

行政院國家科學委員會專題研究計畫 成果報告

個人與組織適配性、五大人格特質與員工工作態度之關係：遞增效度之研究 研究成果報告(精簡版)

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一、摘要

過去研究證實個人與組織適配對於員工工作態度與行為具有顯著相關，其中包括組織承諾、離職意願、工作績效、組織公民行為等，但在甄選實務中，卻鮮少研究探討個人與組織適配性測驗的有效性。因此，本研究藉由執行同時效度的研究，探討個人與組織適配性甄選工具之校標關連效度，以及檢視個人與組織適配性測驗的使用，相較於現行企業普遍使用之人格測驗是否具有遞增效度。研究結果發現個人與組織適配性工具可有效預測員工工作行為（組織公民行為）以及態度（組織承諾、主管承諾），並在控制人格測驗分數後，個人與組織適配性測驗之分數，對員工工作行為與態度仍具有遞增效度。本研究結果不僅可為「個人與組織適配性測驗」提供更多的效度證據，並在實務上有助於高科技企業甄選人才時的參考。

關鍵詞：甄選工具、個人與組織適配、人格測驗、遞增效度

Abstract

Few studies have provided the validity evidence of a measure of objective person-organization fit (P-O fit) as a selection tool. The present study used a concurrent validation design to examine the criterion-related validity and the incremental validity of a P-O fit measure beyond the validity of the Big Five personality test for predicting job performance (task performance and organizational citizenship behavior) and employee commitment (organizational commitment and supervisory

commitment) for a group of high-tech professional employees in Taiwan. Results showed that P-O fit predicted the contextual component of overall job performance and was significantly related to two types of employee commitment. Moreover, P-O fit had an incremental validity beyond that of the personality measures for predicting some of our outcome variables.

Keywords: selection tool, person-organization fit, personality test, criterion-related validity, incremental validity.

二、緣由與研究目的

In the context of employee selection, existing selection systems typically focus on matching an applicant's attributes (e.g., job relevant knowledge, skills, and ability) to the demands of a particular job (Borman, Hanson, & Hedge, 1997). In addition to the enhancement of employee job performance, however, scholars and managers have been paying attention to employee commitment (e.g., organizational commitment, supervisory commitment) in recent years. Therefore, as noted by Ulrich (1998), that intellectual capital is of critical importance for knowledge workers in organizational success would depend on the competence and *commitment* of employees. In other words, organizations need to hire applicants who perform well on the job as well as those who evoke high levels of

commitment to the organization (Bowen, Ledford, & Nathan, 1991).

In general, most of the concerns with staffing organizations involve ensuring appropriate matches between job candidates' capabilities and job requirements on one hand, and job candidates' values and organizational cultures on the other. Therefore, as Bowen and his associates noted, the task of hiring should focus not only on the basis of an employee's behavior relevant to the overall success of the organization (i.e., organizational citizenship behavior), but also on the basis of the employee's attitudes (i.e., organizational commitment), especially for fast-growing high-technology companies which rely heavily on self-motivated committed people for organizational success and which have high needs for personal growth and development. To meet this need, we focus on the measure of objective person-organization fit (P-O fit) as an important selection tool because of its good predictive ability for employees' outcomes, especially for predicting organizational commitment (Kristof-Brown, Zimmerman, & Johnson, 2005).

Recent meta-analytic findings in the fit literature indicate that P-O fit is positively related to behavioral outcomes (e.g., the corrected correlation (ρ) is .28 for task performance and .26 for organizational citizenship behaviors; Hoffman & Woehr, 2006) and employees with higher P-O fit would

result in a higher level of organizational commitment after being hired into an organization ($\rho = .27$; Kristof-Brown et al., 2005). These findings together suggest that selecting individuals with higher level of P-O fit is important for organizations. However, researchers have noted that there is still an absence of investigation into the validity of the P-O fit measure in the context of employment decision making and of providing incremental validity evidences of P-O fit over and above the traditional and frequently-used measures (e.g., Big Five personality measures) in the selection context (Arthur Jr., Bell, Villado, & Doverspike, 2006; McCulloch & Turban, 2007). Therefore, following their suggestions, the present study has been undertaken to advance the selection literature by adopting a concurrent validation design to examine the criterion-related validity and the incremental validity of P-O fit beyond the validity of the Big Five personality measures for predicting job performance and employee commitment.

