

Accelerate Employee Success

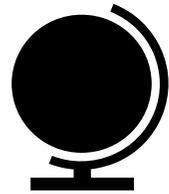
Does Fit Matter?

The Relationship Between
Perceived Person-Supervisor Fit, Perceived Supervisor
Support and Employment Tenure

Tina Huff, PhD, SHRM-SCP
Chief People Officer
Duncan Family Farms



My Intrigue with Fit



Four Home
Countries

Connecting



Who's In,
Who's Out

Today's Agenda

1. **Why This Study Matters – Background on Fit, Support, and Tenure**
2. The Workings of a Research Study – Nitty Gritty Details of Study
3. What We Found – Bonanza!

The Values Fit Test

- My supervisor's values provide a good fit with the things that I value in life.
- The things that I value in life are very similar to the things that my supervisor values.
- My personal values match my supervisor's values.

Why Study Fit, Support, and Tenure?

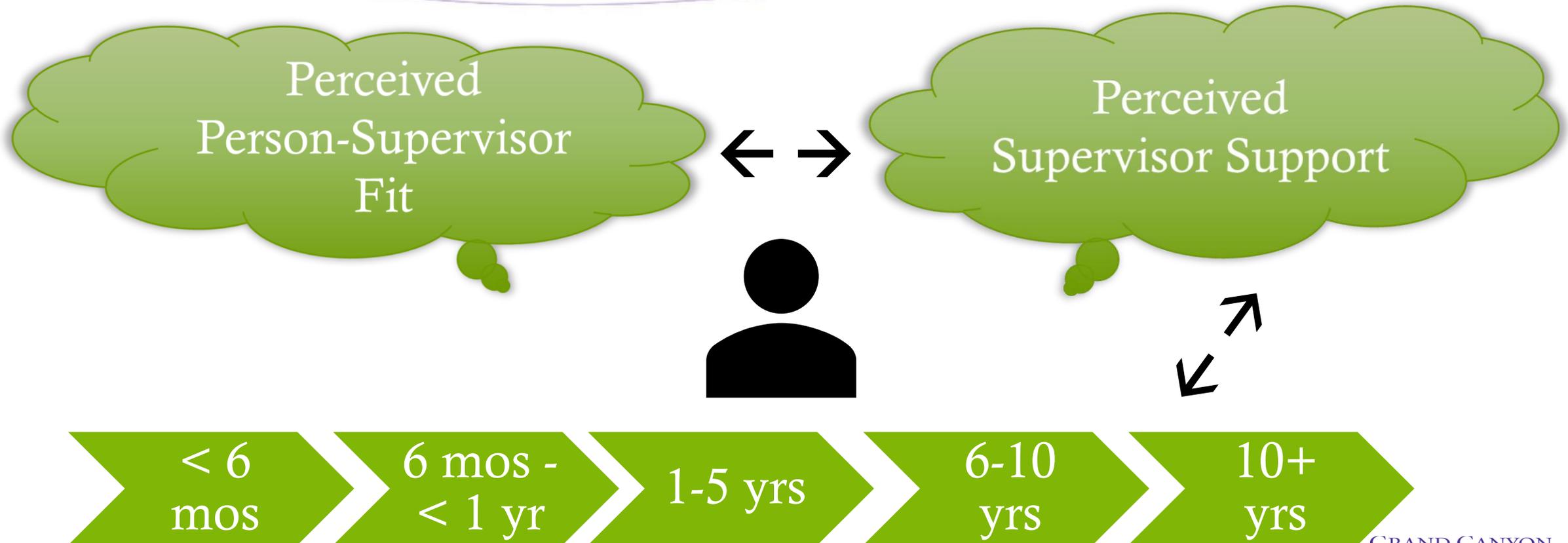
Fit and Support

- We know supervisor support is important to employee engagement – **how does support happen?** Does supervisor fit matter - we know job fit does correlate to supervisor support

Support and Tenure

- We know supervisor support is related to intention to stay – **is support related to whether people actually stay?**

Study Purpose



Theories Behind Support and Fit

Social Exchange Theory (Support)

- For a relationship to exist between two entities, they both must believe they are able to receive something of value from the other (Blau, 1964)
- Organizational Support Theory
 - **Organization** = voluntary rewards/**socio-emotional support**
 - **Employee** = **contributions** & wellbeing (Eisenberger et al, 1986)

