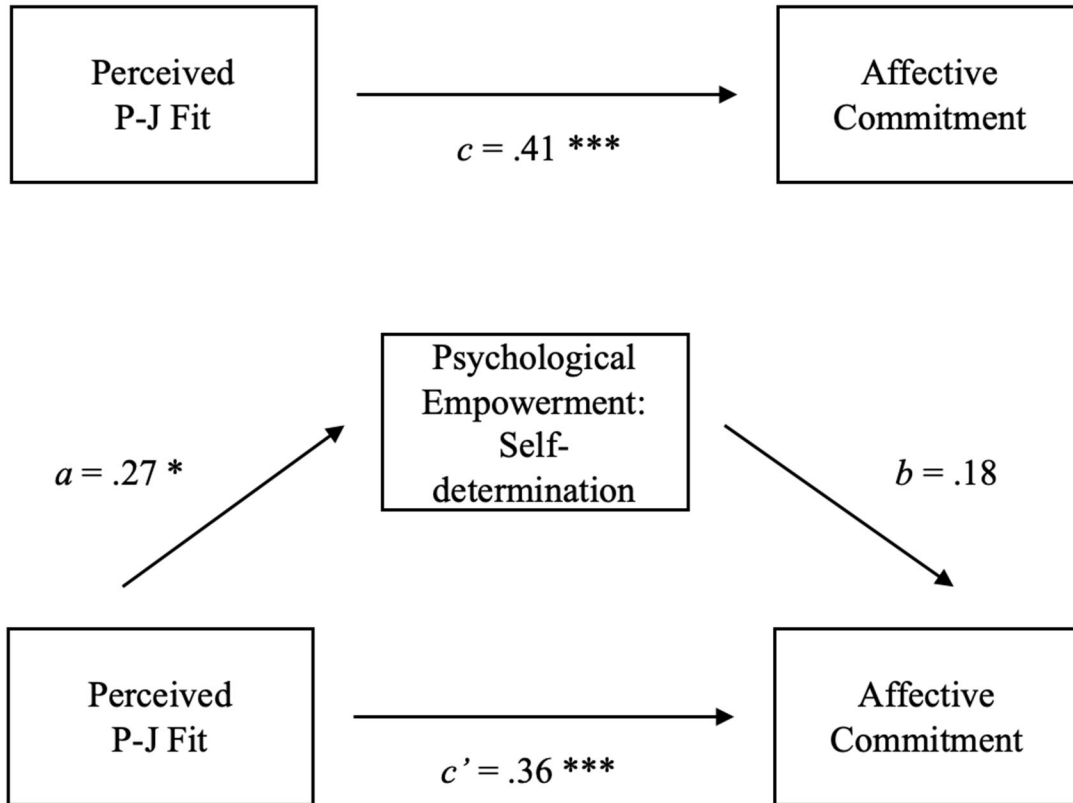
****p* < .001

Regarding the indirect effect of the impact dimension of psychological empowerment on the relationship between perceived P-J fit and affective commitment, results showed that the bias-corrected CI included zero (path *ab*: *b* = -.03, 95% CI = -.23 to .06), indicating a nonsignificant indirect effect. Perceived P-J fit and the meaning dimension of psychological empowerment explained 15.82% of the variance in affective commitment. These results show that the competence dimension of psychological empowerment did not mediate the relationship between perceived P-J fit and affective commitment.

The third analysis examined the self-determination dimension of psychological empowerment as a mediator. Results of the analysis are shown in Figure 5 and the unstandardized coefficients (b), standard errors (SE), t values, and 95% CIs are listed in Table 7. Perceived P-J fit was significantly and positively related to affective commitment (path c : $b = .41$, $t = 4.08$, $p < .001$), such that participants who perceived higher compatibility between their characteristics and their job were more likely to identify and feel a sense of emotional attachment to their organization. Perceived P-J fit was significantly related to self-determination dimension of psychological empowerment (path a : $b = .27$, $t = 2.55$, $p < .05$), such that participants who perceived higher compatibility between their characteristics and their job were more likely to believe that they had the freedom to initiate and continue certain work behaviors and processes. The self-determination dimension of psychological empowerment was not uniquely related to affective commitment after controlling for perceived P-J fit (path b : $b = .18$, $t = 1.86$, $p > .05$).

Figure 5

Self-Determination as a Mediator of the Relationship Between Perceived P-J Fit and Affective Commitment



Note. * $p < .05$, *** $p < .001$

Table 7

Relationship Between Perceived P-J Fit and Affective Commitment as Mediated by Self-Determination

Variable	<i>b</i> (<i>SE</i>)	<i>t</i>	95% CI	
			<i>LL</i>	<i>UL</i>
Perceived P-J fit — Affective Commitment (<i>c</i>)	.41 (.10)	4.08 ***	.21	.61
Perceived P-J fit — Psychological Empowerment: Self-determination (<i>a</i>)	.27 (.11)	2.55 *	.06	.48
Psychological Empowerment: Self-determination — Affective Commitment (<i>b</i>)	.18 (.10)	1.86	-.01	.37
Perceived P-J fit — Affective Commitment (<i>c'</i>)	.36 (.10)	3.52 ***	.16	.57
Indirect Effect				
Perceived P-J fit — Psychological Empowerment: Self-determination — Affective Commitment (<i>ab</i>)	.05 (.04)		-.01	.15

Note: *N* = 94. This table shows the path coefficients and indirect effect for the relationship between perceived P-J fit and affective commitment as mediated by the self-determination dimension of psychological empowerment. *CI* = confidence interval; *LL* = lower limit; *UL* = upper limit.