McCulloch and Turban (2007) extended past research and found that P-O fit as a selection tool for high-turnover call center representatives has incremental validity beyond cognitive ability for predicting employee retention, but not overall job performance. Although McCulloch and Turban's study provided initial empirical evidence on the validity of P-O fit in the selection context, the present study is intended to extend the

research of McCulloch and Turban (2007) in three aspects. First, McCulloch and Turban (2007) found P-O fit could produce an incremental validity above and beyond a cognitive ability test for predicting employee outcomes. Instead, the present study focuses on Big Five personality measures as a baseline because (a) personality measures have been widely used by organizations as part of their personnel selection practices, (b) the Big Five personality measures have also been shown to be valid predictors of job performance and employee commitment (Barrick & Mount, 1991), and (c) the personality traits have been considered as reflecting one aspect of P-O fit because P-O fit could be regarded as the extent of how an individual's personality traits fit with the work environment (Kristof-Brown et al., 2005). Second, in contrast with McCulloch and Turban (2007), task performance and contextual performance in the present study are measured separately (Borman & Motowidlo, 1997) rather than treated as overall job performance. This approach helps us gain more understanding about which aspects of performance could be better predicted by a P-O fit measure. Finally, in contrast to McCulloch and Turban (2007) who used the existing measurement of the organizational culture profile developed by O'Reilly, Chatman, and Caldwell (1991), we developed a P-O fit measure which was more relevant to our sample of

high-tech professional employees.

三、研究方法

As this research has adopted a concurrent validation design to examine the criterion-related and incremental validity of objective P-O fit, the data for this study was collected from a selected pool within a high-tech company in Taiwan. Fast-growing technological companies have to constantly change in response to the rapid development of markets and the pursuit of high organizational flexibility. This implies that employee job performance and commitment are critical for organizational success (Bowen et al., 1991; Ulrich, 1998).

Of the 167 questionnaires distributed, we received a valid sample of 134 employees (80.2% response rate). As for the participants, most are professional engineers and salespeople (76.6%), while the others are administrative specialists (19.4%) and purchasing engineers (4%). In addition, 53% of the participants ($n=70$) were male and their mean age was 34.05 ($SD = 5.53$). The mean job tenure was 6.91 years ($SD = 4.95$). In addition, to address concerns about a possible sampling bias, we compared sample means for the valid samples of the present study with all possible samples of this selected company on all demographic variables. Results of a series of t-tests showed that the two groups were not statistically different from each other. Therefore, sampling

bias should not be a serious problem in the present study.

In addition, we also proceeded with the development of P-O fit scale by taking a critical-incident approach to inductively generate descriptions of organizational culture that would capture the high-tech organization's cultural phenomenon. We interviewed 12 frontline employees (in one-on-one interviews) and 9 middle managers (in one-on-three group interviews) to generate some descriptors for the high-tech firm cultures. Simultaneously, a deductive approach was used based on the extensive review of previous literature about the organizational culture profile developed by O'Reilly and his associates (1991). Besides this, we included secondary source records (e.g., Internet, the formal documents about core competency descriptions provided by the company's HR division) and other public information on other high-tech organizations in Taiwan. Finally, we generated 23 organizational value statements (e.g., being innovative, sharing information freely, opportunities for professional growth, and working in collaboration with others) to meet the cultural values of the selected company and the high-tech companies in general.

四、結果與討論

The current study investigated the criterion-related and incremental validity of P-O fit in the context of high-tech professional employees. The results of this study indicate that the

objective P-O fit has good criterion-related validity and incremental validity beyond the validity of existing personality measures, which had been shown to be the most useful predictors of contextual performance in the selection and personality literature to date (e.g., Bowman & Motowidlo, 1997). Specifically, the present study provides evidence that P-O fit has predictive power of organizational citizenship behavior and employee commitment. This adds to the growing literature in the field of personnel selection by demonstrating the validation of P-O fit in predicting the contextual aspect of job performance, as well as organizational and supervisory commitment. In addition, our findings suggest that the joint effects of P-O fit and personality measures in the selection context are greater than when each measure used alone in predicting employee attitude and behavior. Therefore, as the business environment becomes more complex for knowledge workers, the simultaneous use of P-O fit and personality measures will contribute to higher employee work outcomes and, thus, lead to organizational success.

五、計畫結果自評

本研究成果的學術與實務應用價值，可包括下列三項：首先，本研究編製一套以高科技公司之核心價值觀為基礎之個人與組織適配性量表，可供日後相關研究參考使用；同時，本研究參考過去學者以客觀衡量的方式

發展問卷，並計算個人與組織適配性測驗的分數，可彌補個人與組織適配性之主觀量表衡量上的不足。再者，本研究發現個人與組織適配性甄選工具，對於員工工作行為與態度變項具有良好效標關連效度與遞增效度；因此，研究結果不但可提供在甄選研究方面更多的效度證據，對於重視甄選高績效與高組織承諾的員工之企業而言，結果亦可作為高科技企業甄選人才時的參考。最後，本研究發現個人與組織適配性測驗與人格測驗搭配施測，可增加對於員工行為與態度之整體預測力。整體來說，本研究結果極適合在學術期刊上發表。

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