



# PERSON- ENVIRONMEN T FIT AND ITS IMPACT ON EMPLOYEES' STRAIN

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# INTRODUCTION

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- Work stress (also called job stress) has been widely studied in the field of occupational health research (Yanzheng Liu et al., 2019).
- Employees' outcomes such as strain and performance are also at focal point for both organizations and scholars due to their significant effect on organizational success and employees' well-being.
- This study aims to determine the relationship between the person-environment fit (P-E fit) theory and psychological and behavioral strain.
- The present study has some contributions to the body of knowledge:
  - 1) Investigating the predictors of employees' strain
  - 2) Underlining the significance of considering the person, the environment, and the interactions between them to make an effective prediction about health outcomes



# LITERATURE REVIEW

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- **The Person-Environment Fit (P-E) concept**
- Dawis and Lofquist (1987) claimed that the P-E fit theory has been derived from the work adjustment theory where individuals' capabilities meet the environment demands.
- P-E fit divided into four types of fit: person-job fit, person-supervisor fit, person-group fit, and person-organization fit (Kristof-Brown et al., 2005).
- Most of the past studies conducted on P-E fit have focused on a single fit of either person-job fit or person-organization fit .
- Therefore, to address the single fit gap, the current study focuses on examining the four above-noted types of fit and their effect on employees' psychological and behavioral strain.

# Strain

- During the last three decades, extensive research has been conducted on strain due to its deleterious impacts on :

Suicidal ideation (Yuxin Liu et al., 2020; Yanzheng Liu et al., 2019)

Crime and delinquent behaviors (Moon & Morash, 2017; Agnew, 1992)

Life satisfaction (Zhao et al., 2020)

Organization impacts on turnover intentions (Layne et al., 2004)

Psychological and behavioral consequences (Yanzheng Liu et al., 2019)

Burnout (Maslach & Jackson, 1981)

Performance (De Gieter, Hofmans, & Bakker, 2017)

Yanzheng, et al. (2019) concluded that **greater levels of strain lead to serious psychological and behavioral consequences** because it is more exhausting than common stress.



# METHODOLOGY

- Banking sector employees in Kuala Lumpur, Malaysia
- Cluster sampling technique
- Sample size of 191

