



## PERSON-ENVIRONMENT FIT AND ITS DIMENSIONS AS PREDICTORS OF HYGIENE FACTORS AMONG THE CEBU INSTITUTE OF TECHNOLOGY-UNIVERSITY EMPLOYEES

[1] Florabel H. Chua and [2] Ronald C. Yrog-irog

[1] Human Resource Department, [2] Department of Humanities and Behavioral Sciences,  
Cebu Institute of Technology-University, Cebu City, Philippines 6000

[1] [florabel.chua@cit.edu](mailto:florabel.chua@cit.edu), [2] [ronald.yrogirog@cit.edu](mailto:ronald.yrogirog@cit.edu)

### Abstract

This study investigates the influence of Person-Environment Fit (PE Fit) on Hygiene Factors among the employees of Cebu Institute of Technology-University (CIT University) during the 2023 to 2024 academic year. Utilizing the Perceived Person-Environment Fit Scale (PPEFS) and Bellingham's Job Satisfaction Survey, data was collected from 278 respondents through a descriptive predictive survey design.

Findings suggest a predominantly positive alignment between employee perceptions and their work environment, with variations noted in Person-Supervisor Fit. While overall Hygiene Factors received high agreeability, areas for improvement were identified in Compensation, Benefits, and Personal (Work-life Balance). Notably, higher levels of P-E Fit correlated with increased satisfaction with Hygiene Factors, highlighting the importance of value alignment.

The study emphasizes the significance of Person-Organization Fit and Person-Supervisor Fit in shaping employee satisfaction and recommends further research to explore demographic considerations. Recommendations include revamping communication channels, aligning organizational values, enhancing supervisor training, optimizing compensation and benefits, and promoting work-life balance initiatives to foster a supportive and fulfilling work environment at CIT University.

Index Terms— (Keywords: Employee Satisfaction, Employee Perception, Hygiene Factors, Person-Environment Fit)

### INTRODUCTION

In the complexity of organizational dynamics, the alignment between individuals and their work environment plays a pivotal role in shaping employee satisfaction and organizational success. At Cebu Institute of Technology-University (CIT-U), this intricate interplay took center stage as employees navigated their roles within the institution's academic landscape. The purpose of this research was to determine how effectively Person-Environment Fit (P-E Fit) predicted Hygiene Factors among the CIT-U employees. P-E Fit is the match between personal and environmental



attributes, and the Hygiene Factors when present, contribute to employee satisfaction [1], [2]. This provided valuable information about how an individual and their workplace's harmony affected their well-being and sense of job satisfaction.

This research endeavored to bridge this gap by examining the complex dynamics of hygiene factors among CIT University employees, focusing on the overall Person-Environment Fit and the critical dimensions of Person-Environment Fit, including Person-Job, Person-Supervisor, Person-Group, and Person-Organization

Fit. And, Hygiene Factors, such as compensation, workload, recognition, and professional growth opportunities, incorporated with the factors identified by Dr. Bellingham in his organizational culture study that included the Immediate Head, Colleagues, Work Environment, Nature of the Job, Compensation, Benefits, and Personal aspects such as Work-life Balance [3], [4], [5], [6], [7]. These were factors that, when

lacking or inadequate, could cause job dissatisfaction [8].

One fundamental aspect considered was distinguishing between Person-Job Fit and Hygiene Factors. While Person-Job Fit assesses the alignment of individual attributes with job requirements, the Hygiene Factors are those that are necessary for people to work and they will feel unhappy if not given [9]. Understanding this distinction was crucial in interpreting the intricate relationship between employee fit and hygiene factors' agreeability. This research extended its purview to include the often-neglected dimensions of Person-Supervisor Fit and Person-Group Fit [4]. These dimensions significantly influenced the employee experience and warranted thorough examination to create a more satisfying work environment and enhance performance.

The contextualization of findings was of paramount importance. Hygiene Factors influencing job satisfaction within the unique Philippine context might differ from those in other regions [10]. By comprehending these specific influences within CIT University, this research sought to inform tailored strategies that promote employee productivity in this distinct context.

Beyond theoretical contributions, this research held practical significance. By shedding light on the dynamics of the Person-Environment Fit and Hygiene Factors matches at CIT University, it aimed to guide the development of effective Human Resource programs and policies that could enhance employee satisfaction and overall organizational performance [11], [12]. In doing so, it sought not only to contribute to the academic discourse but also to serve as a valuable resource for organizations seeking to elevate employee productivity, satisfaction, and well-being.

### **General Objective**

The study aims to determine if Person-Environment Fit and its Dimensions are predictors of Hygiene Factors among the Cebu Institute of Technology-University Employees during the academic year 2023 to 2024.

### **Scope and Limitation**

It is essential to acknowledge the study's limitation to CIT University employees, potentially limiting its broader applicability to other educational settings. Additionally, the study does not specifically analyze additional characteristics such as the generational level and work classification of the respondents and other demographic areas, which could impact the Person-Environment Fit matches and Hygiene Factor agreeability. While existing research has explored the impact of commitment, organizational communication, employment status, and duration of service on

employee satisfaction, these elements were not specifically included in this study's scope.

Furthermore, previous studies by Yeon, KimSoo, and ShinHye have examined the impact of commitment on satisfaction, specifically in the context of person-organization fit [13]. The reference [12] also highlighted the importance of organizational communication in employee satisfaction. Additionally, the effect of employment status and duration of service was examined in the study by Haq [14]. Although these elements were not directly addressed in the current study, their exclusion underscores the need for future research to consider their potential influence on Person-Environment Fit matches and Hygiene Factor agreeability among employees.

## METHODOLOGY

### Research Design

This study employed a descriptive predictive survey design with multiple regression analysis to investigate the predictive association between Person-Environment Fit and Hygiene Factors among Cebu Institute of Technology-University employees during the academic year 2023 to 2024. The independent variables included overall Person-Environment Fit, and Person-Environment Fit dimensions comprising the Person-Organization Fit, Person-Job Fit, Person-Group Fit, and Person-Supervisor Fit, while the dependent variable was the overall Hygiene Factors. Utilizing existing scales, such as Bellingham's 'Job Satisfaction Survey' and 'The Perceived Person-Environment Fit Scale (PPEFS)' of Chuang, the study measured person-environment fit and hygiene factors through self-reported survey responses from CIT University employees, [7], [15].

### Research Environment

The study was conducted at the Cebu Institute of Technology – University, an academic institution located in Cebu City, Philippines. The university offers a wide range of educational programs and aims to achieve a top status among Philippine universities by 2025. This research took place within an environment where various employee programs and wellness initiatives were active. These included the Admin Staff Ranking System (CALIBRATE), Exemplary CIT Employee and Department (KABILIN), Service Awards (SINAG), and more, all of which contributed to enhancing workforce competence. Additionally, the university promoted well-being through activities focusing on general wellness, psychological health (Kamustahan: PERMA Living), social-emotional wellness (Storya Nya Tah: Appreciation and Positive Emotion), spiritual well-being (Soul Boosting: Values, Ethics, and Spirituality), and physical wellness (stress-relief activities). This context made the university an ideal setting to investigate the influence of Person-Environment Fit on Hygiene Factors among its employees during the academic year 2023 to 2024, aligning with the institution's commitment to academic excellence.

### Research Respondents & Instrument

The study targeted 480 employees of Cebu Institute of Technology-University for the 2023-2024 academic year, including teaching and non-teaching staff, but excluding part-time and executive members. A minimum of 214 surveys was required for a 95% confidence level. Stratified random sampling aimed for 171 teaching and 110 non-teaching responses, ensuring comprehensive representation. The final sample included 286 responses, adjusted to 278 after excluding non-consenting and part-time respondents.

The study used two primary research instruments: the Perceived Person-Environment Fit Scale (PPEFS) by Chuang which assesses Person-Job, Person-Organization, Person-Group, and Person-Supervisor fit across 14 questions on a 7-point Likert scale, and Bellingham's Job Satisfaction Survey, which evaluates hygiene factors like Immediate Head, Colleagues, Work Environment, Nature of Job, Compensation, Benefits, and Work-Life Balance. The PPEFS was validated with high-reliability coefficients, while Bellingham's survey, modified from a Yes/No format to a 7-point Likert scale, was validated by Baya and the team with strong reliability scores across its dimensions, [7], [15], [16].

### **Research Procedure**

Before starting the study on Person-Environment Fit as a predictor of Hygiene Factors among CIT employees, formal permission was obtained from CIT University's Human Resource Department (HRD) and other relevant authorities, including the HR Director, as the researcher is an HR employee of the University. This ensured adherence to ethical guidelines. The researcher then contacted potential respondents via official email, introducing the study's objectives and requesting voluntary participation. Exemptions were made for Executive Office members, Consultants, Part-time Teaching Personnel, Probationary Non-Teaching Personnel, Advisers, Faculty Panelists, and Professors. The emails clearly outlined the voluntary nature of participation, and the right to decline, and ensured confidentiality, with detailed informed consent provided.

Initially aiming for 214 responses, the target was revised to include departments with only one staff member, resulting in a final count surpassing 281 responses. This adjustment ensured comprehensive coverage across all departments. Data was collected using two instruments: Chuang's Perceived Person-Environment Fit Scale (PPEFS) and Bellingham's Job Satisfaction Survey. The PPEFS assessed alignment across four dimensions (Person-Job, Person-Organization, Person-Group, Person-Supervisor) with 14 questions on a 7-point Likert scale, while the Job Satisfaction Survey measured hygiene factors such as Immediate Head, Colleagues, Work Environment, Nature of Job, Compensation, Benefits, and Work-Life Balance, [7], [15].

The self-reported surveys allowed respondents to provide feedback on their work environment. Descriptive statistics were used to analyze the data, including mean scores and standard deviations for each dimension and factor. For the Hygiene Factors profile, it was analyzed using mean and standard deviation calculations. For the multiple linear regression analysis, it was conducted using Microsoft Excel (XLSTAT 2023) to explore the influence of Person-Environment Fit and its dimensions on overall Hygiene Factors. Regression coefficients, R-squared, adjusted R-squared, F-statistic, and p-values were evaluated to determine the strength and significance of the relationships, following the guidelines of Sebastian Taylor, Hayes, Hinkle, Zach, and Bevans, [17], [18], [19], [20], [21]. The results will be presented through tables and feedback will be provided to respondents via a forum or in-house presentation. Privacy was maintained with a password-protected folder and the raw data will be retained securely until publication.

