THE IMPACT OF PERSON-ORGANIZATION VALUE FIT ON EMPLOYEE ATTITUDES WITH THE MODERATING ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT

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ABSTRACT

The main objective of this study is to perceive the impact of person-organization value fit on employee attitudes including career satisfaction, job satisfaction and organizational commitment and to get information how perceived organizational support moderates their relationships. The data for the research was collected from 150 personnel from many organizations including government and private sector. Close ended questionnaire was adopted to get the information. Correlation and moderation regression analysis used to get the findings. The results showed that person-organization value fit positively effects the employee's attitudes including satisfaction about career, job and commitment related to that particular organization. Perceived organizational support moderates their relationship positively. This paper provides help to HR department in developing the policies by which employee feel supportive and develop the culture that fits between organization and employees. The data was collected only from 150 employees that cannot be generalized. Perceived organizational support used as moderator; the other researcher may use LMX as moderator.

Keywords: Organizational commitment; Job satisfaction; Career satisfaction; Perceived organizational support; Person-organization value fit

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Introduction

Although several research papers have been published on employee behavior nevertheless research on employee turnover remains the burning issue. High turnover intentions are very expensive for organizations and are harmful for the overall effectiveness and success of the organization. It's a bad reality, that high skilled workers have the high turnover intention in the entire world. The Bureau of Labor Statistics (U.S) describes that in May 2017, 3.2

million employees quits, approximately the ratio increases 10.3% from 2.9 million quits in July 2016. According to Asian business organizations review, the employee turnover rates are continuously increasing. Approximately 34% employees were vigorously searching for the new employment and 25% from those individuals were plan to change their jobs in next 6 months (Hays & Erford, 2010) The result of these findings describes that intentional variation is a barrier for organizations to achieve their strategic goals.

A solid study of the specific topic, person-organization (PO fit) describes it as a most important function for progressive employment attitudes for the worker and the organization also (Resick et al., 2013) The definition of the value of the person-organization indicates the "similarity in intentions between personnel and organizations" (Kristof, 1996)). The previously research have specified that person-organization have a strong link with civic behavior, commitment ,job satisfaction, work performance and retention (Youngs et al., 2015) Remarkably, investigational research indicates a negative effect of person-organization value on turnover intentions (Tak, 2011) The research investigates that the employees who feels that their organizations provide support to them have low intentions to leave (Jin et al., 2016)

The strong relationship between employees and the companies (person-organization value fit)can motivate employees to different attitudes including increasing organization citizenship behavior and reducing the intentions of turnover (Hoffman & Woehr, 2006) (Netemeyer et al., 1997) describes the person-organization fit as the similarity of believes, feelings, attitudes and values, (Christiansen et al., 1997) as personality and (Kristof, 1996) as goals between employees and organizations. The concept of the person-organization fit describes the outcomes both for employees and organizations. The previous research has a strong empirical evidence about the positive relationship of person-organization value fit, organizational commitment and job satisfaction (Verquer et al., 2003) it has a negative impact on turnover intentions (Hoffman & Woehr, 2006).

According to the theory of organizational support (Eisenberger & Stinglhamber, 2011) employees develop a feeling that their organization consider them as assets and provide them support in their personal achievements as well as organizational. When employees feels that their organizational provide them more support than they are very closely engaged

to accomplish the organizational aims and goals (Eisenberger et al., 1986)

The previous research that compare the quality of life of government and private sector describes that government employees quality of life is low than the private employees in various aspects (for example professional satisfaction, life satisfaction and community satisfaction, etc.). Survey regarding public employees displayed low job satisfaction, more work overload, more working hours and bad working environment (Jung, 2014) In comparison with employees of the United States government the positive perception of interest in work, leadership and salary was much lower . To recognize the causes for the "unpredicted" outcomes in hugely common work among fresh job hunters, the scholars felt that the value of the organization of the person matches the satisfaction and commitment of employees in the public sector on the basis of previous research that has reviewed the reports (Kim, 2005).