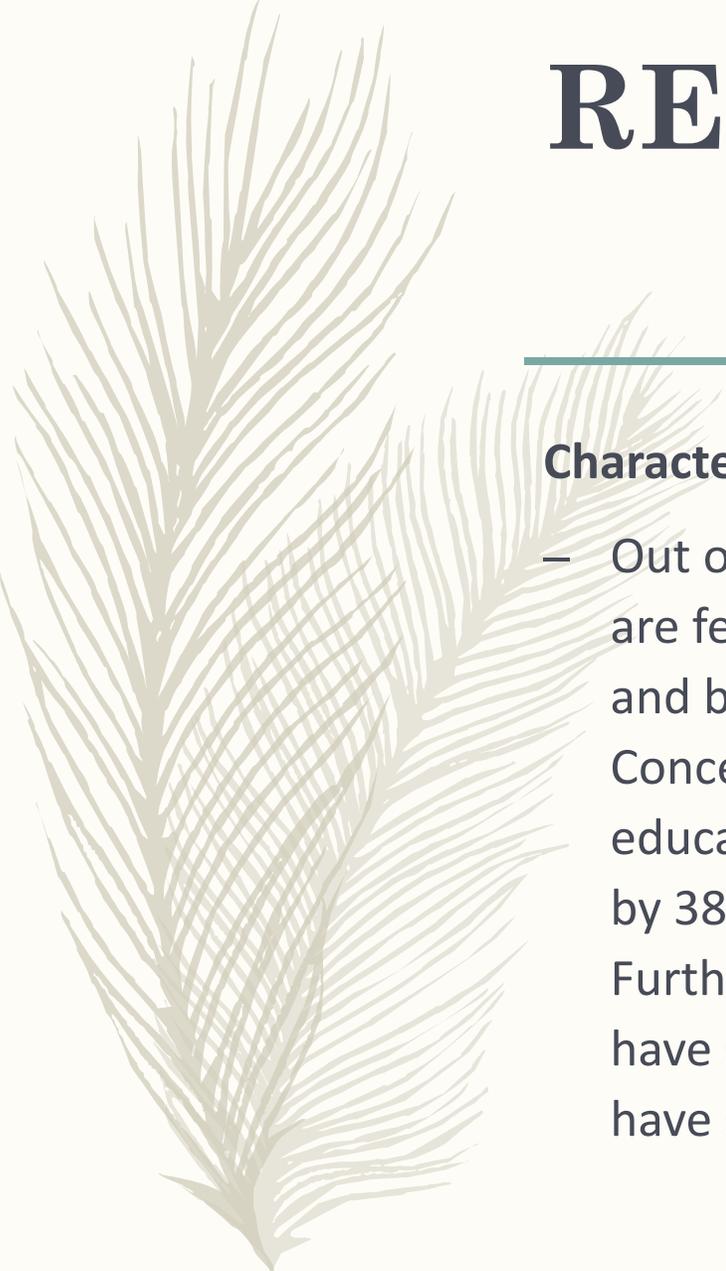
## Population and Sample

## Data Collection

- Self-reported questionnaire
- Online survey
- Data Analysis was conducted by WarpPLS version 6.0

- P-E fit variables were measured based on the perceived P-E Fit Scale (PPEFS) (Chuang, 2016) & Vogel and Feldman's (2009)
- Psychological strain (Edwards and Harrison (1993)
- Behavioral Strain (TFEQ-R21) (Rosnah, Noor Hassim, & Shafizah, 2013) & Stepanek (2019)

## Measures



# RESULTS

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## Characteristics of the Sample

- Out of 191 bank employees (who are mostly Malay), 50.3% are male and 49.7% are female. Regarding the age, majority of the respondents are aged 39 years and below, which approximately accounts for 73% of the total sample. Concerning marital status, 80.1% of the respondents are married. In regard to education level, 47.1% of the respondents have the bachelor's degree, followed by 38.2% Diploma, 8.4% SPM and below, and 6.3% Master's degree. Furthermore, regarding the length of the service, majority of the respondents have served the bank for 1- 4 years, which accounts for 47.6%, and only 20.9% have served the bank for 10 years or more.



## Measurement Model

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- The outer loading for all items have achieved the minimum threshold of 0.5 as supported by Hair et al. (2014), and loadings  $\pm 0.50$  or greater are considered practically significant.
- The value of the variables' composite reliability coefficient ranged from 0.73 to 0.93, which means that the reliability of internal consistency of the indicators used in this analysis is above the minimum acceptable level of 0.70 (Hair et al., 2018; Hair, Ringle, & Sarstedt, 2011)
- The AVE values for the constructs ranging from 0.53 to 0.63 are more appropriate than the 0.50 threshold. The least reasonable AVE is 0.50 or higher to reflect that the construct accounts for 50 per cent or more of the variance of the construct items (Hair et al., 2018).
- The last step is to assess the discriminant validity; to confirm the construct is empirically distinct from other constructs in the model (Hair et al., 2018). According to Fornell and Larcker (1981), the AVE score should be 0.5 or more; and to achieve adequate discriminant validity, the square root of the AVE should be greater than the correlations among latent constructs, as achieved in this study