## DISCUSSION OF RESULTS

### A. Person-Environment Fit Profile

The first section discussed the four key dimensions of the Person-Environment Fit Profile. Through meticulous analysis, it examines how individuals align with their work environments, revealing the interaction of matches between personal attributes and organizational contexts at CIT University.

**Table 1.0**  
**Person-Environment Fit Profile of Respondents**  
**n=278**

Dimension	Mean Score	Standard Deviation	Interpretation
Person-Job Fit	6.1502	0.8194	Mostly Match
Person-Organization Fit	6.2369	0.8556	Mostly Match
Person-Group Fit	6.1169	0.9008	Mostly Match
Person-Supervisor Fit	5.7921	1.1072	Somewhat Match
<b>Overall Person-Environment Fit</b>	<b>6.0740</b>	<b>0.9208</b>	<b>Mostly Match</b>

*Note: Average Person-Environment Fit Profile of Respondents*

Table 1.0 provides insights into the respondents' perceptions (CIT employees) regarding various dimensions of Person-Environment Fit, accompanied by their corresponding mean scores and standard deviations. Notably, a high degree of alignment with their job, organization, and group is indicated by the mean scores for Person-Job Fit, Person-Organization Fit, and Person-Group Fit, which are 6.1502, 6.2369, and 6.1169, respectively (Mostly Match). These results, along with the comparatively low standard deviations of 0.8194, 0.8556, and 0.9008, respectively, imply that respondents' perceptions in these areas were consistent. However, the mean score for Person-Supervisor Fit is slightly lower at 5.7921, with a higher standard deviation of 1.1072, indicating a somewhat lesser alignment with supervisors and greater variability in responses.

Overall, the respondents exhibit a strong alignment with their work environment, as reflected in the Overall Person-Environment Fit mean score of 6.074, despite some variability in perceptions, particularly concerning the fit with supervisors. These findings emphasize the importance of

considering multiple dimensions of Person-Environment Fit in understanding employee perceptions and organizational dynamics. The alignment between employees and their roles significantly impacts job satisfaction and work engagement in the organizational context, as highlighted by Peng, Y., Mao, and Lu and his team, [22], [23]. Similarly, a positive Person-Organization Fit, emphasized by Rehfuss and partners, and Bretz, R., and Judge, T., influence performance and broader career contentment, [24], [25].

The Person-Supervisor Fit analysis reveals that there is a need to improve the alignment between employees' perceptions and their supervisors' traits and leadership styles, as evidenced by the lowest match (Mean Score: 5.7921, Interpretation: Somewhat Match). This discrepancy may arise from differences in values, goals, work styles, and lifestyle preferences between employees and their supervisors. Specifically, the lowest match is noted in response to the question regarding - Your LIFESTYLE and your Supervisor's Lifestyle (Mean Score: 5.5432, Interpretation: Somewhat Match). However, this variation does not necessarily indicate negativity; rather, it suggests that while there's a positive perception of fit with supervisors, there may be differences in this alignment compared to other dimensions. These findings emphasize the significance of considering the supervisor-employee relationship, [26].

At CIT University, there is an interesting observation concerning the Person-Supervisor Fit dimension that requires attention not only from a researcher's perspective but also from an HR standpoint. Notably, a significant number of supervisors belong to the Baby Boomer generation, while many non-teaching non-supervisory employees, particularly those from Generation Z, prefer digital communication methods. This generational disparity in communication preferences and work styles may contribute to the perceived misalignment (highlighted in the question regarding 'Your Lifestyle' and 'Your Supervisor's Lifestyle'). Moreover, considering that numerous supervisors have long tenure at CIT, they may be more accustomed to traditional policies and practices, whereas younger employees may favor a more contemporary and adaptable approach. This variation in lifestyle and workplace expectations between employees and supervisors presents opportunities for enhancing alignment to nurture stronger working relationships and mutual understanding.

To enhance the Person-Supervisor Fit at CIT University, implementing strategies such as enhanced training for supervisors, establishing regular feedback mechanisms for open communication, and offering leadership development programs can bridge the gap between supervisors and employees. These initiatives aim to foster better understanding, collaboration, and alignment within the organization, ultimately contributing to a more conducive and harmonious work environment. Note that, the collaborative efforts between supervisors and employees play a great role in enhancing work engagement, thereby mediating the positive impact of person-supervisor fit on employee performance, [27].

Conversely, the highest matches in Person-Organization Fit (Values and Goals) indicate a strong alignment between employees' values, goals, and those of the organization. Specifically, the question related to organizational values, particularly in terms of helping others, scored the highest with a mean of 6.4496. This finding is supported by J.R. Halbesleben's study in 2012, which identifies a positive association between the culture of helping behavior and coworker support roles, [28]. Similarly, the highest match question in Person-Job Fit, with a mean of 6.2734, reflects alignment between professional skills, knowledge, and job requirements, as noted by Kakar, suggesting a decrease in turnover rates among employees. Additionally, the highest match question

in Person-Group Fit pertains to values, specifically helping others, with a mean of 6.3849, [29]. The low standard deviations across dimensions imply a consistent perception among respondents, highlighting the influence of perceived alignment between individual characteristics and job requirements or organizational values on employee satisfaction, [30], [31].

In the context of CIT University, the robust alignment observed in Person-Organization Fit, particularly with helping others, reflects the steadfast commitment to community welfare of the University. This is substantiated by initiatives such as Ayuda extensions during calamities, the Agak Bahay Abag Buhay post-typhoon support program, and others, exemplifying CIT's proactive approach to aiding those in need.

Similarly, the alignment in Person-Job Fit which is noted in professional skills, knowledge, and job requirements underscores CIT's nurturing work environment, guided by its mission and vision centered on values-driven, competent, innovative, and technology-proficient employees. This is further evidenced through specialized programs like UGMAD (Staff Development Program) and USWAG (Knowledge Sharing), tailored to elevate staff competencies in communication, digitalization, and knowledge sharing.

Furthermore, the high alignment observed in Person-Group Fit, particularly in helping others speaks to CIT's comprehensive wellness approach. The university's diverse wellness initiatives, ranging from Kamustahan sessions for psychological/mental wellness to Storya Nya Tah for social-emotional wellness and Soul Boost support for spiritual wellness, signify a holistic support framework for its community members. Coupled with physical wellness activities like Zumba, basketball, badminton, and financial literacy programs, CIT fosters an ecosystem prioritizing the holistic well-being of its employees, contributing to a vibrant and supportive community both within and beyond its campus confines.

CIT University can leverage its strong alignment in Person-Organization Fit, Person-Job Fit, and Person-Group Fit to bolster organizational dynamics and employee well-being. To sustain these positive outcomes, the university should continue its community welfare initiatives, invest in ongoing professional development programs, and prioritize holistic wellness activities. By doing so, CIT can foster a supportive work environment and enhance employee engagement, contributing to organizational success and individual flourishing.

## B. Overall Hygiene Factors

In this section, the presentation, interpretation, and analysis of data has a significant focus on Overall Hygiene Factors, where the elements critical for a positive work environment were dissected. Through meticulous analysis, insights were established into how these overall hygiene factors reflect the agreeability of the employees.

**Table 2.0**  
**Overall Hygiene Factors**

n=278

Hygiene Factors	Likert Scaling							Average per Factor
	7	6	5	4	3	2	1	
Immediate								
Head	737	467	115	32	21	3	15	6.2935
Colleagues	815	441	97	7	14	3	13	6.4209
Work								
Environment	722	475	127	30	13	5	18	6.2777
Nature of the								
Job	721	510	118	15	4	2	20	6.3259
Compensation	531	531	192	67	42	8	19	5.9655
Benefits	512	483	229	83	39	23	21	5.8583
Personal								
(Work-Life								
Balance)	506	491	226	68	47	32	20	5.8381
<b>Overall Hygiene Factor</b>								<b>6.1400</b>

*Note: Average (Mean) of the Overall Hygiene Factors of Respondents*

Table 2.0 provides insight into the overall hygiene factors within CIT University, measured on a Likert scale from 1 to 7. The overall average hygiene factor score is 6.1400, reflecting a generally positive perception of the different factors among respondents. Hygiene aspects are critical for preventing unhappiness and contribute to employee satisfaction, according to Herzberg's Two-Factor Theory. The elements influence the employee's decision to stay, indicating that they play a crucial part in keeping talent within a company, [32]. The high average score in this table suggests that these hygiene factors are being adequately met within the organization, aligning with Herzberg's theory. However, while overall satisfaction is high, there may still be specific areas, such as compensation and benefits, where improvements could further enhance employee well-being and motivation.

The study's overall hygiene factor finding, consistent with previous research by Shaikh, underscores that mean values above 5 on a Likert scale of 1 to 7 indicate agreeability of Herzberg's Hygiene Factors, signaling satisfaction, [33]. This high score (Mean: 6.1400) may be attributed to



CIT University’s emphasis on comprehensive programs, policies, and activities for culture and people development, and showcasing stewardship toward employees. By addressing not only the basics but also higher-order needs, the organization fosters high agreeability of Hygiene Factors. To sustain this high level of agreeability, continued emphasis on comprehensive programs for culture and people development, along with employee welfare policies, is recommended, [34].

**C. Hygiene Factors Profile of Respondents**

In this section’s presentation, interpretation, and analysis of data, a closer examination is undertaken to explore the Hygiene Factors of respondents. These factors serve as essential determinants of employee satisfaction and organizational well-being, offering insights into the foundational elements that contribute to a positive work environment. In this section, the researcher examines the complex connection between Hygiene Factors and how employees perceive them.

**Table 3.0**  
**Hygiene Factors Profile of Respondents**  
**n=278**

Factors	Mean Score	Standard Deviation	Interpretation
Immediate Head	6.2935	1.0295	Agree
Colleagues	6.4209	0.9267	Agree
Work Environment	6.2777	1.0422	Agree
Nature of the Job	6.3259	0.9746	Agree
Compensation	5.9655	1.191	Somewhat Agree
Benefits	5.8583	1.2837	Somewhat Agree
Personal (Work-Life Balance)	5.8381	1.3152	Somewhat Agree
<b>Overall Hygiene Factors</b>	<b>6.1400</b>	<b>1.109</b>	<b>Agree</b>

*Note: Average Hygiene Factors Profile of Respondents*

Table 3.0 presents the hygiene factors profile of respondents at CIT University, indicating generally positive perceptions across seven different factors. Colleagues received the highest mean score of 6.4209, signifying strong agreement among employees regarding positive workplace interactions. Following closely, the Nature of the Job received a mean score of 6.3259, reflecting favorable sentiments regarding engagement in meaningful work. Similarly, respondents expressed high satisfaction with their Immediate Head, with a mean score of 6.2935, suggesting effective leadership and management practices. The Work Environment also garnered positive feedback, with a mean score of 6.2777, highlighting favorable perceptions regarding the physical and social aspects of the workplace. Standard deviations were consistent across factors, with a range of 0.9267 to 1.3152, indicating relatively low variability in responses.