In today's world of business, the ability of companies to attract, recruit and retain talented employees has become a strategic component for business victory. Attract and retain the best suitable person for the job is a significant responsibility that HR specialists must complete. The employee thinks to achieve the higher quality of life it is necessary to select the right work and the right organization that is according to their preference. Therefore, adaptation of the person- organization is a very important factor for employees and organizations to achieve high level of goals and objectives. A better understanding between employees and organizations is very important for various outcomes like job satisfaction, career satisfaction and job satisfaction.

This paper focuses on the impact of the adjustment of the value of the person-organization in terms of professional satisfaction, job satisfaction and organizational commitments; previous research indicates that the adaptation of the person-organization has a positive impact on three complete results. The research that will be conducted in the future should examine more variables like the moderating variables. (Park et al., 2013) Exhibited the moderating parts of sole attributes like hopefulness and contextual constituents like LMX and perceive organization support. Scrutinize these type of variables, moderators be allowed describe the logic for non-remarkable relation in the middle of many value fits and job contentment and organizational commitment. However the present research concentrated

furthermore on recognizing the effect of P-O value fit of particular values on workman's, attitude, and future further research can test the moderating unpredictable to impart extensive grasp of the procedure and in what manners P-O value fit effects the results of the variables.   In this document, the perceived support of the organization moderates the relationship between them. Research conducted in a Pakistani context in which people have a positive desire to work in governmental sectors.

Literature Review

Person-organization value fit

Person-organization value fit discusses the associations that people have with their organizations. It's studied that person-organization congruence exists once there's a minimum of one single character meets with one another or share some similar values (Kristof-Brown et al., 2005) The person- organization value adaption has been outlined in some ways together with similarity in values, similarity in objectives and also the congruence between the wants of the staff and also the strengthening the work setting, and also the coincidence between the individual's temperament and also the organizations characteristics (McCulloch & Turban, 2007).(Chatman, 1989) outlined value adjustment (fit) as a similarity or congruence of norms, beliefs and values between the individual (employee) and the corporation. We define person-organization fit as the congruence of values, beliefs and norms between the worker and the organization. The adjustment (fit) of the value of the organization of the person is joined to the method during which a personal coincides with the worth , objectives, vision and mission of a company (Lauver & Kristof-Brown, 2001). According to the previous findings, adjusting people's high values suggests that being additional eminent and competitive organizations and workers (Chatman et al., 1999)There are many positive effects of the great resemblance between the person and also the organization, each for workers and for organizations. it's been shown that a far better degree of adaptation of the value of the organization of the person is expounded to multiple structure results, together with increased in productivity, higher organizational commitment and reduced in turnover intentions (Van Vianen, 2000). Westerman and Cyr (2004), proposed that the link between the adjustment of personal organization value and also the intention to rotate is mediate by the link between job satisfaction and organizational commitment. (Tepeci & Bartlett, 2002) found that the bigger the constancy of values those

workers understand with their organization, the bigger the satisfaction of workers in their work. It's found that the similarity between individual and organization values predicts a bigger chance of extra-role behaviors, like people securing cash at a university or serving and helping to others, even once not needed from their formal explanation of labor (O'Reilly & Chatman, 1986). However, there are also find gaps within the literature on the impact of adapting the worth of the person-organization on alternative work-related problems, like career satisfaction.

Person-organization value fit and career satisfaction

The question rose in mind that the people, who adapt the organization value are more satisfied regarding their career success than who those do not? Due to some circumstances that relationship is not openly described, the principles of interactional psychology (Murray, 1938). According to the research students including (Schneider & Reichers, 1983) shows the results of positive work-related consequences and power fully recommend a positive response (O'Reilly III et al., 1991). Each theoretical foundations and connected research recommend that people can ask for relaxation and prosper in atmosphere that are their primary partialities. Therefore, people that actually adapt to the organization are ready to do work over time, get advanced level of commitments and achieve higher goal, in general they are happier than who don't adapt.

The foundation of those beliefs, in result for the adjustment of the value of the person-organization generally, relies on reciprocal science. Fit describes similarity level between the employees and their organizations. The primary views of psychological feature science thought adjustment of the person-environment in terms of associations of pressures necessarily (Murray, 1938) The literature represents employees need as what they expect from their organizations like how their organization react or behaves with them. The findings represents the supported environment determinants by which their employees facilitates and feels satisfied (Hall & Lindzey, 1970). Therefore, it's assumed that labor motivation is maximized once individual characteristics matched to structure environments. As a result when motivation interacts with skills then performance increased (Steers & Porter, 1983), and performance is closely associated with payments and promotions in many corporations (Milkovich & Wigdor, 1991), structure adjustment of the person ought to influence the skilled success.

