Environmental Influence on Employee Attitudes and Behaviors

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Abstract

Using two waves of survey data, Tak (2011) measured which types of work environments affected Korean employees’ turnover intent and actual turnover. Results showed that turnover intent was predicted by person-job (PJ) fit, whereas actual turnover was predicted by person-organization (PO) fit. Tak accounted for these results by describing Korean culture and recommended methods to prevent employee turnover.
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Tak (2011) attempted to predict employee turnover in Korea by measuring employee attitudes and behaviors regarding their work environment. Attitudes were measured using three types of person-environment (PE) fit: a) person-job (PJ) fit, such as whether the job duties matched employee interests; b) person-organization (PO) fit, such as whether the employee shared values with the organization, and c) person-supervisor (PS) fit, such as whether the employee and supervisor shared interests. Employee turnover intent and actual turnover were also assessed, and Tak hypothesized PO fit would predict both of these phenomena.

Participants were 901 employees who had been working for a maximum period of six months at their organization, which had to be their first place of employment. They received a baseline survey that assessed turnover intent, and a follow-up survey six months later. The follow-up survey addressed PJ, PO and PS fit types and actual employee turnover. Only 297 employees responded to the follow-up survey, and roughly one third had left their organization.

Although PO fit types predicted actual turnover, PJ fit types were most strongly associated with turnover intent, so the hypothesis was partially supported. Tak (2011) interpreted this result from the perspective of Korean culture. He explained that Korean organizations only provide a broad description of their jobs, so many applicants do not actually know what the job entails until after they are hired. Subsequently, employees may feel disappointed and intend to leave due to weak PJ fit. However, all three PE fit types were correlated with each other.

Regarding PS fit, Tak recommended that supervisors try to understand and encourage employees and increase newcomer adjustment. To facilitate harmony within the work environment, Tak concluded that companies should hire employees whose values and philosophies align with the job and the organization’s mission.
References