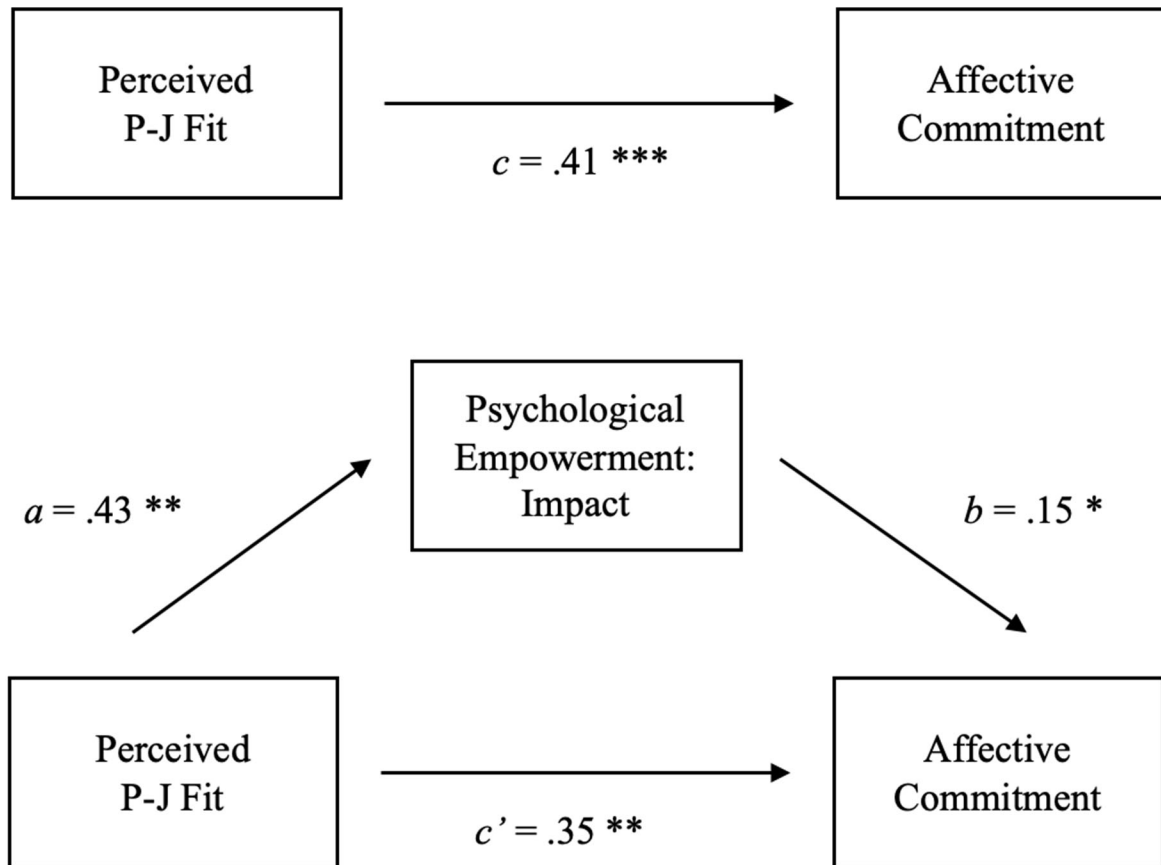
p* < .05, **p* < .001

Regarding the indirect effect of the self-determination dimension of psychological empowerment on the relationship between perceived P-J fit and affective commitment, results showed that the bias-corrected CI included zero (path *ab*: *b* = .05, 95% CI = -.01 to .15), indicating a nonsignificant indirect effect. Perceived P-J fit and the self-determination dimension of psychological empowerment explained 18.44% of the variance in affective commitment. These results show that the self-determination dimension of psychological empowerment did not act as a mediator the relationship between perceived P-J fit and affective commitment.

The fourth analysis examined the impact dimension of psychological empowerment as a mediator. Results of the analysis are shown in Figure 6 and the unstandardized coefficients (b), standard errors (SE), t values, and 95% CIs are listed in Table 8. Perceived P-J fit was significantly and positively related to affective commitment (path c : $b = .41$, $t = 4.08$, $p < .001$), such that participants who perceived higher compatibility between their characteristics and their job were more likely to identify and feel a sense of emotional attachment to their organization. Perceived P-J fit was significantly related to impact dimension of psychological empowerment (path a : $b = .43$, $t = 2.84$, $p < .01$), such that participants who had higher compatibility between their characteristics and their job were more likely to think that they could make an impactful influence on their organization. The impact dimension of psychological empowerment was uniquely related to affective commitment after controlling for perceived P-J fit (path b : $b = .15$, $t = 2.22$, $p < .05$), suggesting that participants who believed that they had greater levels of control and influence over their organization's decision-making processes were more likely to feel a sense of emotional attachment to their organization.

Figure 6

Impact as a Mediator of the Relationship Between Perceived P-J Fit and Affective Commitment



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

Table 8*Relationship Between Perceived P-J Fit and Affective Commitment as Mediated by Impact*

Variable	<i>b</i> (<i>SE</i>)	<i>t</i>	95% CI	
			<i>LL</i>	<i>UL</i>
Perceived P-J fit — Affective Commitment (<i>c</i>)	.41 (.10)	4.08 ***	.21	.61
Perceived P-J fit — Psychological Empowerment: Impact (<i>a</i>)	.43 (.15)	2.84 **	.13	.73
Psychological Empowerment: Impact — Affective Commitment (<i>b</i>)	.15 (.07)	2.22 *	.02	.29
Perceived P-J fit — Affective Commitment (<i>c'</i>)	.35 (.10)	3.37 **	.14	.55
Indirect Effect				
Perceived P-J fit — Psychological Empowerment: Impact — Affective Commitment (<i>ab</i>)	.07 (.04)		.002	.15

Note: *N* = 94. This table shows the path coefficients and indirect effect for the relationship between perceived P-J fit and affective commitment as mediated by the impact dimension of psychological empowerment. *CI* = confidence interval; *LL* = lower limit; *UL* = upper limit.

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

Regarding the indirect effect of the impact dimension of psychological empowerment on the relationship between perceived P-J fit and affective commitment, results showed that the bias-corrected confidence interval did not include zero (path *ab*: *b* = .07, 95% CI = .002 to .15), indicating a significant indirect effect. Perceived P-J fit and the meaning dimension of psychological empowerment explained 19.71% of the variance in affective commitment. These results show that the impact dimension of psychological empowerment acted as a partial mediator of the relationship between perceived P-J fit and affective commitment.