However, perceptions were somewhat less enthusiastic regarding Compensation, Benefits, and Personal (Work-life Balance), with mean scores ranging from 5.8381 to 5.9655 and standard deviations reflecting moderate variability. These scores suggest a moderate level of agreement (Somewhat Agree), with Personal (Work-life Balance) receiving the lowest score. While indicating agreement, these factors suggest areas where improvements could enhance employee satisfaction and well-being. Overall, the findings underscore the importance of addressing specific aspects of hygiene factors to maintain a positive work environment and foster employee engagement and retention within CIT University.

The hygiene factor with the highest agreeability among respondents is Colleagues, as indicated by the question "I respect the work of my peers," with a mean score of 6.6223. This finding resonates with Andersen's study, which highlighted the significance of social support from coworkers in fostering higher job satisfaction, [35]. Following closely is the Nature of the Job, with a mean score of 6.4532, derived from the question "I know what is expected of me at work." This aligns with research by George and K.A, emphasizing the impact of the nature of the job on overall job satisfaction levels, [36]. Similarly, respondents expressed high agreeability with their Immediate Head, with the mean score obtained from the question "My immediate head cares about me as a person," scoring 6.3201. This finding underscores the importance of supportive leadership in contributing to employee satisfaction. Additionally, the Work Environment also garnered positive feedback (Agree), with a mean score of 6.4388 for the question "I am aligned with the organizational mission." These findings imply that employees generally view their relationships with colleagues, the overall work environment, immediate supervisors, and the nature of their job, positively, [37].

In examining the context, the notable high agreement among employees on the Colleagues factor likely stems from a culture of mutual respect and collaboration. Employees consistently acknowledge and celebrate each other's accomplishments, fostering a supportive environment where collective success is embraced. Regarding the Nature of the Job, our HR Department employs a comprehensive approach, including the use of a Conversation matrix in our e-AEPA (Admin Performance Evaluation) and conducting job and culture fit interviews during hiring. This emphasis on ensuring job fit and providing adequate training contributes to the positive perception (Agree) of job expectations. The caring attitude of Immediate Heads, many extends beyond the norm, embodying the ethos of CIT Cares advocated by the University President. This ethos emphasizes the importance of employee well-being in delivering exceptional service to customers. Lastly, the Work Environment factor's agreeability with the university's mission and vision fosters a sense of purpose and cohesion among employees, reinforcing their commitment to the

organization's goals.

To maintain and enhance positive employee agreement with the four hygiene factors mentioned, the University should continue to prioritize ongoing recognition of achievements, refine HR practices for job fit and training, sustain leadership's caring attitude, and periodically align the work environment with the university's mission. Incorporate regular feedback mechanisms to identify areas for improvement and ensure continuous enhancement of the positive workplace culture.

While respondents generally agree on various hygiene factors, there are areas where agreement is less pronounced, notably in Compensation, Benefits, and Personal (Work-Life Balance). Compensation, emphasized as crucial for job satisfaction by Abdolshah, receives relatively lower agreement, particularly evident in the question regarding "promotion opportunities" (mean 5.9388), [38]. Similarly, benefits-related questions, such as those concerning "health programs' security", yield a lower agreement, with a mean score of 5.4640. This reflects the same study of Bastida on benefits and employees' sensitivity. Furthermore, respondents express the least agreement in the Personal (Work-Life Balance) factor, with the lowest mean derived from questions about "personal time and energy for leisure activities, including reading books of interest" (mean 5.3849), [39]. Research from Zheng, and Haar supports the idea that work-life balance improves job satisfaction in a variety of cultural contexts, [40], [41]. These results highlight the necessity of enhancing work-life balance programs, benefits packages, and pay to boost employee happiness and well-being.

The identified areas of concern in Compensation, Benefits, and Personal (Work-Life Balance) underscore the imperative for organizational intervention. To address the lower agreement regarding "promotion opportunities" within the Compensation factor, a transparent succession planning program is essential, though CIT University has the CALIBRATE (Admin Ranking) already for non-teaching employees, ensuring clear advancement pathways and industry-equivalent and competitive rates. Similarly, addressing the lower agreement on "health programs" within the Benefits factor requires implementing insurance benefits consistently available to both teaching and non-teaching employees, and can be utilized for outpatient services. Additionally, improving the lowest agreement in the Personal (Work-Life Balance) factor, particularly regarding "personal time and energy for leisure activities, including reading books of interest," necessitates a review of the Job Description, Key Result Areas (KRAs), and workload/faculty load, alongside offering flexible work arrangements. By implementing these targeted interventions, CIT University can create a more supportive and fulfilling work environment.

#### D. Influence of the Overall Person-Environment Fit and its Dimensions on the Overall Hygiene Factors among the Respondents

The researcher explored how the Overall Person-Environment Fit and its Dimensions influenced the Overall Hygiene Factors among the Respondents. Through thorough analysis and interpretation, the researcher aimed to uncover the predictive relationship between these variables and their impact on workplace dynamics. By examining how the alignment between individuals and their work environments affected employee satisfaction and well-being,

**Table 4.0**  
**Regression Summary**  
**Overall Person-Environment Fit as Predictor of**  
**Overall Hygiene Factors**

**Regression  
Statistics**

Observations	278.00
Multiple R	0.679
R <sup>2</sup>	0.461
Adjusted R <sup>2</sup>	0.459
Standard Error	0.382

	<b>Coefficient</b>	<b>Std Error</b>	<b>p-value</b>	<b>R-squared</b>	<b>Adjusted R-squared</b>	<b>F-statistic</b>
Intercept	1.06	0.33	<b>0.002</b>	0.46	0.46	236.1021
Overall P-E Fit	0.8334816	0.0542433	<b>&lt;0.0001</b>	0.461	0.459	236.1021

well-being, the researcher provided insights into creating a positive work environment.

Table 4.0 displays the findings of the regression analysis conducted to investigate the potential predictive association between the Overall Hygiene Factor and the Overall Person-Environment Fit (P-E Fit). With a p-value of less than 0.0001, which denotes a very unlikely chance occurrence, the model shows a statistically significant link. This result is significantly above the traditional threshold (often set at 0.05), confirming the relationship's dependability and emphasizing its importance in organizational settings. Additionally, the modified R-squared value of 0.459 is higher than the benchmark value of 0.3, indicating that fluctuations in the Overall P-E Fit account for about 45.9% of the variability in the Overall Hygiene Factor.

This signifies a moderately strong predictive power of the Overall P-E Fit in determining the Overall Hygiene Factor, further emphasizing its critical role in shaping workplace dynamics and satisfaction levels. The coefficient for the Overall P-E Fit is estimated to be 0.833, with a standard error of 0.054. This indicates that for every one-unit increase in the Overall P-E Fit score, there is an associated increase of 0.833 units in the Overall Hygiene Factor, holding all other variables constant. The standard error provides insight into the precision of the coefficient estimate, indicating the degree of uncertainty around the mean estimate. In this case, the low standard error suggests a relatively precise estimation of the coefficient, enhancing confidence in the predictive capability of the Overall P-E Fit.

Additionally, the intercept value of 1.06 represents the estimated value of the Overall Hygiene Factor when the Overall P-E Fit is zero, serving as the baseline level of the Overall Hygiene Factor in the absence of any Person-Environment Fit. This intercept provides a reference point for understanding the Overall Hygiene Factor score concerning the Overall P-E Fit, facilitating a deeper interpretation of the regression results and their implications for organizational practices.

Overall, these findings underscore the significance of a positive alignment between individuals and their work environment in shaping perceptions of hygiene factors. A strong Overall P-E Fit is associated with higher levels of satisfaction with hygiene factors, emphasizing the importance of organizational cohesion and compatibility in fostering a conducive work environment. The robust statistical results support the notion that addressing Person-Environment Fit

can be instrumental in enhancing overall workplace satisfaction and well-being, guiding strategic interventions to optimize employee experiences and organizational outcomes.

The findings highlight the critical importance of addressing Person-Environment Fit (P-E Fit) to optimize employee experiences and organizational outcomes. Research by Cable and DeRue, Kristof-Brown's study, and recent studies such as those by Wang et al. and Liu et al. emphasize the impact of P-E Fit on employee satisfaction and performance. A strong alignment between individuals and their work environment correlates with higher levels of satisfaction with hygiene factors. Bastida and Abdolshah study further support the significance of organizational cohesion and compatibility in fostering a conducive work environment, [38], [39], [42], [43], [3], [44].

To achieve this, CIT University should prioritize several key actions from both an HR perspective and that of a researcher. Firstly, conducting comprehensive assessments, as suggested by Cable and DeRue, Wang et al., and Liu et al., such as reviewing the university's existing Competency and Compliance Matrix (CCM). This should cover employees' KPIs, Training Needs, and succession planning to ensure alignment with organizational culture, [42], [3], [44].

Secondly, providing targeted training and development opportunities, as advocated by Kristof-Brown’s study, Wang et al., and Liu et al., tailored to individual needs, can help employees thrive in their roles. Fostering open communication channels, already in place at CIT University through programs like *Bangga sa mga Banggitan Clubs* (Departmental Clubs) and *Faculty Club, Kamustahan* (Psychological/Mental Wellness activity) and *Storya Nya Tah* (Social-Emotional Wellness activity), encourages feedback and dialogue, as recommended by Cable and DeRue, and Wang et al, [42], [43], [3], [44]. Flexible work arrangements, supported by Bastida and recent studies, accommodate diverse employee preferences and promote work-life balance. Recognition and rewards, such as CIT's existing programs like *SINAG* (Service Awards) and *KABILIN* (Exemplary Technologist Award), should continue to acknowledge and reinforce positive contributions, aligning with the findings of Abdolshah study and Wang, [38], [39], [3].

**Table 5.0**  
**Regression Summary**  
**Person-Environment Fit Dimensions as**  
**Predictor of Overall Hygiene Factors**

It should continue to be a top priority to improve organizational culture, as suggested by Bastida and contemporary research, [39].