Self-Determination Theory (Fit)

- Each person has the need for autonomy, for **relatedness**, and for competence. If met = optimal growth, functioning, and well-being (Deci & Ryan, 1985)
- Attraction-Selection-Attrition Cycle Model - “The people make the place.” (Schneider, 1987)

What We Know About Fit

Perceived Fit to Supervisor

Fit to Personal Values

Fit to Leadership Style

Results:

- Employee likes the supervisor
- Employee commitment to the supervisor
- Job satisfaction
- Self-motivation by moral competence of leader if perceived fit to leader is high
- Improved commitment to stay
- Buffers low organizational

What We Know About Support

Perceived Supervisor Support

Employee (EE) feels valued
EE feels cared for

Results in:

- Mitigates stressors
- EE sees support as exchange for good work
- EE then gives back positive behavior
- Increased job satisfaction
- Perceived job fit
- Intent to stay

What We Know About Tenure

Tenure

Average 5 years for last 35 years

Average increases by age group

Results in:

- Increased tenure = increased value
- Direct measure of employee retention
- Implied element of ASA model – those with fit stay (have tenure)
- Intention to Stay mitigated by supervisor support after 6 months of tenure
- As tenure increases, trust based on actual behavior and then shared experiences

Today's Agenda

1. Why This Study Matters – Background on Fit, Support, and Tenure
2. **The Workings of a Research Study – Nitty Gritty Details of Study**
3. What We Found – Bonanza!

Research Method and Design

Methodology	A quantitative methodology was selected for this study.
Design	This study employed a correlational design.

Variable Structure

Variable Concept	Variable Operational Term	Measure (Type and Range)	Source/Instrument
Employee Perception of Supervisor Support	Perceived Supervisor Support	Continuously, scores range 1-7	Eisenberger et al. (1986) Perceived Supervisor Support questionnaire
Employee Perception of Fit to Supervisor	Perceived person-supervisor fit	Continuously, scores range 1-7	Cable and DeRue (2002) Person-Supervisor Fit questionnaire
Employee Tenure	Tenure	Ordinal scale (less than 6 months, 6 months to less than 1 year, 1-5 years, 6-10 years, 10+ years)	Questionnaire

Population and Sample

- Unit of analysis = Employees
- Population of interest = Maricopa County, in the Phoenix, Arizona area, the fourth largest and the fastest growing county in the United States.
- Target population = a group of employees with various job types working for multiple mid-sized employers based in the Phoenix, Arizona area.
- A priori sample size for planned analysis = 102 participants
- Of 158 participants, 35 incompletes removed = **123 final sample size**

Data Sources

- A mid-sized agricultural employer in the Phoenix, Arizona area
- A mid-sized graphics design and production employer in the Phoenix, Arizona area
- A mid-sized non-profit employer in the Phoenix, Arizona area

Why Study Was Significant

- **Further Understand Employee Intention to Stay** = Demonstrate a relationship between an employee's perception of fit to their supervisor and the employee's perception of supervisor support, an element that has been found to affect an employee's intention to stay with an organization
- **First Study of Variables Together** = Although certain support and fit elements have been studied together, this is the **first study found by this researcher to include perceived person-supervisor fit and perceived supervisor support in the same research endeavor.**
- **Extend Understanding of Self-determination Theory** = Extend our understanding of Deci and Ryan's (1985) self-determination theory **by identifying the perception of supervisor fit as an opportunity for an employee to meet the need of relatedness.**

Study Delimitations of Note

- **Use of correlation to evaluate relatedness of the variables of interest** = Leaves open possibility of reciprocal causation, causality cannot be confirmed
- **Geographical and organizational restrictions of sample pool** = limit generalizability of the findings
- **Survey limited to English speaking participants only** = one organization had both English and Spanish speaking participants

Today's Agenda

1. Why This Study Matters – Background on Fit, Support, and Tenure
2. The Workings of a Research Study – Nitty Gritty Details of Study
3. **What We Found – Bonanza!**

Study Results

- **Research Question 1.** Is there a statistically significant correlation between an employee's perceived fit to their supervisor (PS fit) and an employee's perception of supervisor support (PSS)? **YES**
- **Yes, the variable PS fit was significantly correlated to the variable PSS.** A significant positive correlation was observed between PS fit and PSS ($r_s = 0.51, p < .001$). **The correlation coefficient between PS fit and PSS was 0.51, indicating a large effect size. This correlation indicates that as PS fit increases, PSS tends to increase.**