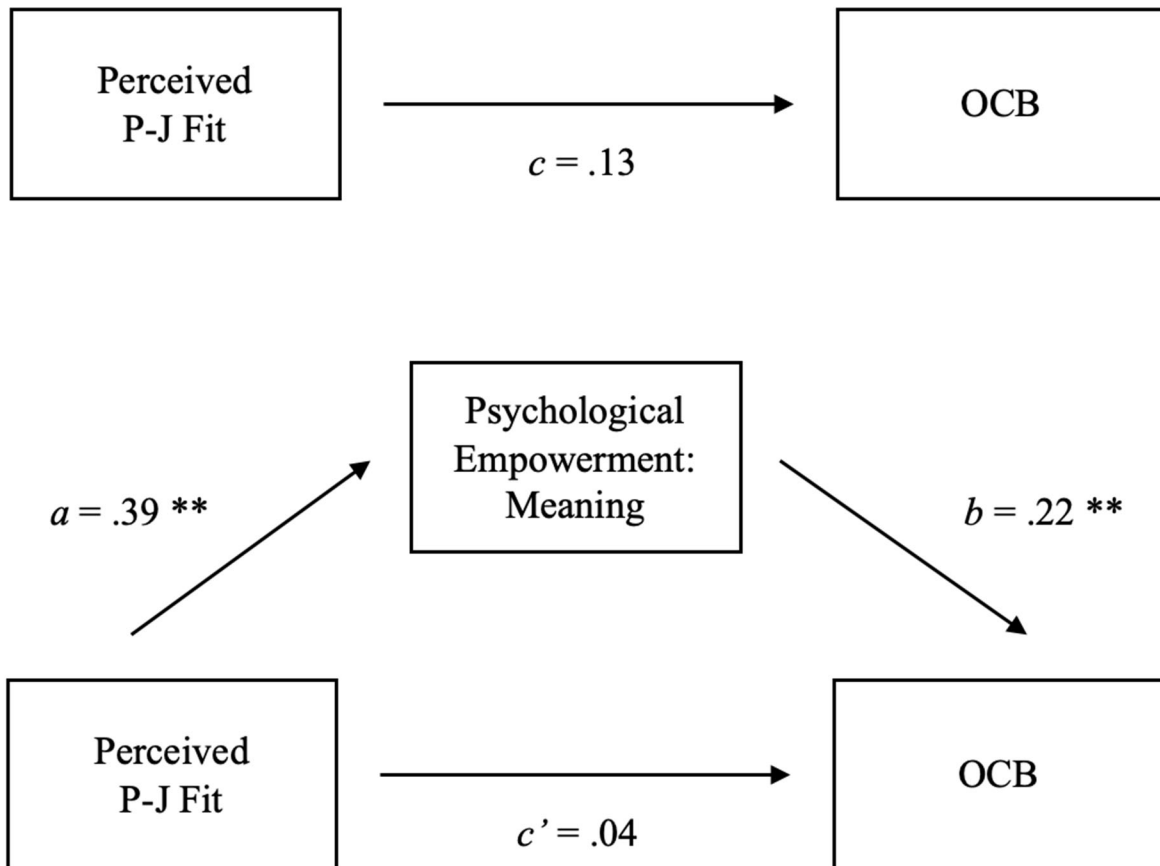
Overall, the results of the additional mediation analyses showed that the meaning and impact dimensions of psychological empowerment were responsible for the partial mediation of the relationship between perceived P-J fit and affective commitment.

The first analysis examined the meaning dimension of psychological empowerment as a mediator. Results of the analysis are shown in Figure 7 and the unstandardized coefficients (b), standard errors (SE), t values, and 95% CIs are listed in Table 9. Perceived P-J fit was not significantly related to OCB (path c : $b = .13$, $t = 1.45$, $p > .05$). Perceived P-J fit was significantly related to the meaning dimension of psychological empowerment (path a : $b = .39$, $t = 3.08$, $p < .001$), such that participants who perceived higher compatibility between their characteristics and their job were more likely to believe that their work and job activities were meaningful and valuable. The meaning dimension of psychological empowerment was uniquely related to OCB after controlling for perceived P-J fit (path b : $b = .22$, $t = 3.13$, $p < .01$), suggesting that participants who believed that their work and contributions at work were more meaningful were more likely to engage in behaviors that were meant to help others in their organization. Regarding the indirect effect of the meaning dimension of psychological empowerment on the relationship between perceived P-J fit and OCB, results showed that the bias-corrected CI did not include zero (path ab : $b = .09$, 95% CI = .01 to .20), indicating a significant indirect effect. The direct effect of perceived P-J fit on organizational citizenship behavior, removing the effects of the meaning dimension of psychological empowerment was not significant (path c' : $b = .04$, $t = 0.49$, $p > .05$). Perceived P-J fit and the meaning dimension of psychological empowerment explained 11.76% of the variance in organizational citizenship behavior. These results show that the

meaning dimension of psychological empowerment partially mediated the relationship between perceived P-J fit and OCB.

Figure 7

Meaning as a Mediator of the Relationship Between Perceived P-J Fit and OCB



Note. ****** $p < .01$

Table 9*Relationship Between Perceived P-J Fit and OCB as Mediated by Meaning*

Variable	<i>b</i> (<i>SE</i>)	<i>t</i>	95% CI	
			<i>LL</i>	<i>UL</i>
Perceived P-J fit — OCB (<i>c</i>)	.13 (.09)	1.45	-.05	.31
Perceived P-J fit — Psychological Empowerment: Meaning (<i>a</i>)	.39 (.13)	3.08 **	.14	.65
Psychological Empowerment: Meaning — OCB (<i>b</i>)	.22 (.07)	3.13 **	.08	.36
Perceived P-J fit — OCB (<i>c'</i>)	.04 (.09)	0.49	-.13	.22
Indirect Effect				
Perceived P-J fit — Psychological Empowerment: Meaning — OCB (<i>ab</i>)	.09 (.05)		.01	.20

Note: *N* = 94. This table shows the path coefficients and indirect effect for the relationship between perceived P-J fit and OCB as mediated by the meaning dimension of psychological empowerment. *CI* = confidence interval; *LL* = lower limit; *UL* = upper limit.