As recommended by recent studies and Kristof-Brown et al., routine monitoring of employee satisfaction and engagement levels will allow CIT University to evaluate the success of initiatives and make required modifications. Through the implementation of these strategic initiatives and an

**Regression Statistics**

Observations	278.00
Multiple R	0.689
R <sup>2</sup>	0.474
Adjusted R <sup>2</sup>	0.468
Standard Error	0.380

	Coefficient	Std Error	p-value	R-squared	Adjusted R-squared	F-statistic
Intercept	1.42	0.331	<0.0001	0.449	0.445	112.02
P-O Fit	0.637	0.069	<0.0001	0.637	0.637	62.169
P-S Fit	0.570	0.050	<0.0001	0.570	0.570	21.303

emphasis on P-E Fit, CIT University may establish a work environment that is both engaging and supportive, hence promoting overall workplace satisfaction and well-being, [43].

### E. Person-Environment Fit Dimensions as Predictor of Overall Hygiene Factors

Table 5.0 presents the results of a regression analysis aimed at predicting Overall Hygiene Factors from Person-Environment Fit (P-E Fit) Dimensions. The statistical findings reveal several crucial insights into the relationship between these variables. Firstly, all predictor variables, including P-O Fit and P-S Fit, exhibit highly significant associations with Overall Hygiene Factors, as indicated by the p-values of  $<0.0001$ . This significance underscores the robustness of the relationships observed in the model and highlights the substantial predictive value of the P-E Fit Dimensions in determining Overall Hygiene Factors.

Moreover, the Multiple R-value of 0.689 suggests a strong overall correlation between the predictor variables (P-O Fit and P-S Fit) and the outcome variable (Overall Hygiene Factors). This indicates a notable linear relationship between the P-E Fit Dimensions and Overall Hygiene Factors, emphasizing the predictive direction of the model.

Additionally, the R-squared value of 0.474 indicates that changes in the predictor variables account for roughly 47.4% of the variability in overall hygiene factors. This underlines the study's importance even further by showing that the model has a moderate-to-strong explanatory power in explaining changes in overall hygiene factors.

Furthermore, considering the number of predictors in the model, the modified R-squared value of 0.468 confirms the robustness of the explanatory power of the model. This adjusted value remains relatively high, indicating the model's stable predictive capability even after adjusting for complexity.

Turning to the coefficients, both P-O Fit and P-S Fit demonstrate positive coefficients, indicating that increases in these dimensions of the Person-Environment Fit correspond to increases in Overall Hygiene Factors. The coefficients of 0.637 for P-O Fit and 0.570 for P-S Fit further elucidate the predictive direction, suggesting that, holding all other variables constant, a one-unit increase in these dimensions results in corresponding increases of 0.637 units and 0.570 units in Overall Hygiene Factors, respectively.

Also, the standard errors associated with the coefficients provide insights into the precision of the coefficient estimates. The relatively low standard errors indicate precise coefficient estimates, further bolstering confidence in the reliability of the model's predictive capability.

Overall, these detailed statistical analyses underscore the robustness and significance of the predictive relationship between Person-Environment Fit Dimensions and Overall Hygiene Factors. The findings highlight the importance of considering various dimensions of the work environment in predicting and understanding employee perceptions and satisfaction levels, offering valuable insights for organizational practices and interventions.

To provide clarity regarding the exclusion of Person-Job Fit (P-J Fit) and Person-Group Fit (P-G Fit) from the table, the regression analysis aimed at predicting the Overall Hygiene Factor revealed that these two variables did not significantly contribute to explaining the variability in Overall Hygiene Factor (Overall HF), as determined by the Type III sum of squares. This suggests that their inclusion in the model did not notably enhance its predictive capability regarding Overall HF. However, despite the non-significance of these variables, the overall regression model, when considering other factors, was able to explain approximately 45% of the variability in Overall HF. This implies that while P-J Fit and P-G Fit may not individually predict Overall HF, other factors included in the model collectively impact its variability. Therefore, while acknowledging the limited significance of P-J Fit and P-G Fit, the comprehensive model provides insights into the

broader factors influencing Overall HF.

Based on the data and analysis, one implication for CIT University employees is the critical importance of aligning their values and goals with those of the organization. The significant associations observed between Person-Organization Fit (P-O Fit) and Overall Hygiene Factors underscore the relevance of this alignment in determining satisfaction with colleagues, immediate head, nature of the job, work environment, compensation, benefits, and work-life balance. Specifically, employees who perceive a strong match between their values/goals and those of CIT University are more likely to experience higher levels of satisfaction with various aspects of their work environment [45], [46], [47], [48].

Actively evaluating and considering how well they match with the organization's values and objectives is a practical tip for CIT University employees. To better understand how their personal values and professional goals align with the institution's overall ethos, they could engage in introspective exercises or have conversations with coworkers and superiors. Employee satisfaction and general well-being inside the company may increase if they actively work to improve this alignment.

Furthermore, CIT University can also take steps to promote more openness and communication about its principles, objectives, and standards. To foster a common understanding of the institution's goal and vision, frequent town hall meetings, workshops, or training sessions may be held. The university can raise employee satisfaction levels and develop a more engaged and motivated staff by fostering an environment where workers strongly identify with CIT's values and objectives.

Similarly, on the data and analysis, the significant associations of Person-Supervisor Fit (P-S Fit) with Overall Hygiene Factors highlight its importance for CIT University employees. Research by Rodriguez et al. shows that employees who have a positive match with their supervisors tend to experience higher satisfaction with hygiene factors like job autonomy and recognition. Similarly, findings by R. Egan et al. emphasize the role of supportive supervisor relationships in fostering career growth and satisfaction, [45], [52].

Furthermore, studies by Sypniewska and Artz et al. underscore the influence of supervisor competence and relationships on overall job satisfaction. Person-supervisor fit, which includes compatibility in values, personality, work style, and leadership preferences, is crucial for employee well-being by Schoon, [49], [50], [51].

For CIT University employees, fostering positive relationships with supervisors is crucial. Investing in initiatives like regular feedback sessions and leadership development programs, as suggested by Rodriguez and R. Egan et al., can enhance Person-Supervisor Fit, [45], [52]. Additionally, collaborative activities for both supervisors and subordinates, such as Escario Cup (Sportsfest) activities or Talentadong Teknol (Talent show) presentations, can foster a sense of camaraderie and equality, further strengthening these relationships. By implementing such strategies, CIT University can create a supportive work environment that promotes employee satisfaction and contributes to organizational success.

The strong influence of Person-Organization Fit (P-O Fit) and Person-Supervisor Fit (P-S Fit) on Overall Hygiene Factors at CIT University underscores the importance of aligning these dimensions for enhanced satisfaction. Targeted interventions, such as regular assessments of values and culture, supervisor training, and feedback mechanisms, as recommended by various studies, can optimize P-O Fit and P-S Fit, leading to improved hygiene factor satisfaction and



organizational success.

## FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

### Findings

Employees at Cebu Institute of Technology-University (CIT University) generally perceived a positive alignment with their work environment during the academic year 2023 to 2024, with an Overall P-E Fit mean score of 6.0740. The respondents' perceptions suggested an overall "Mostly Match" interpretation, indicating high compatibility across various dimensions. Notably, Person-Job Fit (Mean: 6.1502), Person-Organization Fit (Mean: 6.2369), and Person-Group Fit (Mean: 6.1169) received a "Mostly Match" rating, while Person-Supervisor Fit (Mean: 5.7921) showed some variability, indicating differing opinions regarding alignment with immediate supervisors.

Regarding the Overall Hygiene Factors at CIT, the data suggested a generally positive outlook, with an overall mean score of 6.1400. Most respondents viewed factors such as Colleagues (Mean: 6.4209), Nature of the Job (Mean: 6.3259), Immediate Head (Mean: 6.2935), and Work Environment (Mean: 6.2777) favorably. However, Compensation (Mean: 5.9655), Benefits (Mean: 5.8583), and Personal Work-life Balance (Mean: 5.8381) received 'somewhat agree' responses, indicating some variation in employee perceptions of these aspects.

The study revealed significant predictive relationships between Overall Person-Environment Fit (PE Fit) and Overall Hygiene Factors among CIT employees during the specified academic year. Higher levels of Overall PE Fit were associated with increased satisfaction with Overall Hygiene Factors, with a statistically significant p-value of  $<0.0001$ .

Furthermore, certain dimensions of PE Fit, such as Person-Organization Fit (P-O Fit) and Person-Supervisor Fit (P-S Fit), emerged as significant predictors of Overall Hygiene Factors (both with p-values of  $<0.0001$ ). This suggests that employees who perceive a strong alignment between their values, goals, and preferences with those of the organization and their supervisors are more likely to experience higher levels of satisfaction with overall hygiene factors.

### Conclusion

Based on the findings, the following statements of conclusions are made:

1. The study identified a significant influence of Overall Person-Environment Fit and its dimensions on the Overall Hygiene Factors among the respondents.
2. The Person-Environment Fit profile of the respondents varies across dimensions, with notable alignment observed in P-O Fit, P-J Fit, and P-G Fit.
3. The overall Hygiene Factors among the respondents were determined to have high levels of agreeability, indicating satisfaction with the overall factors.
4. The Hygiene Factors profile of the respondents reveals distinct perceptions across different factors, with particularly high agreeability observed for factors such as Colleagues, Immediate Head, Nature of the Job, and Work Environment.
5. The Overall Person-Environment Fit influences the Overall Hygiene Factors
6. Specifically, Person-Organization Fit and Person-Supervisor Fit emerged as significant predictors of Overall Hygiene Factors, highlighting their importance in shaping employee satisfaction.

## Recommendations

CIT University should prioritize initiatives to improve Person-Organization Fit by aligning employee values with the university's mission and core values through regular communication and feedback channels. Organizing values alignment workshops and seminars can further enhance this fit. To improve Person-Supervisor Fit, CIT should invest in training programs for supervisors on mentoring, leadership, and communication. Implementing regular feedback sessions and performance improvement plans can foster better relationships between subordinates and supervisors. Additionally, CIT needs to review and benchmark its compensation structure to ensure it remains fair and competitive and offers transparent career pathing and succession programs. Enhancing the benefits package to meet diverse employee needs and promoting work-life balance through flexible work arrangements and stress management resources are also crucial steps.

HR organizations in Cebu should create a series of workshops based on the study's findings, focusing on holistic HR practices that nurture person-environment fit and supportive work environments. Sharing insights and successful strategies implemented by CIT University can be beneficial. Facilitating collaborative initiatives among Cebu-based organizations can help share best practices in HR management and collectively enhance employee well-being. Active participation in organizations such as PMAP and AASPHI can provide a platform for regular knowledge exchange and collaboration.