# Structural Model

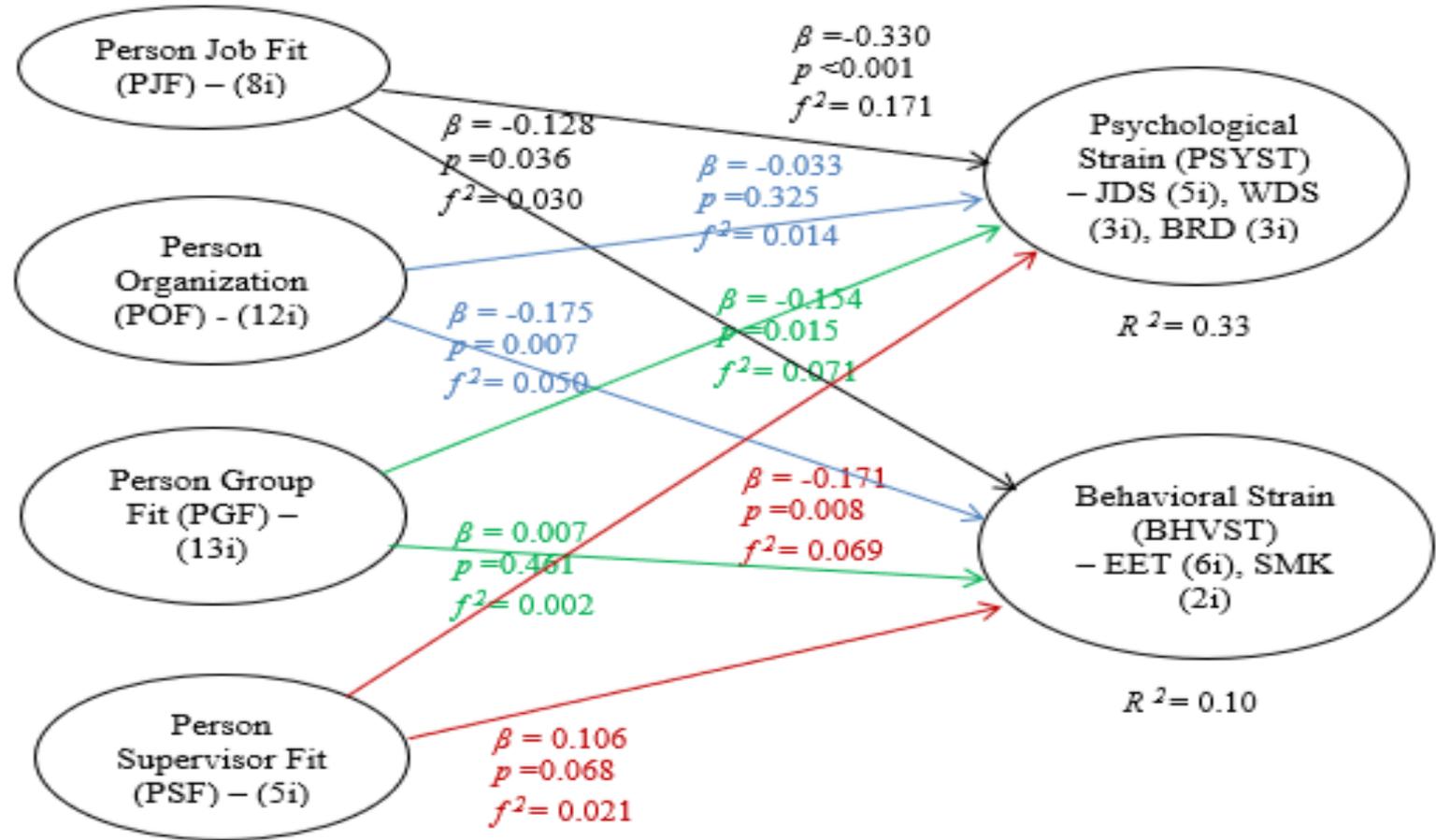


Fig. 1. Full structural model

## Table 4. Hypotheses and full structural model

Hypotheses	Relationship	( $\beta$ )	p value	( $f^2$ )	$R^2$	$Q^2$
H1(a)	Person-Job Fit (PJF)      Psychological Strain (PSYST)	-0.330	<0.001**	0.171	0.325	0.328
H1(b)	Person-Organization (POF)      PSYST	-0.033	0.325	0.014		
H1(c)	Person-Group Fit (PGF)      PSYST	-0.154	0.015*	0.071		
H1(d)	Person-Supervisor Fit (PSF)      PSYST	-0.171	0.008*	0.069		
H2(a)	Person-Job Fit (PJF)      Behavioural Strain (BHVST)	-0.128	0.036*	0.030	0.099	0.106
H2(b)	Person-Organization (POF)      BHVST	-0.175	0.007*	0.050		
H2(c)	Person-Group Fit (PGF)      BHVST	0.007	0.461	0.002		
H2(d)	Person-Supervisor (PSF)      BHVST	0.106	0.068	0.021		

**Note:**  $f^2$ : effect size,  $R^2$ : coefficient of determination,  $Q^2$ : predictive relevance; \*\* $p$ : 0.01, \* $p$ : 0.05

This table clearly shows that five out of eight variables were found significant. The relationships of PJF and PSYST ( $\beta = -0.330$ ,  $p < 0.001$ ), PGF and PSYST ( $\beta = -0.154$ ,  $p = 0.015$ ), PSF and PSYST ( $\beta = -0.171$ ,  $p = 0.008$ ), PJF and BHVST ( $\beta = -0.128$ ,  $p = 0.036$ ), and POF and BHVST ( $\beta = -0.175$ ,  $p = 0.007$ ) are all significant. The full structural model showed that the four predictors accounted for 33% of variation in PSYST ( $R^2 = 0.325$ ) and 10% in BHVST ( $R^2 = 0.099$ ), which are weak-to-moderate and weak values, respectively (Hair et al., 2011).