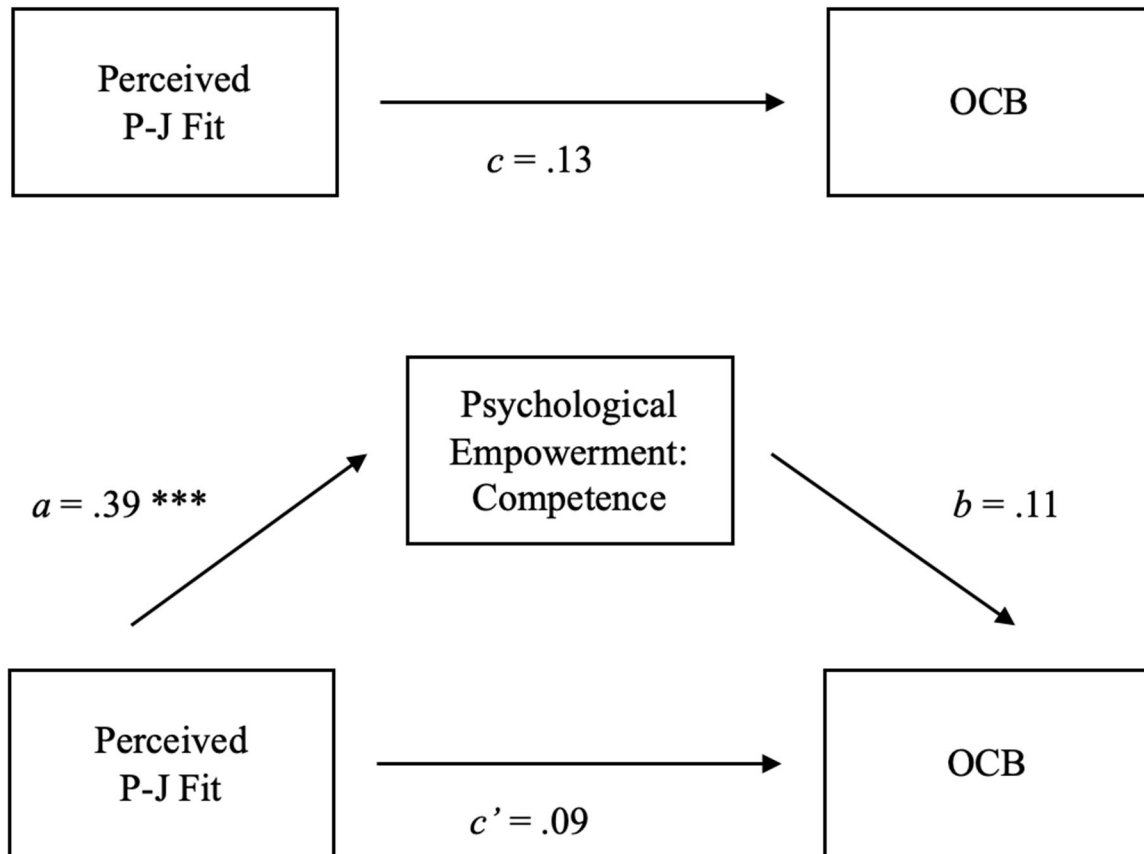
***p* < .01

The second analysis examined the competence dimension of psychological empowerment as a mediator. Results of the analysis are shown in Figure 8 and the unstandardized coefficients (*b*), standard errors (*SE*), *t* values, and 95% CIs are listed in Table 10. Perceived P-J fit was not significantly related to OCB (path *c*: *b* = .13, *t* = 1.45, *p* > .05). Perceived P-J fit was significantly related to the competence dimension of psychological empowerment (path *a*: *b* = .39, *t* = 4.54, *p* < .001), such that participants who believed higher compatibility between their characteristics and their job were more likely to think that they had the skills, capabilities, and abilities to successfully complete their job-related tasks. The competence

dimension of psychological empowerment was not uniquely related to OCB after controlling for perceived P-J fit (path b : $b = .11$, $t = 1.00$, $p > .05$).

Figure 8

Competence as a Mediator of the Relationship Between Perceived P-J Fit and OCB



Note. *** $p < .001$

Table 10*Relationship Between Perceived P-J Fit and OCB as Mediated by Competence*

Variable	<i>b</i> (<i>SE</i>)	<i>t</i>	95% CI	
			<i>LL</i>	<i>UL</i>
Perceived P-J fit — OCB (<i>c</i>)	.13 (.09)	1.45	-.05	.31
Perceived P-J fit — Psychological Empowerment: Competence (<i>a</i>)	.39 (.09)	4.54 ***	.22	.56
Psychological Empowerment: Competence — OCB (<i>b</i>)	.11 (.11)	1	-.11	.33
Perceived P-J fit — OCB (<i>c'</i>)	.09 (.10)	0.89	-.11	.29
Indirect Effect				
Perceived P-J fit — Psychological Empowerment: Competence — OCB (<i>ab</i>)	.04 (.05)		-.07	.13

Note: *N* = 94. This table shows the path coefficients and indirect effect for the relationship between perceived P-J fit and OCB as mediated by the competence dimension of psychological empowerment. *CI* = confidence interval; *LL* = lower limit; *UL* = upper limit.

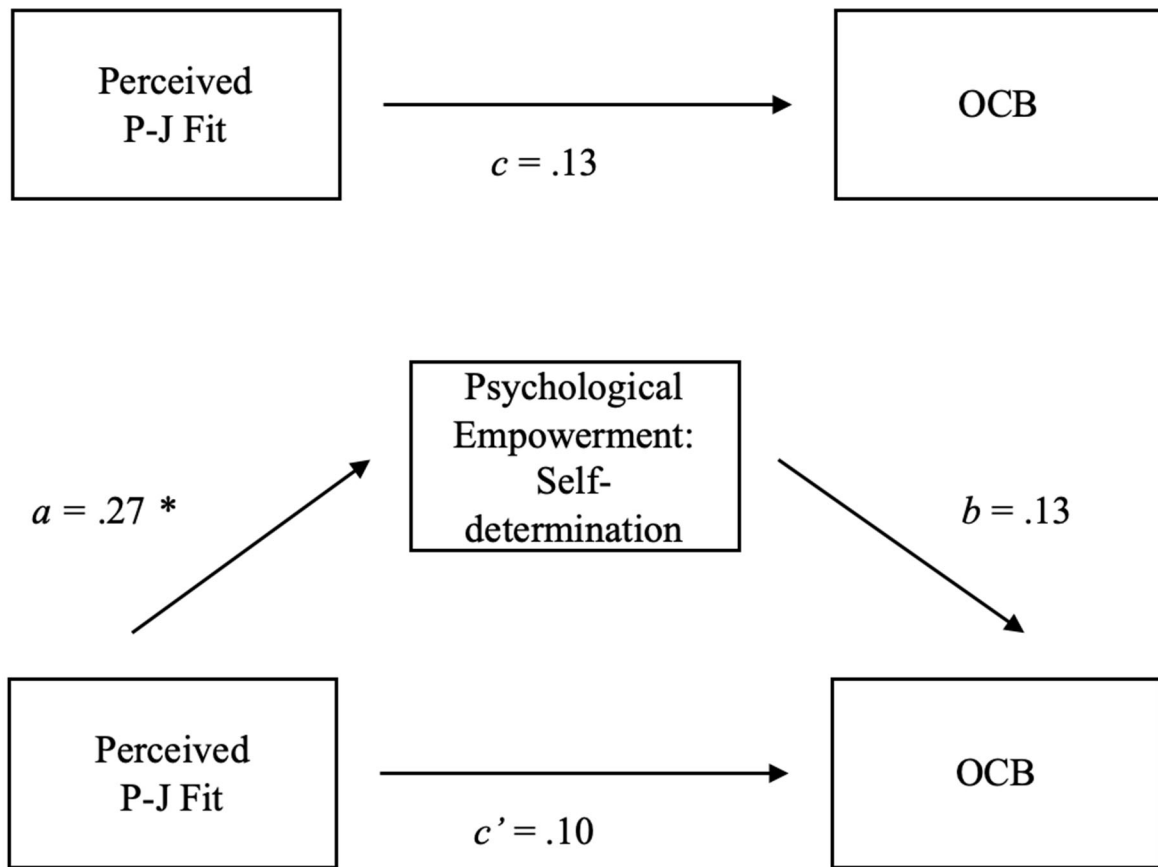
****p* < .001

Regarding the indirect effect of the competence dimension of psychological empowerment on the relationship between perceived P-J fit and OCB, results showed that the bias-corrected CI included zero (path *ab*: *b* = .04, 95% CI = -.07 to .13), indicating a nonsignificant indirect effect. The direct effect of perceived P-J fit on OCB, removing the effects of the competence dimension of psychological empowerment was not significant (path *c'*: *b* = .09, *t* = .89, *p* > .05). Perceived P-J fit and the competence dimension of psychological empowerment explained 3.32% of the variance in OCB. These results showed that the competence dimension of psychological empowerment did not mediate the relationship between perceived P-J fit and OCB.