Government organizations like DOLE and CHED should incorporate the study findings into labor and educational policies. Leveraging platforms such as the DOLE ITCE Industry Tripartite Council for Education and CHED can help explore incentives and recognition programs to motivate organizations to prioritize person-environment fit and hygiene factors. These initiatives can encourage better HR practices across organizations and educational institutions, ultimately enhancing employee satisfaction and organizational effectiveness.

Future research should consider collecting demographic data to understand how different groups perceive Person-Organization Fit and Person-Supervisor Fit, providing deeper insights into employee satisfaction. Employing longitudinal studies can help explore causal relationships between fit dimensions and hygiene factors over time, offering insights into long-term effects. Additionally, qualitative research methods such as focus groups or interviews can provide a comprehensive understanding of employees' experiences and perceptions of fit. Conducting intervention studies to assess the effectiveness of initiatives aimed at improving fit perceptions and identifying best practices can further enhance workplace satisfaction and organizational outcomes.

## REFERENCES

- [1] De Cooman, R., and Vleugels, W., "Person-Environment Fit: Theoretical Perspectives, Conceptualizations, and Outcomes," Oxford Research Encyclopedia of Psychology, published online: Jun. 2022
- [2] D'Souza, F., "On the Application of the Two-Factor Theory to Online Employer Reviews," Open Access, vol. 4, pp. 1-23, Dec. 2021.

- [3] Wang, L.-Y., Wu, T.-J., Gao, J.-Y., and Yuan, K.-S., “Exploring Links between Polychronicity and Job Performance from the Person–Environment Fit Perspective—The Mediating Role of Well-Being,” *International Journal of Environmental Research and Public Health*, vol. 17, no. 10, pp. 3711, May 2020.
- [4] Shah, S., and Ayub, M., “The Impact of Person-Job Fit, Person-Organization Fit on Job Satisfaction,” *Journal of Entrepreneurship, Management, and Innovation*, vol. 3, no. 1, pp. 57–72, Feb. 2021.
- [5] Kandhro, S., and Chandio, J., “Employees' Job Satisfaction: Analyzing the Satisfaction by Length of Service and Employment Status,” *International Journal of Management Sciences and Business Research*, vol. 3, no. 2, pp. 1–9, Feb. 2016.
- [6] Houston, D., Meyer, L., and Paewai, S., “Academic Staff Workloads and Job Satisfaction: Expectations and Values in Academe,” *Journal of Higher Education Policy and Management*, vol. 28, no. 1, pp. 17–30, Mar. 2006.
- [7] Bellingham, R., “Absolute Advantage,” *Absolute Advantage: A Workplace Wellness Magazine*, vol. 3, no. 5, pp. 22-28, May 2011.
- [8] Nickerson, C., “Herzberg Theory: The Opposite of Job Satisfaction Was Not Job Dissatisfaction, but No Job Satisfaction,” *Simply Psychology, Theories of Motivation*, Apr. 24, 2023.
- [9] Newstrom, J., “Organizational Behavior: Human Behavior at Work,” 14th ed., McGraw-Hill/Irwin, 2015.
- [10] de Guzman, R. S. C., Depositario, D. P. T., and Banzon, A. T., “An Assessment of the Level of Job Satisfaction among Faculty Members in a Philippine University,” *Journal of Economics, Management & Agricultural Development*, vol. 5, no. 2, 2019.
- [11] Kim, Y. H., Shin, S. I., and Kim, H. K., “Advanced Practice Nurses' Organization Commitment: Impact of Job Environment, Job Satisfaction, and Person–Organization Fit,” *Asian Nursing Research*, vol. 17, no. 4, Art. no. 100472, Dec. 2023. [Submitted for Publication]
- [12] Jin, X., and Hahm, S. W., "The Way to Improve Employees' Job Satisfaction in Korean Social Enterprises: The Moderating Effects of Person-Organization Fit, Person-Job Fit, and Person-Supervisor Fit," *International Journal of Financial Research*, vol. 10, no. 5, p. 347, Sep. 2019.
- [13] Kim, Y. H., Shin, S. I., & Kim, H. K., "Advanced Practice Nurses' Organization Commitment: Impact of Job Environment, Job Satisfaction, and Person-Organization Fit," *Asian Nursing Research*, vol. 17, no. 4, 2023.
- [14] Javed, M., Haq, I., and Shabir, M., “Effect of Perceived Organizational Politics and Core Self-Evaluation on Job Satisfaction,” *Information Management and Business Review*, vol. 6, no. 3, pp. 1–12, Jun. 2014.
- [15] Chuang, A., Shen, C.-T., & Judge, T. A., “Development of a multidimensional instrument of person-environment fit: The perceived person-environment fit scale (PPEFS),” *Applied Psychology: An International Review*, vol. 65, no. 1, pp. 66–98, Mar. 2014.
- [16] Baya, J. A. T., Catalpos, H. J., Guillen, M. L. E., and Obejero, M. C., “Person-Environment Fit Dimensions and Job Satisfaction Drivers of Multi-Generational Workforce: A Structural Equation Model,” Department of Industrial Engineering, CIT University. [Unpublished]

- [17] Taylor, S., "What is Multiple Linear Regression? CFI's guide to Multiple Linear Regression," May 11, 2023.
- [18] Hayes, A., "Multiple Linear Regression (MLR) Definition, Formula, and Example," Corporate Finance Financial Analysis, Apr. 29, 2023.
- [19] Hinkle, D. E., Wiersma, W., and Jurs, S. G., *Applied Statistics for Behavioral Sciences*, 5th ed. Boston: Houghton Mifflin, 2003.
- [20] Zach, "A Simple Guide to Understanding the F-Test of Overall Significance in Regression," 2019.
- [21] Bevans, R., "Multiple Linear Regression | A Quick Guide (Examples)," *Multiple Linear Regression | A Quick Guide*.
- [22] Peng, Y., and Mao, C., "The Impact of Person–Job Fit on Job Satisfaction: The Mediator Role of Self-Efficacy," *Social Indicators Research*, vol. 121, no. 3, pp. 805–813, Aug. 2015.
- [23] Lu, C., Wang, H., Lu, J., Du, D., and Bakker, A., "Does Work Engagement Increase Person–Job Fit? The Role of Job Crafting and Job Insecurity," *Journal of Vocational Behavior*, vol. 84, pp. 142–152, Feb. 2014.
- [24] Chaturvedi, R., & Dubey, A., "Relationship between Person-Organization Fit and Job Satisfaction: Mediating Role of Need Satisfaction," *International Journal of Education and Management Studies*, vol. 6, pp. 170, Dec. 2016.
- [25] Bretz, R., & Judge, T., "Person–Organization Fit and the Theory of Work Adjustment: Implications for Satisfaction, Tenure, and Career Success," *Journal of Vocational Behavior*, vol. 44, pp. 32-54, Feb. 1994.
- [26] Zubr, V., Sokolova, M., Mohelska, H., and Komarkova, L., "Supervisor-Employee Relationship in Relation to Job Satisfaction," pp. 980–986, 2023. [Unpublished].
- [27] Venita, P., Utami, P., and Zakiy, M., "Linking leader-member exchange and person-supervisor fit with employee performance: The mediating role of employee work engagement," *Journal of Leadership in Organizations*, vol. 2, no. 2, pp. 1–16, Jun. 2020.
- [28] Halbesleben, J. R. B., & Wheeler, A. R., "To Invest or Not? The Role of Coworker Support and Trust in Daily Reciprocal Gain Spirals of Helping Behavior," *Journal of Management*, vol. 41, no. 6, Aug. 2012.
- [29] Kakar, A., Saufi, R., Devadhasan, B., Meyer, N., Vetrivel, S., and Magda, R., "The Mediating Role of Person-Job Fit Between Work-Life Balance (WLB) Practices and Academic Turnover Intentions in India's Higher Educational Institutions," *Sustainability*, vol. 13, no. 19, Art. no. 10497, Oct. 2021.
- [30] Hesketh, B., and Gardner, D., "Person-Environment Fit Models: A Reconceptualization and Empirical Test," *Journal of Vocational Behavior*, vol. 42, no. 3, pp. 315–332, Jun. 2013.
- [31] Ahmad, K. Z., "Person-Environment Fit: A critical review of the previous studies and a proposal for future research," *International Journal of Psychological Studies*, vol. 2, no. 1, p. 71, Mar. 2010.
- [32] Tariq, M., and Abdullah, N. A. H., "Effect of Motivation and Hygiene Factors on Expatriates' Intention to Stay: The Mediating Role of Job Satisfaction," *International Journal of Research in Social Sciences*, vol. 3, no. 7, pp. 84–97, Jul. 2023.
- [33] Shaikh, S. H., Shaikh, H., and Shaikh, S., "The impact of job satisfaction and job dissatisfaction on Herzberg theory: A case study of Meezan Bank Limited and National