Spearman Correlation Results Between PS Fit and PSS

Combination	r_s	Lower	Upper	p
PS Fit - PSS	0.51	0.37	0.63	< .001

Note. The confidence intervals were computed using $\alpha = 0.05; n = 123$

Study Results

- **Research Question 2.** Is there a statistically significant correlation between an employee's tenure and an employee's perception of supervisor support (PSS)? **NO**
- **There were no significant correlations between any pairs of variables.** Based on this finding, the researcher accepted the null hypothesis and concluded there is not a statistically significant correlation between an employee's tenure and an employee's perception of supervisor support.

Spearman Correlation Results Between Tenure with Organization and PSS

Combination	r_s	Lower	Upper	p
Tenure with Organization - PSS	0.04	-0.14	0.22	.637

Note. The confidence intervals were computed using $\alpha = 0.05$; $n = 123$

Study Results

- **Research Question 2.** Is there a statistically significant correlation between an employee's tenure and an employee's perception of supervisor support? **NO**
- **Tenure was also measured as tenure with supervisor.** A Spearman's correlation analysis was completed with the variables Tenure with Supervisor (TenureSpvsr) and PSS. There were no significant correlations between any pairs of variables. This finding confirms there is **not a statistically significant correlation between an employee's tenure and an employee's perception of supervisor support.**

Spearman Correlation Results Between Tenure with Supervisor and PSS

Combination	r_s	Lower	Upper	p
Tenure with Supervisor-PSS	-0.15	-0.32	0.03	.092

Note. The confidence intervals were computed using $\alpha = 0.05$; $n = 123$

Findings Compared to Other Studies

RQ1

- **Previous Findings of Correlation Between PSS and other Fit Variables -** Previous study findings had found a relationship between PSS and other fit variables, such as person-job fit (DeConinck et al., 2015) person-organization fit (Chen et al., 2016) and the related variable of member-leader-exchange (Hsieh, 2012).
- **First Study to Show Correlation Between PSS and PS Fit -** This is the first study known by the researcher to measure correlation between PS fit and PSS and identify a statistically significant relationship between the two variables. Specifically, this finding identified that as PS fit increases, PSS tends to increase.
- **This Study Fills A Gap -** This finding fills a gap identified by previous studies related to PSS and PS fit by **identifying a relationship that increases the presence of positive work characteristics such as perceived supervisor support, promotes engagement and reduces turnover intentions** (Chuang et al., 2016; DeConinck et al., 2015; Gillet et al., 2015).

Findings Compared to Other Studies

RQ2

- **Finding of no relationship between PSS and tenure appears to confirm earlier findings.**
 - Lower relationship between POS and actual turnover (Conway et al., 2012)
 - A recent meta-analytic evaluation of organizational support theory (Kurtessis et al., 2017) found POS to have a significant negative relationship with turnover intentions ($p = -.50$) but a much lower negative relation to actual turnover ($p = -.21$).
- **This Study Fills A Gap** - Addressed the call for further study of the relationship between PSS and tenure (Conway et al., 2012; Kramer et al., 2014).
- **Considering Blau's (1964) Social Exchange Theory, No Exchange** - Employment tenure is not dependent on the receipt by an employee of perceived supervisor support. Other factors contribute to an employee choosing to stay with an organization over time.

Implications – Fit/Support

- Fit and Support Relationship
 - **Fit Assessment is Important** – Supervisor/company, supervisor/employee
 - **Values Communication Is Important** – connect to employee values throughout employment relationship
 - **Fit Key to Employee Success** – Underscores assessment of PS fit as key element to employee success in workplace
 - Perceived Supervisor Support = employee performance, job satisfaction, intention to stay
 - Person-Supervisor Fit = significant predictor to job satisfaction

Implications – Support/Tenure

- Support and Tenure Not Related
 - **“Just because I am here does not mean I feel supported”**
 - I may like my job duties, my pay, this location, not have other viable options
 - Other elements impact tenure such as job hopping trends (median tenure 5 years) and age (longer tenure in final years of employment)
 - **Tenure – not indicator of:**
 - Intent to stay
 - Employee performance, job satisfaction and job fit
 - PS fit

Recommendations for Employers

- **Employer – Personal values fit assessment during the job placement process**
 - Place supervisors with employees who will in turn feel supported, be engaged and have intentions to stay.
- **Employer – Supervisor assessment, training and evaluation of values-driven and employee-supportive behaviors**
 - Expect every supervisor to model company values and provide supportive behaviors that meet the needs of every employee on team. Assess at job placement, training once placed, and evaluation with accountability.