The third analysis examined the self-determination dimension of psychological empowerment as a mediator. Results of the analysis are shown in Figure 9 and the unstandardized coefficients (b), standard errors (SE), t values, and 95% CIs are listed in Table 11. Perceived P-J fit was not significantly related to OCB (path c : $b = .13$, $t = 1.45$, $p > .05$). Perceived P-J fit was significantly related to self-determination dimension of psychological empowerment (path a : $b = .27$, $t = 2.55$, $p < .05$), such that participants who perceived higher compatibility between their characteristics and their job were more likely to believe that they had the freedom to initiate and continue certain work behaviors and processes. The self-determination dimension of psychological empowerment was not uniquely related to OCB after controlling for perceived P-J fit (path b : $b = .13$, $t = 1.47$, $p > .05$).

Figure 9

Self-Determination as a Mediator of the Relationship Between Perceived P-J Fit and OCB



Note. * $p < .05$

Table 11*Relationship Between Perceived P-J Fit and OCB as Mediated by Self-Determination*

Variable	<i>b</i> (<i>SE</i>)	<i>t</i>	95% CI	
			<i>LL</i>	<i>UL</i>
Perceived P-J fit — OCB (<i>c</i>)	.13 (.09)	1.45	-.05	.31
Perceived P-J fit — Psychological Empowerment: Self-determination (<i>a</i>)	.27 (.11)	2.55 *	.06	.48
Psychological Empowerment: Self-determination — OCB (<i>b</i>)	.13 (.09)	1.47	-.05	.30
Perceived P-J fit — OCB (<i>c'</i>)	.10 (.09)	1.04	-.09	.28
Indirect Effect				
Perceived P-J fit — Psychological Empowerment: Self-determination — OCB (<i>ab</i>)	.03 (.03)		-.01	.12

Note: *N* = 94. This table shows the path coefficients and indirect effect for the relationship between perceived P-J fit and OCB as mediated by the self-determination dimension of psychological empowerment. *CI* = confidence interval; *LL* = lower limit; *UL* = upper limit.

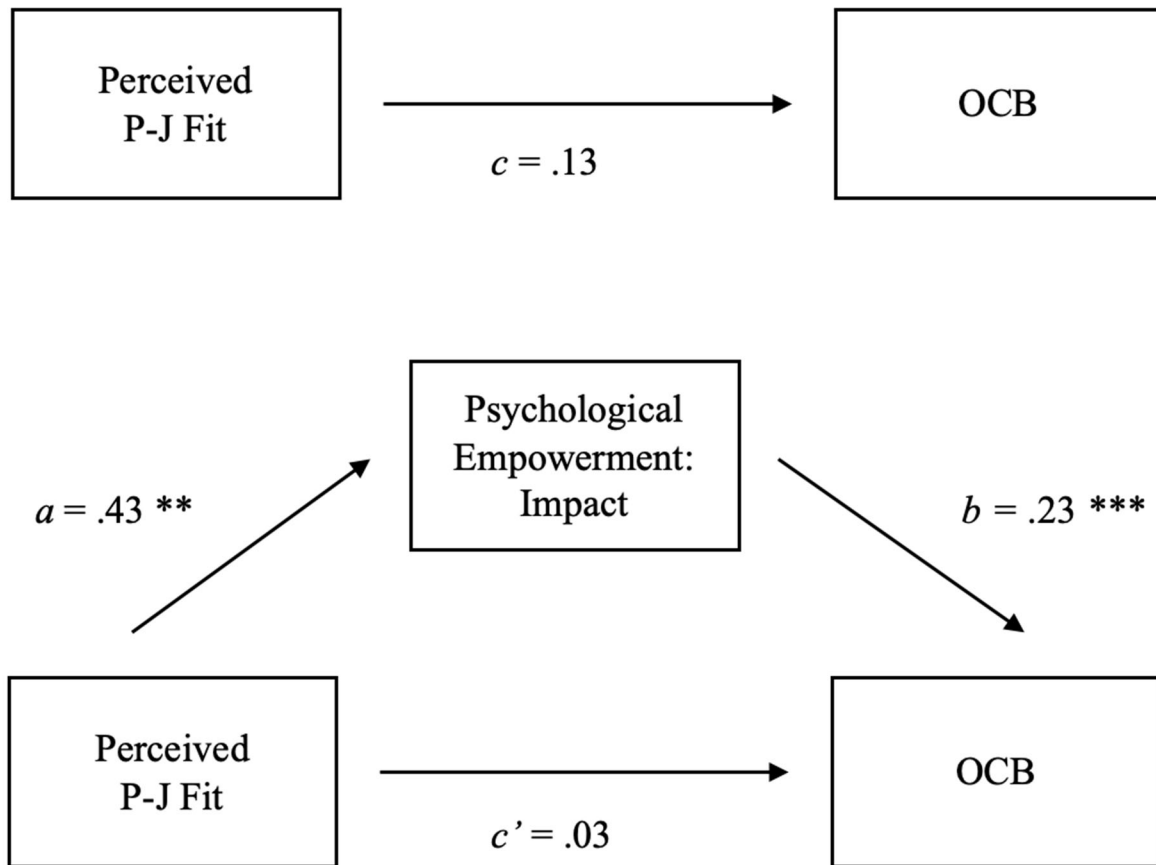
**p* < .05

Regarding the indirect effect of the self-determination dimension of psychological empowerment on the relationship between perceived P-J fit and OCB, results showed that the bias-corrected CI included zero (path *ab*: *b* = .03, 95% CI = -.01 to .12), indicating a nonsignificant indirect effect. The direct effect of perceived P-J fit on OCB, removing the effects of the competence dimension of psychological empowerment was not significant (path *c'*: *b* = .10, *t* = 1.04, *p* > .05). Perceived P-J fit and the self-determination dimension of psychological empowerment explained 4.51% of the variance in OCB. These results show that the self-determination dimension of psychological empowerment did not mediate the relationship between perceived P-J fit and OCB.