# CONCLUSION

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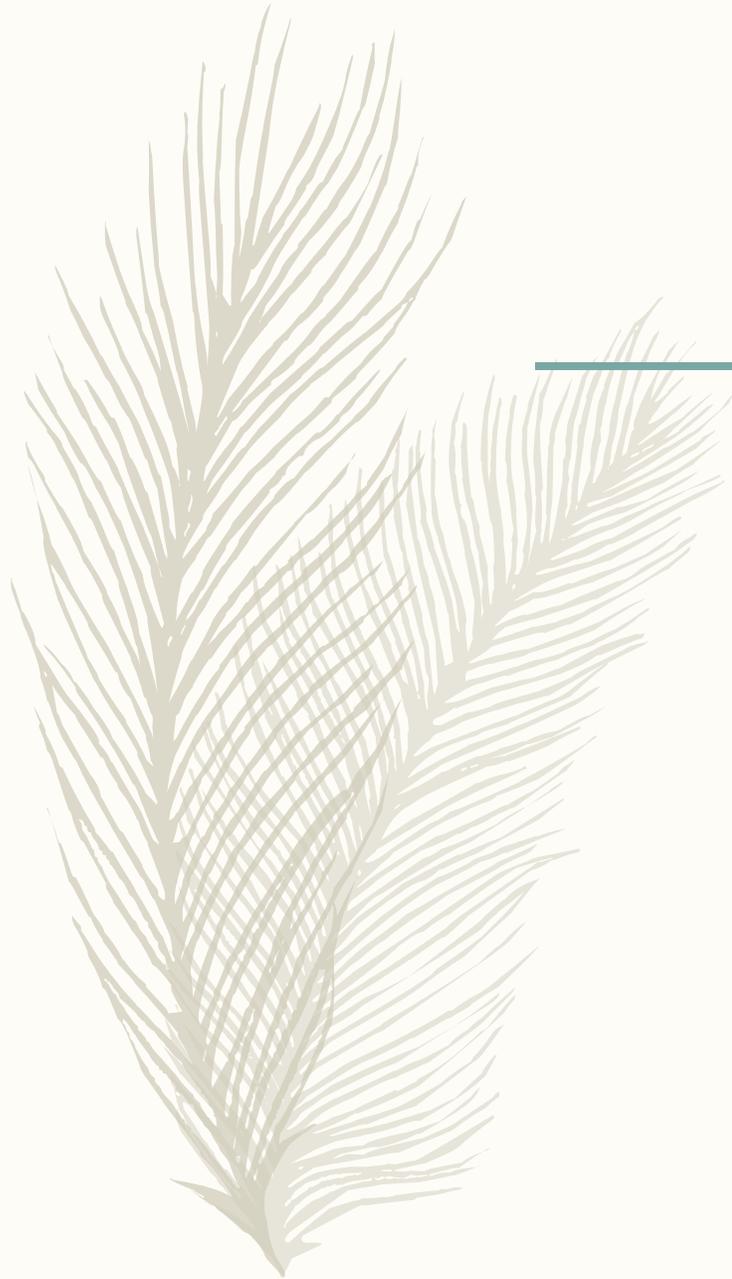
- This study proposed several key findings. First, misfits of person-environment factors (except for person-organization misfit) have significant impact on the individuals' psychological strain; while behavioral strain is only affected by the misfit of person-job and person-organization.
- This research sets a new direction for the body of knowledge examining employee strain predictors, highlighting the importance of considering the individual, environment and their experiences in predicting health outcomes, as well as recognizing the factors behind work-induced stress.
- This research provides a foundation for occupational stress research by applying the P-E fit theory, which includes both stressors and their reducing antecedents.
- The results of this study can be used as a basic guide for determining stress management plans for the employees and assessing stress levels related to the job.
- Future studies that will be conducted during the post-pandemic era would be interesting in terms of the variations that may appear in results.



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