- Bank Limited,” *International Journal of Business and Social Science*, vol. 10, no. 6, pp. 16–25, Jun. 2019.
- [34] Chachar, S., Lothi, F., & Naz, N., “Comparative Study in the Light of Herzberg’s Two Factor Theory of Job Satisfaction Among Academic Staff in Public and Private Sector Universities of Islamabad,” *Journal of Social Sciences and Humanities*, vol. 61, no. 2, pp. 91, Jun. 2022.
- [35] Andersen, L. L., Fishwick, D., Robinson, E., Wiezer, N. M., Mockało, Z., and Grosjean, V., “Job satisfaction is more than a fruit basket, health checks, and free exercise: Cross-sectional study among 10,000 wage earners,” *Scandinavian Journal of Public Health*, vol. 45, no. 5, pp. 476–484, Oct. 2017.
- [36] George, E., & K. A., Z., “Job Satisfaction and Job-Related Stress,” *Psychological Empowerment and Job Satisfaction in the Banking Sector*, pp. 87–126, Dec. 2018.
- [37] Inrawan, A., Sianipar, R. T., Silitonga, H. P., Sudirman, A., and Dharma, E., “Predictors Affecting Millennial Generation Work Satisfaction in Pematangsiantar City: A Quantitative Approach,” *Applied Quantitative Analysis*, vol. 1, no. 2, pp. 1–14, Jul. 2021. [Unpublished]
- [38] Abdolshah, M., Khatibi, S. A. M., and Moghimi, M., “Factors Influencing Job Satisfaction of Banking Sector Employees,” *Journal of Central Banking Theory and Practice*, vol. 7, no. 1, pp. 207–222, Jan. 2018.
- [39] Bastida Escamilla, E., Castillo Soto, M., Gutiérrez Banegas, A., & Olivera Pérez, E., “Job Satisfaction Factors During an Economic Crisis: A Systematic Review,” *Visión de Futuro*, vol. 26, no. 2, Article 001, 2022.
- [40] Zheng, C. S.-m., Molineux, J., Mirshekary, S., and Scarparo, S., “Developing Individual and Organisational Work-Life Balance Strategies to Improve Employee Health and Wellbeing,” *Employee Relations*, vol. 37, no. 3, pp. 354–379, Apr. 2015.
- [41] Haar, J., Russo, M., Sune, A., & Ollier-Malaterre, A., “Outcomes of work–life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures,” *Journal of Vocational Behavior*, vol. 85, pp. 361–373, Dec. 2014.
- [42] Cable, D. M., & DeRue, D. S., “The Convergent and Discriminant Validity of Subjective Fit Perceptions,” *Journal of Applied Psychology*, vol. 87, no. 5, pp. 875–884, Oct. 2002.
- [43] Kristof-Brown, A., Schneider, B., & Su, R., “Person-Organization Fit Theory and Research: Conundrums, Conclusions, and Calls to Action,” *Personnel Psychology*, vol. 76, no. 2, Apr. 2023.
- [44] Jiang, S., Lambert, E. G., Liu, J., and Zhang, J., “An Exploratory Study of the Effects of Work Environment Variables on Job Satisfaction Among Chinese Prison Staff,” *International Journal of Offender Therapy and Comparative Criminology*, vol. 62, no. 6, pp. 1694–1719, Jun. 2017.
- [45] Rodriguez, W. A., & Zhou, Z. E. "How Supervisor Incivility Begets Employee Silence: The Role of Trust in Supervisor and Perceived Organizational Support," *Occupational Health Science*, vol. 7, pp. 745–770, Jul. 2023.
- [46] Scroggins, W. A., “An Examination of the Additive Versus Convergent Effects of Employee Perceptions of Fit,” *Journal of Applied Social Psychology*, vol. 37, no. 7, pp. 1649–1655, Jul. 2007.
- [47] Van Vianen, A. E. M., “Person–Environment Fit: A Review of Its Basic Tenets,”

- Annual Review of Organizational Psychology and Organizational Behavior, vol. 5, no. 1, pp. 75–101, Apr. 2018.
- [48] Asthana, P. K., and Pandey, P., “An Empirical Study of Factors Influencing Job Satisfaction,” *Indian Journal of Commerce and Management Studies*, vol. 8, no. 3, pp. 96-105, Jul. 2017.
- [49] Sypniewska, R., “Evaluation of Factors Influencing Job Satisfaction,” *Human Resource Management & Organizational Behavior eJournal*, vol. 7, no. 3, pp. 123–135, Sep. 2014.
- [50] Artz, B., Goodall, A. H., and Oswald, A. J., “Boss Competence and Worker Well-being,” *Industrial and Labor Relations Review*, vol. 67, no. 4, pp. 1086-1110, Nov. 2014.
- [51] Schoon, H. J., “Person-Supervisor Fit: Implications for Organizational Stress, Organizational Commitment, and Job Satisfaction,” *Open Access*, vol. 1, pp. 1-30, 2008.
- [52] Egan, R., Maidment, J., and Connolly, M., “Trust, Power, and Safety in the Social Work Supervisory Relationship: Results from Australian Research,” *Journal of Social Work Practice*, vol. 31, no. 3, pp. 307–321, Feb. 2017.
- [53] Ab Latiff, D. S., Abd Kader Jalaini, S. F., Kassim, E. S., Mat Ali, S. A., Said, N. A., Salleh, F., and Yunus, N. M., “Work life balance and job satisfaction: How relevant are they?” *2013 International Conference on Technology, Informatics, Management, Engineering and Environment*, pp. 1-6, Sep. 2013.
- [54] Ahmad, K. Z., and Veerapandian, K., “The Mediating Effect of Person-Environment Fit on the Relationship between Organisational Culture and Job Satisfaction,” *International Journal of Psychological Studies*, vol. 4, no. 1, p. 91, Mar. 2022.
- [55] Ahmad, R., Ing, H., and Bujang, S., “Relationship between Selected Factors of Job Satisfaction and Job Performance among Workers at Palm Oil Industries,” *International Review of Management and Business Research*, vol. 3, pp. 1751-1765, Jun. 2014.
- [56] Alegre, I., Mas-Machuca, M., and Berbegal-Mirabent, J., “Antecedents of employee job satisfaction: Do they matter?” *Journal of Business Research*, vol. 69, no. 4, pp. 1390–1395, Apr. 2016.
- [57] Alshmemri, M., Shahwan-Akl, L., and Maude, P., “Herzberg’s two-factor theory,” *Life Science Journal*, vol. 14, no. 5, pp. 12-16, Sep. 2017.
- [58] Andela, M., and Van Der Doef, M., “A Comprehensive Assessment of the Person–Environment Fit Dimensions and Their Relationships With Work-Related Outcomes,” *Journal of Career Development*, vol. 46, no. 5, pp. 567–582, Oct. 2019.
- [59] Andreas, Dimopoulos, Drimpetas, Evaggelos, and Kostas, Zafiroopoulos, “Person to Organization Fit & Person to the Job Fit Impact on Employment Interview Decisions: An Exploratory Field Study in Greece,” *International Journal of Human Resource Studies*, vol. 11, no. 1, pp. 130-145, Jan. 2021.
- [60] Angela, J. C. A., and Rojuaniah, R., “The model of supervisor support, work-life balance, job satisfaction, and organizational commitment on IT employee performance moderated by demographic factors,” *Jurnal Manajemen Indonesia*, vol. 22, no. 3, pp. 314-314, Sep. 2022.
- [61] Anton Grobler and Mari Jansen van Rensburg, “Organisational climate, person–organisation fit and turnover intention: A generational perspective within a South African

- Higher Education Institution,” *Studies in Higher Education*, vol. 44, no. 11, pp. 2053-2065, Nov. 2019.
- [62] Arabshahi, M., and Arabshahi, G. A., “The relationship between personal characteristics, communication, and job satisfaction,” *Management Science Letters*, vol. 4, no. 7, pp. 1595–1604, Jul. 2014.
- [63] Ariani, M., and Mugiastuti, R. R., “Determinants of Job Satisfaction,” *Jurnal Manajemen dan Kewirausahaan*, vol. 24, no. 1, pp. 52-63, Jan. 2022. [Submitted for publication]
- [64] Balmer, S., and Baum, T., “Applying Herzberg’s Hygiene Factors to the Changing Accommodation Environment,” *International Journal of Contemporary Hospitality Management*, vol. 5, no. 2, pp. 60-64, Mar. 1993.
- [65] Balouch, R., Hassan, F., and Javed, M., “Determinants of Job Satisfaction and its impact on Employee performance and turnover intentions,” *International Journal of Learning and Development*, vol. 4, no. 2, pp. 120-140, Apr. 2014.
- [66] Boon, C., & Biron, M., “Temporal issues in person–organization fit, person–job fit and turnover: The role of leader–member exchange,” *Human Relations; Studies towards the Integration of the Social Sciences*, vol. 69, pp. 2177-2200, Dec. 2016.
- [67] Brief, A. P., & Weiss, H. M., “Organizational Behavior: Affect in the Workplace,” *Annual Review of Psychology*, vol. 53, pp. 279-307, Jan. 2002.
- [68] Chan, J. K. L., & Baum, T., “Determination of Satisfiers and Dissatisfiers Using Herzberg's Motivator and Hygiene Factor Theory: An Exploratory Study,” *Tourism Culture & Communication*, vol. 7, no. 2, pp. 117-131, Jun. 2007.
- [69] Chhabra, B., “Person-Job Fit: Mediating Role of Job Satisfaction & Organizational Commitment,” *The Indian Journal of Industrial Relations*, vol. 50, pp. 638, Jul. 2015.
- [70] Christiansen, N. D., Sliter, M. T., & Frost, C. T., “What employees dislike about their jobs: Relationship between personality-based fit and work satisfaction,” *Personality and Individual Differences*, vol. 71, pp. 25–29, Aug. 2014.
- [71] Chung, E., Kamri, T., & Mathew, V. N., “Work-Family Conflict, Work-Family Facilitation, and Job Satisfaction: Considering the Role of Generational Differences,” *International Journal of Education, Psychology and Counseling*, vol. 3, no. 13, pp. 32-43, Dec. 2018.
- [72] Cortez, D., Gómez, M. E., Mendiburo-Seguel, A., Oyanedel, J. C., & Unanue, W., “Revisiting the Link between Job Satisfaction and Life Satisfaction: The Role of Basic Psychological Needs,” *Frontiers in Psychology*,
- [73] Curtis, E. A., “Job satisfaction: a survey of nurses in the Republic of Ireland,” *International Nursing Review*, vol. 54, no. 1, pp. 92-99, Feb. 2007.
- [74] De Cooman, R., & Vleugels, W., “Person–Environment Fit: Theoretical Perspectives, Conceptualizations, and Outcomes,” *Oxford Research Encyclopedia of Psychology*, 2022.
- [75] Deschênes, A., “Satisfaction with work and person–environment fit: are there intergenerational differences? An examination through person–job, person–group and person–supervisor fit,” *International Journal of Organization Theory and Behavior*, [Unpublished].
- [76] Dhanapal, S., Alwie, S. B. M., Subramaniam, T., & Vashu, D., “Factors Affecting