The fourth analysis examined the impact dimension of psychological empowerment as a mediator. Results of the analysis are shown in Figure 10 and the unstandardized coefficients (b), standard errors (SE), t values, and 95% CIs are listed in Table 12. Perceived P-J fit was not significantly related to organizational citizenship behavior (path c : $b = .13$, $t = 1.45$, $p > .05$). Perceived P-J fit was significantly related to impact dimension of psychological empowerment (path a : $b = .43$, $t = 2.84$, $p < .01$), such that participants who perceived higher compatibility between their characteristics and their job were more likely to believe that they could make an impactful influence on their organization. The impact dimension of psychological empowerment was uniquely related to OCB after controlling for perceived P-J fit (path b : $b = .23$, $t = 4.05$, $p < .001$), suggesting that participants who believed that that they could make a more impactful influence on their organization were more likely to engage in behaviors that were meant to help others in their organization.

Figure 10

Impact as a Mediator of the Relationship Between Perceived P-J Fit and OCB



Note. **p < .01, ***p < .001

Table 12*Relationship Between Perceived P-J fit and OCB as Mediated by Impact*

Variable	<i>b</i> (<i>SE</i>)	<i>t</i>	95% CI	
			<i>LL</i>	<i>UL</i>
Perceived P-J fit — OCB (<i>c</i>)	.13 (.09)	1.45	-.05	.31
Perceived P-J fit — Psychological Empowerment: Impact (<i>a</i>)	.43 (.15)	2.84 **	.13	.73
Psychological Empowerment: Impact — OCB (<i>b</i>)	.23 (.06)	4.05 ***	.12	.34
Perceived P-J fit — OCB (<i>c'</i>)	.03 (.09)	0.36	-.14	.20
Indirect Effect				
Perceived P-J fit — Psychological Empowerment: Impact — OCB (<i>ab</i>)	.10 (.05)		.02	.21

Note: *N* = 94. This table shows the path coefficients and indirect effect for the relationship between perceived P-J fit and OCB as mediated by the impact dimension of psychological empowerment. *CI* = confidence interval; *LL* = lower limit; *UL* = upper limit.

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

Regarding the indirect effect of the impact dimension of psychological empowerment on the relationship between perceived P-J fit and OCB, results showed that the bias-corrected confidence interval did not include zero (path *ab*: *b* = .10, 95% CI = .02 to .21), indicating a significant indirect effect. The direct effect of perceived P-J fit on OCB, removing the effects of the impact dimension of psychological empowerment was not significant (path *c'*: *b* = .03, *t* = .36, *p* > .05), indicating a mediation effect. Perceived P-J fit and the impact dimension of psychological empowerment explained 17.15% of the variance in OCB. These results show that the impact dimension of psychological empowerment partially mediated the relationship between perceived P-J fit and organizational citizenship behavior.

Overall, results of these additional mediation analyses showed that the meaning and impact dimensions were responsible for the partial mediation of the relationship between perceived P-J fit and OCB. In sum, psychological empowerment partially mediated the relationship between perceived P-J fit and affective commitment and OCB. For both outcome variables, the meaning and impact dimensions of psychological empowerment were responsible for the mediation relationships, such that when individuals perceived great levels of compatibility with their job, they were more likely to believe that their contributions at work were meaningful, and that they had greater levels of impactful influence over their organizations' decision-making processes which, in turn, were related to greater emotional attachment and engagement in prosocial behavior.

Discussion

Perceived P-J fit has been shown to be associated with positive work attitudes and behaviors such as job satisfaction, organizational commitment, job performance, and OCB (e.g., June & Mahmood, 2011; Jyoti et al., 2021; Shah & Ayub, 2021). However, many studies have not explicitly studied why perceived P-J fit is associated with these positive outcomes. Among the studies that examined potential mediators of the perceived P-J fit and outcomes, self-efficacy, job involvement, career commitment, and organizational commitment have been identified as potential mediators (Farzaneh et al., 2014; Jyoti et al., 2021, Peng & Mao, 2015). However, little attention has been paid to psychological empowerment as a potential mediator of the relationship between perceived P-J fit and work attitudes and behaviors. Therefore, the purpose of this study was to examine the underlying process through which perceived P-J fit was related to individuals' affective commitment and OCB by focusing on psychological empowerment as a mediator.

Summary of Findings

Hypothesis 1 stated that psychological empowerment would mediate the relationship between perceived P-J fit and affective commitment such that higher perceived P-J fit would be related to higher psychological empowerment which, in turn, would be related to greater affective commitment. Results showed that psychological empowerment partially mediated the relationship between perceived P-J fit and affective commitment. These results indicated that employees who perceived higher levels of compatibility between their characteristics and those of the job that they performed at work were more likely to feel psychologically empowered, a stronger sense of engagement and purpose, and subsequently experienced

greater emotional identification and attachment toward their organization. Furthermore, there was a significant direct relationship between perceived P-J fit and affective commitment after controlling for psychological empowerment, such that employees with greater perceived P-J fit were more likely to be affectively committed to their organizations, irrespective of their levels of psychological empowerment. These results show that Hypothesis 1 was partially supported.

Hypothesis 2 stated that psychological empowerment would mediate the relationship between perceived P-J fit and OCB such that higher perceived P-J fit would be positively related to higher psychological empowerment which, in turn, would be related to a greater display of OCB. Results showed that psychological empowerment mediated the relationship between perceived P-J fit and OCB. These results indicated that employees who perceived higher levels of compatibility between their characteristics and those of the job that they performed at work were more likely to be psychologically empowered, which in turn, were more likely to engage in behaviors and activities that were meant to benefit other employees and their organization which were not a part of their core job responsibilities. These results showed support for Hypothesis 2.

Further analyses were conducted to examine which cognition(s) of psychological empowerment were responsible for the mediation effects. Results showed that only meaning and impact dimensions were responsible for the mediating relationships for both affective commitment and OCB.

A possible explanation for the mediation in the case of meaning in the relationship between perceived P-J fit and affective commitment and OCB is that if individual believe

that their KSAs match with those required by their job, then they may feel their work-related activities make meaningful and valuable impact to their organizations, and they would feel a stronger sense of purpose. This interpretation is consistent with previous findings that showed that the meaning dimension invokes sense of purpose (Spreitzer, 1995). Also consistent with findings from Iqbal and Hashmi (2015), when organizations satisfy individual's preferences and needs (i.e., N-S fit), they are more likely to feel that they can make meaningful contributions to their organizations and make an impact through the work they do. As a result, when they feel that they can make meaningful and valuable impact to their organization, they are likely to show commitment toward their organization to further achieve their organization's mission as well as engage in behaviors that go above and beyond the call of duty.