Recommendations for Employers

- **Employer – Regular assessment of perceived supervisor support (PSS) for every employee**
 - Since PSS is not related to tenure, assess PSS with all employees regularly (engagement survey/well-being checkup), act as needed based on findings.

Recommendations for Employees

- **Employment Candidates** – Review potential employer values as a match to own personal values prior to job acceptance
- **Employees** – When considering continued employment think of values match first

Why?



Questions?

Tina.huff@duncanfamilyfarms.net

tinahuff1@cox.net

Thank you!



Key References

- Astakhova, M. N. (2015). Explaining the effects of perceived person-supervisor fit and person-organization fit on organizational commitment in the US and Japan. *Journal of Business Research*.
- Blau, P. M. (1964), Justice in social exchange. *Sociological Inquiry*, 34: 193–206. doi: 10.1111/j.1475-682X.1964.tb00583.x
- Boon, C., & Biron, M. (2016). Temporal issues in person–organization fit, person–job fit and turnover: The role of leader–member exchange. *Human Relations*, 69(12), 2177-2200.
- Cable, D. M., & DeRue, D. S. (2002). The convergent and discriminant validity of subjective fit perceptions. *Journal of Applied Psychology*, 87(5), 875. doi: 10.1037//0021-9010.87.5.875
- Chen, P., Sparrow, P., & Cooper, C. (2016). The relationship between person-organization fit and job satisfaction. *Journal of Managerial Psychology*, 31(5), 946-959.
- Choi, S., Cheong, K. J., & Feinberg, R. A. (2012). Moderating effects of supervisor support, monetary rewards, and career paths on the relationship between job burnout and turnover intentions in the context of call centers. *Managing Service Quality: An International Journal*, 22(5), 492-516. doi: 10.1108/09604521211281396
- Conway, N., & Coyle-Shapiro, J. A. (2012). The reciprocal relationship between psychological contract fulfilment and employee performance and the moderating role of perceived organizational support and tenure. *Journal of Occupational & Organizational Psychology*, 85(2), 277-299. doi:10.1111/j.2044-8325.2011.02033.x
- Dawley, D., Houghton, J. D., & Bucklew, N. S. (2010). Perceived organizational support and turnover intention: the mediating effects of personal sacrifice and job fit. *Journal of Social Psychology*, 150(3), 238-257.

Key References (Continued)

- Deci, E. L., & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behavior*. Plenum Press.
- Deci, E. L., Olafsen, A. H., & Ryan, R. M. (2017). Self-determination theory in work organizations: the state of a science. *Annual Review of Organizational Psychology and Organizational Behavior*, 4, 19-43
- DeConinck, J., DeConinck, M. B., & Lockwood, F. (2015). Influence of job fit, perceived support, and organizational identification in the sales force: an analysis of antecedents and outcomes. *Archives of Business Research*,3(5).
- Eisenberger, R., Huntington, R. H., & Sowa, S. (1986). Perceived organisational support. *Journal of Applied Psychology*, 71(31). doi:10.1037/0021-9010.71.3.500
- Gabriel, A. S., Diefendorff, J. M., Chandler, M. M., Moran, C. M., & Greguras, G. J. (2014). The dynamic relationships of work affect and job satisfaction with perceptions of fit. *Personnel Psychology*, 67(2), 389-420. doi:10.1111/peps.12042
- Gębczyńska, M., & Kwiotkowska, A. (2018). Paths to Explain Employee Job Satisfaction. A Fuzzy-Set Analysis, *Multidisciplinary Aspects of Production Engineering*, 1(1), 569-576. doi: <https://doi.org/10.2478/mape-2018-0072>
- Gillet, N., Forest, J., Benabou, C., & Bentein, K. (2015). The effects of organizational factors, psychological need satisfaction and thwarting, and affective commitment on workers' well-being and turnover intentions. *Le travail humain*, 78(2), 119-140.010-9156-7
- Hamstra, M. R., Van Vianen, A. E., & Koen, J. (2018). Does employee perceived person-organization fit promote performance? The moderating role of supervisor perceived person-organization fit. *European Journal of Work and Organizational Psychology*, 1-8. Doi: 10.1080/1359432X.2018.1485734