- Job Satisfaction among Academicians: A Comparative Study between Gender and Generations,” *International Journal of Management Excellence*, vol. 2, no. 1, pp. 128, Jul. 2013.
- [77] Dimova, R., Stoyanova, R., Harizanova, S., Tarnovska, M., & Keskinova, D., “Academic Staff Satisfaction with their Work: A Cross-Sectional Study in a Medical University,” *Open Access Macedonian Journal of Medical Sciences*, vol. 7, pp. 2384-2390, Jul. 2019.
- [78] Dion, M. J., “Herzberg’s Two-Factor Theory Of Motivation-Hygiene,” *University of Connecticut Digital Commons*, [Unpublished].
- [79] Dziuba, S., Ingaldi, M., & Zhuravskaya, M., “Employees’ Job Satisfaction and Their Work Performance as Elements Influencing Work Safety,” *System Safety Human - Technical Facility - Environment*, vol. 2, no. 1, pp. 18-25, Jun. 2020.
- [80] Embaye, A., Ready, K. J., & Tessema, M. T., “The Effects of Employee Recognition, Pay, and Benefits on Job Satisfaction: Cross Country Evidence,” [Unpublished].
- [81] Ermiş, S., Altinişik, Ü., & Burmaoglu, G., “Examination of the Prediction of Person-Job Fit on Person-Organization Fit from the Perspective of Academics,” *Journal of Educational Issues*, vol. 7, no. 3, pp. 1-15, Sep. 2021.
- [82] Fusch, P., & Watkins, R., “Employee Monetary Compensation and Employee Job Satisfaction,” *Open Journal of Social Sciences*, vol. 9, pp. 1-15, Dec. 2021.
- [83] Gati, I., Garty, Y., & Fassa, N., “Using career-related aspects to assess person–environment fit,” *Journal of Counseling Psychology*, vol. 43, pp. 196-206, Apr. 1996.
- [84] Goto, E., Ishikawa, H., Okuhara, T., Okada, H., Tsunozumi, A., Kagawa, Y., Fujino, Y., & Kiuchi, T., “Associations between job and workplace factors, health and physical factors, personal factors, and presenteeism among general employees in Japan: A longitudinal study,” *Journal of Occupational Health*, vol. 64, no. 5, pp. 245-258, May 2022.
- [85] Graczyk-Kucharska, M., & Erickson, G., “A person-organization fit Model of Generation Z: Preliminary studies,” *Journal of Entrepreneurship, Management and Innovation*, vol. 16, pp. 149-176, Sep. 2020.
- [86] Gulzar, S., & Teli, M. R., “Gender and Work Engagement: A Study of Academic Staff in Higher Education,” *Arabian Journal of Business and Management Review*, vol. 8, pp. 1-3, Mar. 2018.
- [87] Haider, S., Jabeen, S., & Ahmad, J., “Moderated Mediation between Work Life Balance and Employee Job Performance: The Role of Psychological Wellbeing and Satisfaction with Coworkers,” *Revista de Psicología del Trabajo y de las Organizaciones*, vol. 34, pp. 29-37, Mar. 2018.
- [88] Hajdukova, A., Klementova, J., and Klementova, J., “The Job Satisfaction as a Regulator of the Working Behaviour,” *Procedia - Social and Behavioral Sciences*, vol. 190, pp. 471–476, May 2015.
- [89] Hardiyanto, D., and Hendarsjah, H., “Analysis of The Relationship Between Pay Level Satisfaction and Individual Work Performance With Person–Environment Fits (Person–Job Fit, Person–Organisation Fit, and Person–Group Fit) as Moderating Variables,” *The Asian Journal of Technology Management*, vol. 14, no. 2, pp. 128–140,



Dec. 2021.

- [90] Heimerl, P., Haid, M., Benedikt, L., and Scholl-Grisseemann, U., "Factors Influencing Job Satisfaction in Hospitality Industry," *SAGE Open*, vol. 10, no. 4, Art. no. 215824402098299, Oct. 2020.
- [91] Ipole, P. A., Agba, A. O., and Okpa, J. T., "Existing Working Conditions and Labour Unions Agitations in Cross River State Civil Service, Nigeria," *Global Journal of Social Sciences Studies*, vol. 4, no. 1, pp. 39–51, Mar. 2018.
- [92] Jiang, Z., "Social Support and Career Psychological States," *Journal of Career Assessment*, vol. 25, no. 2, pp. 219–237, May 2017.
- [93] Jin, X., and Hahm, S. W., "The Way to Improve Employees' Job Satisfaction in Korean Social Enterprises: The Moderating Effects of Person-Organization Fit, Person-Job Fit, and Person-Supervisor Fit," *International Journal of Financial Research*, vol. 10, no. 5, pp. 347–358, Oct. 2019.
- [94] Kamaruzzaman, Miah, S., and Taheri, R. H., "Impact of Working Environment on Job Satisfaction," *European Journal of Business and Management Research*, vol. 5, no. 6, pp. 1–10, Dec. 2020.
- [95] Kendra and Conelly, "Kurt Lewin's Idea That Behavior Is a Function of Both the Person and the Environment," *Change Management Coach*. Updated Jul. 12, 2022. [Unpublished]
- [96] Khan, M. W. A., and Lua, S., "A Study on the Influence of Job Satisfaction of Millennial Workers in Beverage Manufacturing Industry," *Electronic Journal of Business and Management*, vol. 6, no. 1, pp. 60–80, Jun. 2021.
- [97] Khtiar Alam, S. M., "Herzberg Motivation-Hygiene Fallacy in Measuring Levels of Job Satisfaction and Dissatisfaction," *Research and Review: Human Resource and Labour Management*, vol. 2, no. 2, pp. 15–22, Apr. 2021.
- [98] Kim, T.-Y., and Kim, M.-S., "Leaders' Moral Competence and Employee Outcomes: The Effects of Psychological Empowerment and Person-Supervisor Fit," *Social Science Research Network*, Jun. 2013. [Unpublished]
- [99] Krishnan, R., Loon, K., and Tan, N., "The Effects of Job Satisfaction and Work-Life Balance on Employee Task Performance," *The International Journal of Academic Research in Business and Social Sciences*, vol. 8, no. 3, pp. 652–662, Mar. 2018.
- [100] Kristof-Brown, A. L., Jansen, K. J., and Colbert, A. E., "A Policy-Capturing Study of the Simultaneous Effects of Fit with Jobs, Groups, and Organizations," *Journal of Applied Psychology*, vol. 87, no. 5, pp. 985–993, Oct. 2013.
- [101] Kulik, C., Oldham, G., and Hackman, J., "Work Design as an Approach to Person-Environment Fit," *Journal of Vocational Behavior*, vol. 31, pp. 278–296, Dec. 1987.
- [102] Kurnianto, Y. B., "Work Environment on Performance Through Employee Job Satisfaction," *Semanticscholar link*, Dec. 2021. [Unpublished]
- [103] Lanka, S., Senanayake, G., and Premakumara, P., "Effect of Demographic Factors on Job Satisfaction of Non-Academic Staff in Universities," *Semanticscholar*, Jul. 2014.
- [104] Lee, R., and Wilbur, E. R., "Age, Education, Job Tenure, Salary, Job Characteristics, and Job Satisfaction: A Multivariate Analysis," *Human Relations*, vol. 38, no. 8, pp. 781–791, Aug. 2015.
- [105] Mabaso, M., "The Influence of Rewards on Job Satisfaction and Organisational

- Commitment Among Academic Staff at Selected Universities of Technology in South Africa,” Jul. 2017.
- [106] Martínez-Buelvas, L., and Jaramillo-Naranjo, O., “How to Manage Generations? An Approach Based on the Quality of Work Life,” *IBIMA Business Review*, vol. 2019, pp. 1–12, Oct. 2019.
- [107] Mas-Machuca, M., Berbegal-Mirabent, J., and Alegre, I., “Work-Life Balance and Its Relationship with Organizational Pride and Job Satisfaction,” *Journal of Managerial Psychology*, vol. 31, no. 7, pp. 586–602, Oct. 2016.
- [108] Michelle Gander, “A Descriptive Study of Professional Staff, and Their Careers, in Australian and UK Universities,” *Perspectives: Policy and Practice in Higher Education*, vol. 22, no. 1, pp. 19–25, Mar. 2018.
- [109] Molla, M. I. H., “Ensuring Job Satisfaction for Managing People at Work,” *Global Disclosure of Economics and Business*, vol. 4, no. 2, pp. 155–166, Jun. 2015.
- [110] Moloantoa, M., and Dorasamy, N., “Job Satisfaction Among Academic Employees in Institutions of Higher Learning,” *Problems and Perspectives in Management*, vol. 15, no. 3-1, pp. 193–200, Sep. 2017.
- [111] Montuori, P., Sorrentino, M., Sarnacchiaro, P., Di Duca, F., Nardo, A., Ferrante, B., D’Angelo, D., Di Sarno, S., Pennino, F., Masucci, A., Triassi, M., and Nardone, A., “Job Satisfaction: Knowledge, Attitudes, and Practices Analysis in a Well-Educated Population,” *International Journal of Environmental Research and Public Health*, vol. 19, no. 21, Art. no. 14214, Nov. 2022.
- [112] Morley, M. J., “Person-Organization Fit,” *Journal of Managerial Psychology*, vol. 22, no. 2, pp. 109–117, Mar. 2007.
- [113] Oakman, J., and Wells, Y., “Working Longer: What Is the Relationship Between Person–Environment Fit and Retirement Intentions?” *Asia Pacific Journal of Human Resources*, vol. 54, no. 2, pp. 207–229, Jun. 2016.
- [114] Oh, I., Guay, R., Kim, K., Harold, C., Lee, J., Heo, C., and Shin, K., “Fit Happens Globally: A Meta-Analytic Comparison of the Relationships of Person–Environment Fit Dimensions with Work Attitudes and Performance Across East Asia, Europe, and North America,” *Personnel Psychology*, vol. 67, no. 1, pp. 99–152, Mar. 2014.
- [115] Oseanita, W., Utami, H., and Prasetya, A., “Impact of Compensation and Career Development on Job Satisfaction and Employees Performance,” *Russian Journal of Agricultural and Socio-Economic Sciences*, vol. 64, pp. 113–119, Apr. 2017.
- [116] Park, J., “Higher Education Employees’ Self-Assessment of Person–Organization Fit: The Role of Work Conditions and Job Satisfaction,” *International Review of Public Administration*, vol. 23, no. 2, pp. 1–21, Jun. 2018. [Submitted for Publication]
- [117] Pee, L.G., and Min, J., “Employees’ Online Knowledge Sharing: The Effects of Person-Environment Fit,” *Journal of Knowledge Management*, vol. 21, no. 2, pp. 432–453, Apr. 2017.
- [118] Pinkovetskaia, I., Androsova, O., Sudovchikhina, L., and Kozina, T., “Higher Education in Russia: Number and Structure of Teachers,” *Laplage em Revista*, vol. 7, no. 2, pp. 543–553, May 2021.
- [119] Poulston, J. M., “Working Conditions in Hospitality: Employees’ Views of the Dissatisfactory Hygiene Factors,” *Journal of Quality Assurance in Hospitality & Tourism*,