Another possible explanation is that the definition of perceived P-J fit is similar to that of meaning. For example, Spreitzer (1995) defined meaning as the "fit between the needs of one's work role and one's beliefs, values, and behavior" (p. 1443). Perceived P-J fit is also conceptualized as a condition in which the environment or the job meets employees' needs, desires, or preferences (N-S fit) (Kristof-Brown et al., 2005). Thus, when individuals perceive P-J fit, they believe that their work and job activities are meaningful and important, which consequently increases affective commitment and the display of OCB.

Additionally, the impact dimension served as a mediator in the relationship between perceived P-J fit and affective commitment and OCB. A possible explanation for this mediating relationship may be that employees whose KSAs and personal preferences and needs are met by those required by job and by the organizations, respectively, are may be

likely to feel they are confident and capable, and consequently, they perceive that they are able to have an impactful influence on their organizations' decision-making processes and feel a sense of greater control by having opportunities to provide suggestions on organizational processes. Consequently, they identify themselves more with their organization and engage in more pro-social behaviors that benefit their organizations and/or coworkers.

However, results showed that competence and self-determination dimensions did not have mediating effects on the relationship between perceived P-J fit and affective commitment and OCB. The finding that competence did not act as a mediator was surprising, especially considering that if employees perceive great P-J fit, then it would make sense to think that they feel more competent because they have all the necessary KSAs needed to successfully perform their jobs. Indeed, Peng and Mao (2015) found that self-efficacy mediated the relationship between perceived P-J fit and job satisfaction. A possible explanation for the lack of the mediating effect of competence is that competence may be involved with their personality characteristics and work ethics which indicate that their perceived compatibility with their jobs may not be related to their levels of competence. Thus, employees may not translate a sense of confidence to their emotional attachment to their organizations nor engage in pro-social behaviors more frequently as they perceive the sense of competence to be entirely distinct from perceived suitability with their jobs.

Additionally, self-determination did not serve as a mediator in the relationship between perceived P-J fit and affective commitment and OCB. This may be due to the fact that employees' sense of autonomy may be influenced by other external factors aside from their

perceived compatibility with their jobs. In other words, even if individuals think that their KSAs are compatible with those required by their job, it does not guarantee that they have sense of autonomy. For instance, an individual may be provided with freedom to handle their tasks because of the nature of the specific job task, or they may have a positive relationship with their supervisors or coworkers that fosters a space of independence in task executions. Furthermore, this might be because self-determination is linked to an employee's role within their organization rather than their suitability for their job. That is, employees in managerial positions or higher may be given relatively more opportunities to take on initiatives and have more options to explore ways to combat tasks while employees in entry-level positions may be provided with less chance to be involved with major decision-making processes. Therefore, employees may not translate a sense of self-determination to their emotional attachment toward their organization nor engage in activities that contribute to their organizations' successes as they perceive the sense of self-determination to be more closely associated with their job levels which is less related to their perceived compatibility with their jobs. However, these are speculations, thus, they should be interpreted with caution. Perhaps, competence and self-determination were not important dimensions of psychological empowerment than meaning and impact dimensions in influencing affective commitment and OCB among the individuals in the sample.

Theoretical Implications

The results of the present study showed that psychological empowerment acted as a mediator of the relationship between perceived P-J fit and affective commitment and OCB.

That is, when individuals perceived their KSAs were compatible with those required by their job, they became empowered psychologically, which in turn, led to a greater senses of emotional identification and attachment toward their organization, and greater engagement in extra-role behaviors that contributed to their co-workers and organizations' effectiveness. Thomas and Velthouse (1990) conceptualized psychological empowerment as intrinsic task motivation manifested in four cognitions that reflect one's orientation to work. Thus, results of this study demonstrated that one underlying mechanism for the relationship between perceived P-J fit and affective commitment and OCB is intrinsic task motivation.

Results of the further analyses showed that among the four dimensions of psychological empowerment, meaning and impact dimensions contributed to the mediating effect of the relationship between perceived P-J fit and affective commitment and OCB. Consistent with findings from Iqbal and Hashmi (2015), when employees are met with their personal needs and preferences by their organization (N-S fit), they are more likely to feel that they have the capabilities to make meaningful contributions and a significant impact to their organizations, which subsequently leads to higher emotional attachment toward their organizations and more display of OCB. Perhaps, these two dimensions of psychological empowerment are important for intrinsic task motivation. Although these two dimensions seem to be important as a mediator, results showed that perceived P-J fit was significantly and positively related to all four dimensions of psychological empowerment (path a in the mediator analyses). Thus, perceived P-J fit is likely to increase all dimensions of psychological empowerment, leading to high intrinsic task motivation.

Although prior studies examined self-efficacy, job involvement, and career commitment as potential mediators of the relationship between perceived P-J fit and outcomes (Farzaneh et al., 2014; Jyoti et al., 2021; Peng & Mao, 2015), these mediators are mainly a personality trait and/or job attitudes. The results of the present study add to the literature by demonstrating that intrinsic motivation explains the relationship between perceived P-J fit and outcomes. Therefore, this study contributes to the literature by adding a new mediator of the relationship between perceived P-J fit and outcomes, which is different from a personality trait and job attitudes.

A meta-analysis by Seibert et al. (2011) showed that antecedents of psychological empowerment are organized into two broad categories: contextual and individuals characteristics. Contextual variables include high-performance management practices (e.g., participative decision making, extensive training, contingent compensation), socio-political support (e.g., trust, justice perceptions, support of management), leadership (e.g., a supportive, trusting relationship with one's leader), and work design characteristics (e.g., job enrichment, role clarity). Individual characteristics include personality traits (e.g., core-self evaluation) and human capital (e.g., levels of education, tenure). The results of the present study showed one additional antecedent of psychological empowerment – perceived P-J fit.

Finally, consistent with the results of the meta-analysis by Seibert et al., (2011), this study also revealed that psychological empowerment was positively associated with desirable work attitude and behavior (i.e., affective commitment and OCB).

Practical Implications

The results of the current study shed light on practical applications for organizations seeking to understand the consequences of perceived P-J fit. Given that perceived P-J fit was positively related to psychological empowerment, affective commitment, and OCB, organizations are likely to benefit by having employees who perceive that their characteristics are compatible with those of their jobs.