Key References (Continued)

- Inabinett, C., & Ballaro, J. M. (2014). Developing an organization by predicting employee retention by matching corporate culture with employee's values: A correlation study. *Organization Development Journal*, 32(1), 55.
- Kovjanic, S., Schuh, S. C., Jonas, K., Quaquebeke, N. V., & Dick, R. (2012). How do transformational leaders foster positive employee outcomes? A self-determination-based analysis of employees' needs as mediating links. *Journal of Organizational Behavior*, 33(8), 1031-1052. Doi: 10.1002/job.1771
- Kraemer, T., & Gouthier, M. H. J. (2014). How organizational pride and emotional exhaustion explain turnover intentions in call centers. *Journal of Service Management*, 25(1), 125-148. doi:<http://dx.doi.org/10.1108/JOSM-07-2013-0173>
- Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. *Journal of Management*, 43(6), 1854-1884.
- Levin, D. Z., Whitener, E. M., & Cross, R. (2006). Perceived trustworthiness of knowledge sources: The moderating impact of relationship length. *Journal of Applied Psychology*, 91(5), 1163. doi:10.1037/0021-9010.91.5.1163
- Maertz, C. P., Jr., Griffeth, R. W., Campbell, N. S., & Allen, D. G. (2007). The effects of perceived organizational support and perceived supervisor support on employee turnover. *Journal of Organizational Behavior*, 28, 1059–1075. doi:10.1002/job.472
- Marstand, A. F., Martin, R., & Epitropaki, O. (2017). Complementary person-supervisor fit: An investigation of supplies-values (SV) fit, leader-member exchange (LMX) and work outcomes. *The Leadership Quarterly*, 28(3), 418-437.
- Mushtaq, R., Raja, U., & Khan, M. B. (2017). Unpacking the combined effects of job scope and supervisor support on in-role performance. *Journal of Management Development*, (just-accepted), 00-00. doi:10.1108/JMD-09-2016-0185

Key References (Continued)

- Rees, C., Alfes, K., & Gatenby, M. (2013). Employee voice and engagement: connections and consequences. *International Journal of Human Resource Management*, 24(14), 2780-2798. doi:10.1080/09585192.2013.763843
- Rothmann, S., Diedericks, E., & Swart, J. P. (2013). Manager relations, psychological need satisfaction and intention to leave in the agricultural sector. *SAJIP: South African Journal of Industrial Psychology*, 39(2), 1-11. doi:10.4102/sajip.v39i2.1129
- Ryan, R. M., & Deci, E. L. (2017). *Self-determination theory: Basic psychological needs in motivation, development, and wellness*. Guilford, New York: Google Scholar.
- Schneider, B. (1987). The people make the place. *Personnel psychology*, 40(3), 437-453. doi:10.1111/j.1744-6570.1987.tb00609.x
- Shanock, L. R., & Eisenberger, R. (2006). When supervisors feel supported: relationships with subordinates' perceived supervisor support, perceived organizational support, and performance. *Journal of Applied psychology*, 91(3), 689. doi:10.1037/0021-9010.91.3.689
- Tan, E., & Wu, W. Y. (2017). The effects of person-supervisor fit and psychological empowerment on employee creativity and employee's performance. *International Conference on Economic, Business, and Accounting* (Vol. 1, No. 1, pp. 116-116).
- Van Vianen, A. E., Shen, C. T., & Chuang, A. (2011). Person-organization and person-supervisor fits: Employee commitments in a Chinese context. *Journal of Organizational Behavior*, 32(6), 906-926. doi:10.1002/job.726
- Yang, T., Shen, Y. M., Zhu, M., Liu, Y., Deng, J., Chen, Q., & See, L. C. (2015). Effects of co-worker and supervisor support on job stress and presenteeism in an aging workforce: a structural equation modelling approach. *International journal of environmental research and public health*, 13(1), 72. Doi:10.3390/ijerph13010072
- Zhang, J. C., Ling, W. Q., Zhang, Z. Y., & Xie, J. (2015). Organizational commitment, work engagement, person-supervisor fit, and turnover intention: a total effect moderation model. *Social Behavior and Personality: an international journal*, 43(10), 1657-1666.