- vol. 10, no. 1, pp. 23–43, Jan. 2009.
- [120] Puente, A., and Sánchez-Sánchez, N., “How Gender-Based Disparities Affect Women’s Job Satisfaction? Evidence from Euro-Area,” *Social Indicators Research*, vol. 156, no. 1, pp. 137–165, Nov. 2021.
- [121] Qureshi, M.A., and Hamid, K.B., “Impact of Supervisor Support on Job Satisfaction: A Moderating Role of Fairness Perception,” *The International Journal of Academic Research in Business and Social Sciences*, vol. 7, no. 2, pp. 235–242, Feb. 2017.
- [122] Rachman, M. M., “The Impact of Work Stress and the Work Environment in the Organization: How Job Satisfaction Affects Employee Performance,” *Journal of Human Resource and Sustainability Studies*, vol. 09, no. 2, pp. 339–354, May 2021.
- [123] Rani, N., and Samuel, A., “A Study on Generational Differences in Work Values and Person-Organization Fit and Its Effect on Turnover Intention of Generation Y in India,” *Management Research Review*, vol. 39, no. 12, pp. 1695–1719, Dec. 2016.
- [124] Ranz, J., Stueve, A., and McQuiston, H. L., “The Role of the Psychiatrist: Job Satisfaction of Medical Directors and Staff Psychiatrists,” *Community Mental Health Journal*, vol. 37, no. 6, pp. 525–539, Dec. 2010.
- [125] Rapuano, V., and Valickas, A., “Relationship and Interaction Between Person and Work Environment Fit Dimensions,” *Socialiniai Tyrimai*, vol. 41, no. 2, pp. 5–17, Jul. 2018.
- [126] Rasmi, R., Amrullah, A., and Sumardi, S., “Compensation and Motivation Effect to Employees' Job Satisfaction,” [Unpublished].
- [127] Rauvola, R., Rudolph, C., Ebbert, L., and Zacher, H., “Person–Environment Fit and Work Satisfaction: Exploring the Conditional Effects of Age,” *Work, Aging and Retirement*, vol. 5, no. 1, pp. 35–48, Jan. 2019.
- [128] Resick, C. J., Baltes, B. B., and Walter Shantz, C., “Person–organization fit and work-related attitudes and decisions: Examining interactive effects with job fit and conscientiousness,” *Journal of Applied Psychology*, vol. 92, no. 5, pp. 1446–1455, Sep. 2007.
- [129] Roslan, M. R., Khairatun, H. I. S., Mohd Noor, A. A., See Hooi, N., and Imratul Najwa, A. L., “The Relationship of Reward System, Working Environment and Organization Commitment to Job Satisfaction: Generational Difference,” *International Journal of Innovation, Creativity and Change*, vol. 6, no. 4, pp. 1–18, Dec. 2019.
- [130] Rusnac, S., and Martiniuc, V., “Performance orientation and job satisfaction of employees from the X, Y, Z generation,” *EcoSoEn*, vol. 2, pp. 32–51, Jan. 2023.
- [131] Saidi, N. S. A., Michael, F. L., Sumilan, H., Lim, S. L. O., Jonathan, V., Hamidi, H., and Ahmad, A. I. A., “The relationship between working environment and employee performance,” *Journal of Cognitive Sciences and Human Development*, vol. 5, no. 2, pp. 14–22, Jun. 2019.
- [132] Saif ul Islam, S., and Nazim Ali, N., “Motivation-Hygiene Theory: Applicability on Teachers,” *Journal of Managerial Science*, vol. 7, no. 1, pp. 87–104, Jan. 2013.
- [133] Sajjadi, A., Sun, B. C., Åkesson, L. C. F., and Castillo, F., “Generational Differences in Work Attitudes: A Comparative Analysis of Generation Y and Preceding Generations from Companies in Sweden,” *Jönköping University*, 2012. [Unpublished].
- [134] Sandeen, C., “Boomers, Xers, and Millennials: Who are They and What Do They

- Really Want from Continuing Higher Education?”, Jan. 2008. [Unpublished].
- [135] Satuf, C., Monteiro, S., Pereira, H., Esgalhado, G., Afonso, R., and Loureiro, M., “The protective effect of job satisfaction in health, happiness, well-being and self-esteem,” *International Journal of Occupational Safety and Ergonomics*, vol. 24, pp. 181–189, Jun. 2018.
- [136] Saufi, R., Nawi, N., Permarupan, P., Zainol, N., Aidara, S., Kakar, A., and Jothi, B., “Academic Person-Environment Fit towards Sustainable Work-Life Balance and Reduced Turnover Intention Moderated by Job Opportunities,” *Sustainability*, vol. 15, no. 4, pp. 1–14, Feb. 2023.
- [137] Sesen, J., and Donkor, A. A., “Job Crafting, Job Boredom, and Generational Diversity: Are Millennials Different from Gen Xs?” *Sustainability*, vol. 15, no. 15, pp. 5058, Aug. 2023.
- [138] Snyman, A., “Predictors of staff retention satisfaction: The role of the psychological contract and job satisfaction,” *Journal of Psychology in Africa*, vol. 32, pp. 459–465, Nov. 2022.
- [139] Spanjol, J., Tam, L., and Tam, V., “Employer–Employee Congruence in Environmental Values: An Exploration of Effects on Job Satisfaction and Creativity,” *Journal of Business Ethics*, vol. 130, pp. 117–130, Mar. 2015.
- [140] Stoermer, S., Haslberger, A., Froese, F. J., and Kraeh, A. L., “Person–Environment Fit and Expatriate Job Satisfaction,” *Thunderbird International Business Review*, vol. 60, no. 6, pp. 851–860, Nov. 2018.
- [141] Stone, R. P., Leuty, M., Rayburn, R., and Wu, B., “Person-environment fit at work: Relationships with workplace behaviours,” *Australian Journal of Career Development*, vol. 28, no. 3, pp. 234–244, Sep. 2019.
- [142] The Relationships between Person-Environment Fit and Job-related Variables: Meta-Analysis, “*Korean Journal of Industrial and Organizational Psychology*,” vol. 32, no. 2, pp. 107–134, Jun. 2019.
- [143] Thompson, L. F., and Davis, H., “Person-environment fit and job satisfaction among healthcare professionals,” *Journal of Healthcare Leadership*, vol. 9, pp. 17–26, Nov. 2017.
- [144] Tiwari, K., and Tiwari, P., “Determinants of Job Satisfaction Affected by Work Environment: An Academician Perspective from Non-Public Institution,” 2020. [Unpublished].
- [145] Tobing, D. S., “The Effect Of Compensation, Career Development, Work-Family Support On Job Satisfaction,” *Polish Journal of Management Studies*, vol. 14, pp. 206–213, Jun. 2016.
- [146] Vianen, A., Hamstra, M., and Koen, J., “Person-Environment Fits as Drivers of Commitment,” 2016. [Unpublished].
- [147] Wang, T. K., and Brower, R. S., “Job satisfaction among Federal employees: The role of employee interaction with work environment,” *Public Personnel Management*, vol. 48, no. 1, pp. 3–26, Mar. 2018.
- [148] Westerman, J., and Cyr, L., “An Integrative Analysis of Person-Organization Fit Theories,” *International Journal of Selection and Assessment*, vol. 12, no. 4, pp. 252–261, Dec. 2004.

- [149] Wille, B., Beyers, W., and Fruyt, F., “A transactional approach to person-environment fit: Reciprocal relations between personality development and career role growth across young to middle adulthood,” *Journal of Vocational Behavior*, vol. 81, no. 2, pp. 307–321, Oct. 2012.
- [150] Wong, C.-S., Hui, C., and Law, K. S., “A longitudinal study of the job perception–job satisfaction relationship: A test of the three alternative specifications,” *Journal of Occupational and Organizational Psychology*, vol. 71, no. 2, pp. 127–146, Jun. 1998.
- [151] Xie, X., and Yan, J., “Notice of Retraction: P-O Fit as an Alternative Predictor of Employee Service Performance: Do Shared Cognitions Matter?” *International Conference on Wireless Communications, Networking and Mobile Computing*, Shanghai, China, pp. 6564–6567, Aug. 2007.
- [152] Yamoah, E. E., “Exploratory Analysis of Compensation and Employee Job Satisfaction,” *Developing Country Studies*, vol. 4, no. 6, pp. 27–35, Nov. 2014.
- [153] Yanchovska, I., “Scales for measuring employee job satisfaction,” *Young Forum Academic Journal*, vol. 11, no. 1, Article 2198, Jun. 2022.
- [154] Yousef, D. A., “Organizational Commitment: A Mediator of the Relationships of Leadership Behavior with Job Satisfaction and Performance in a Non-Western Country,” *Journal of Managerial Psychology*, vol. 15, no. 1, pp. 6–24, Jan. 2000.
- [155] Yu, K. Y. T., “Inter-Relationships among Different Types of Person-Environment Fit and Job Satisfaction: P-E Fit and Job Satisfaction,” *Applied Psychology*, vol. 65, no. 1, pp. 38–65, Jan. 2016.
- [156] Yusliza, M., Faezah, J., Ali, N., Noor, N., Ramayah, T., Tanveer, M., and Fawehinmi, O., “Effects of supportive work environment on employee retention: the mediating role of person–organization fit,” *Industrial and Commercial Training*, vol. 52, no. 6, pp. 338–347, Nov. 2020.

data storage. For example, write “15 Gb/cm<sup>2</sup> (100

## References

Number citations consecutively in square brackets [1]. The sentence punctuation follows the brackets [2]. Multiple references [2], [3] are each numbered with separate brackets [1]–[3]. When citing a section in a book, please give the relevant page numbers [2]. In sentences, refer simply to the reference number, as in [3]. Do not use “Ref. [3]” or “reference [3]” except at the beginning of a sentence: “Reference [3] shows ... .” Number footnotes separately in superscripts (Insert | Footnote).<sup>1</sup> Place the actual footnote at the bottom of the column in which it is cited; do not put footnotes in the reference list (endnotes). Use letters for table footnotes (see Table I).

Please note that the references at the end of this document are in the preferred referencing style. Give all authors’ names; do not use “*et al.*” unless there are six authors or more. Use a space after authors’ initials. Papers that have not been published should be cited as “unpublished” [4]. Papers that have been submitted for publication should be cited as “submitted for publication” [5]. Papers that have been accepted for publication, but not yet specified for an issue should be cited as “to be

published” [6]. Please give affiliations and addresses for private communications [7].

## REFERENCES

- [1] S. Chen, B. Mulgrew, and P. M. Grant, “A clustering technique for digital communications channel equalization using radial basis function networks,” *IEEE Trans. on Neural Networks*, vol. 4, pp. 570-578, July 1993.
- [2] J. U. Duncombe, “Infrared navigation—Part I: An assessment of feasibility,” *IEEE Trans. Electron Devices*, vol. ED-11, pp. 34-39, Jan. 1959.
- [3] C. Y. Lin, M. Wu, J. A. Bloom, I. J. Cox, and M. Miller, “Rotation, scale, and translation resilient public watermarking for images,” *IEEE Trans. Image Process.*, vol. 10, no. 5, pp. 767-782, May 2001.