First, organizations should have robust hiring practices. Organizations need to conduct thorough job analysis to come up with accurate and current job descriptions that include KSAs and other characteristics required for a job. Job candidate should be evaluated based on these accurate job descriptions. That way, organizations are likely to hire those whose KSAs match those of the job that they apply. Consequently, employees are less likely to experience poor P-J fit. Additionally, to resolve the issue of perceived mismatch between an employee and their job, organizations may consider transferring an employee to a different department or a team where there would be a greater perceived P-J fit. That way, organizations may expect to see an increase in perceived P-J fit while minimizing cost-related concerns.

Another practical implication may be that organizations can implement training programs dedicated to building employees' skills and knowledge. Organizations can transform their training practices by implementing personalized approaches that tailor them to individual needs, yet it is important to introduce training initiatives aimed at assisting employees who are already a part of the organization with training programs. The goal of these training programs is to increase the compatibility between employees' KSAs and those that are

required for their jobs. For example, if an employee in data analytics team is facing challenges with statistical data tools, they may be provided with comprehensive training materials and support to improve their proficiency in statistical data tools. With this way, organizations can expect increased N-S fit between an employee and their job because the organization is satisfying their needs through providing them with the help that they need to effectively carry out their job responsibilities. To understand employees' needs and preferences, their managers should have frequent communications with their subordinates.

Furthermore, given that psychological empowerment is associated with many positive attitudinal and behavioral outcomes, such as innovative work behavior (Afsar & Badir, 2016), increased retention rates (Iqbal & Hashmi, 2015), and job satisfaction (Spreitzer, 1995), organizations should benefit from increasing employees' psychological empowerment. Organizations should provide support and adequate resources to enhance psychological empowerment among their employees. Examples of these support and resources include participative decision making, extensive training, perceived organizational support, communication, and support of management, and a supportive, trusting relationship with one's supervisor (Seibert et al., 2011).

Strengths, Limitations, and Directions for Future Research

This study has multiple strengths. First, to the best of my knowledge, this study was the first study that examined the mediating influence of psychological empowerment on the relationship between perceived P-J fit, affective commitment, and OCB. The present study showed that psychological empowerment, specifically, the meaning and impact dimensions,

were responsible for the mediating influence of the relationship between perceived P-J fit and affective commitment and OCB.

Another strength of the current study is that the sample consisted of participants from varying industries and was composed of participants from diverse ethnic backgrounds. As a result of this, the results of the present study may be generalizable across industries and diverse individuals.

Despite having these strengths, there are several limitations and weaknesses. One weakness of the study is that majority of the sample consisted of individuals between the ages of 25 and 34 years old, and those with less than 3 years of tenure at their organizations. This reason for this could be attributed to my personal networks and the data collection approach. Hence, the results of the present study may not be generalized as it relates to those with older age and long tenure.

Additionally, the present study is cross-sectional design; therefore, I am unable to assert causal relationships in the study and conclude that perceived P-J fit leads to psychological empowerment, which then results in more affective commitment and OCB. Future research should examine the same variables and take a longitudinal study approach which would allow researchers to make a causal statement as well as potentially increasing the generalizability.

Another weakness is that OCB items were assessed through a self-report measure. Self-report measures often come with weaknesses, including the potential for social desirability bias. Participants might have responded to OCB items in a socially desirable ways such as answering in a way that they believe is socially acceptable or inflating their agreement

instead of responding with honesty. Furthermore, there might also have been common method variance which is a type of error in data collection where multiple variables that were collected in a same source in a same format tend to be influenced by the method itself, leading to inaccurate data because participants were more likely to have responded in a consistent way (Podsakoff et al., 1997). Although it makes sense to use self-report measures for perceived P-J fit and affective commitment, future research might use supervisor ratings instead to accurately measure participants' display of OCB.

Furthermore, one possible reason for the absence of a significant relationship between perceived P-J fit and OCB might be because many participants were working remotely or hybrid, and did not have opportunities to display OCB as opposed to those who worked in person. Lastly, although the present study revealed that psychological empowerment was related to both affective commitment and OCB, future research should investigate outcomes that are more closely related to motivation such as innovative work behaviors and work engagement considering that psychological empowerment would most likely to have stronger influence on motivational constructs.

Conclusion

The current study examined the mediating role of psychological empowerment on the relationship between perceived P-J fit, affective commitment, and OCB. The results of this study showed that psychological empowerment mediated the relationship between perceived P-J fit and affective commitment and OCB, particularly through the dimensions of meaning and impact. Perceived P-J was also found to be directly related to affective commitment. These findings suggest that perceived P-J is an important variable that increases intrinsic motivation of individuals (i.e., psychological empowerment) and more research should be conducted to continue to explore the benefits of perceived P-J fit and psychological empowerment as a means of cultivating a positive work environment for employees.

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Appendix

Survey Items

Perceived Person-Job Fit (Lauver & Kristof-Brown, 2001)

1. My abilities fit the demands of this job.
2. I have the right skills and abilities for doing this job.
3. There is a good match between the requirements of this job and my skills.
4. My personality is a good match for this job.
5. I am the right type of person for this type of work.

Affective Commitment (Allen & Meyer, 1990)

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

Organizational Citizenship Behavior (Lee & Allen, 2002)

1. Help others who have been absent.
2. Willingly give your time to help others who have work-related problems.
3. Adjust your work schedule to accommodate other employees' request for time off.
4. Go out of the way to make newer employees feel welcome in the work group.
5. Show genuine concern and courtesy toward coworkers, even under the most trying business or personal situations.
6. Give up time to help others who have work or nonwork problems.
7. Assist others with their duties.
8. Shape personal property with others to help their work.
9. Attend functions that are not required but that help the organizational image.
10. Keep up with developments in the organization.
11. Defend the organization when other employees criticize it.
12. Show pride when representing the organization in public.
13. Offer ideas to improve the functioning of the organization.
14. Express loyalty toward the organization.
15. Take actions to protect the organization from potential problems.
16. Demonstrate concern about the image of the organization.

Psychological Empowerment (Spreitzer, 1995)

1. The work I do is very important to me.

2. My job activities are personally meaningful to me.
3. The work I do is meaningful to me.
4. I am confident about my ability to do my job.
5. I am self-assured about my capabilities to perform my work activities.
6. I have mastered the skills necessary for my job.
7. I have significant autonomy in determining how I do my job.
8. I can decide on my own how to go about doing my work.
9. I have considerable opportunity for independence and freedom in how I do my job.
10. My impact on what happens in my department is large.
11. I have a great deal of control over what happens in my department.
12. I have significant influence over what happens in my department.