H1: Person-organization value fit has a significant positive impact on career satisfaction..

Person-organization value fit and job satisfaction

Job satisfaction describes the emotions or conditions of the mind supported the character of the work. Job satisfaction can be eliminated by varied factors, like the kind of structure policies, superintendence, administration, pay and quality of life. Researchers will examine adaptation in a very vary of dimensions. The employment of the foremost applicable variety of operational adjustment, as a result of the values square measure a reliable guide to grasp a large vary of resultant attitudes and behaviors of the work. (O'Reilly III et al., 1991) have disclosed, this one adjustment betwixt a human preferences for a specific way of life in organization and also the tradition of the organization to that the man joins is coupled to dedication, inner fulfillment, satisfaction and rotation. Vancouver and Schmitt (1991) studied the relationships betwixt the organization's members' accord regarding structure objective and their effect on their vantage, attitudes and plans. By getting information from 356 principals and 14721 lecturers World Health Organization assessed the importance of goals for his or her college; they found that similarity between goals was absolutely associated with job. In the prior 2000s, there was already adequate proof to demonstrate the vigor of those effects fulfillment. (Verquer et al., 2003) organize a pilot take a look at of a meta-analytical review of twenty one studies on the association between regulation of the worth and value of the person-organization and organization dedication, job satisfaction and intentions of rotation. They found medial correlations within the mind with a high 0.20 for person-organization value fit with dedication and engagement, whereas the mean result size between the person-organization value and worth fit and substitution intentions was-0.18.

H2: Person-organization value fit has a significant positive impact on job satisfaction.

Person-organization value fit and organizational commitment

Organizational commitment may be going to improve individual acumen of the adjustment of the value of the organization with the person. Commitment is connected to the degree to that staff acceptable companies traditions and like to assist the corporate (Mowday et al., 1979), which is able to possible increase the perception of similarity between individual and business characteristics. "When staff are a unit engaged in a

company, they have a tendency to strengthen the worth structure that exists around them" (Herndon et al., 2001). Therefore, increasing the commitment must to increase the sense of association of staff to a corporation, yet as their support and help for company values.

Old analysis indicates that the adjustment is expounded to totally different work reactions (Kristof, 1996) . Once employees and business area unit similar and same, Satisfaction, accomplishment and performance usually improve and anxiety is reduced (Mount & Muchinsky, 1978). (O'Reilly III et al., 1991) inspect the similarity between discrete work and also the task compulsory to complete the work and located that the adjustment was absolutely related to satisfaction and progression. If the person-organization value fit improves then the response and reaction and response of the worker to the work atmosphere also improve, then the dedication to regarding that corporation l so improves because employees feels that their values are similar to that organization and they are motivated to work done effectively.

H3: Person-organization value fit has a significant positive impact on organizational commitment.

Perceived organizational support and career satisfaction

(Lent & Brown, 2006) ,describes that a resource and environmental support to a specific goal ,like the perceived support of the organization that has including social and physical support that individual feels it personally has a strong impact on job satisfaction. On the other hand, if employees don't feel that support or there are some barriers between that supports than it can cut back satisfaction. In social psychological feature career theory employee feels satisfied when they get social support and that support influence their skills also (Lent & Brown, 2006).

In specific, the event of the organization support career (including career support, supervisor support, and coaching and development opportunities)was a lot of power fully associated with job satisfaction than regular goal measures ,career success, payment and promotions. It described the link between the organization's career development support and skilled satisfaction has been provided in 2 modern meta-analysis. (Ng et al., 2005). From those analysis coaching and job satisfaction relationship found positive in employees, with the effect that starting from 0.21 to 0.29 during the most 10 recent studies (Allen et al., 2004). Found significant among the developments of organization

support career (career support, mentor support and coaching and development opportunities) and skilled satisfaction in eighteen studies (Ng et al., 2005).

From the 2 cross-sectional studies, it was found that organization moderates the positive relationship between skill development and employee job satisfaction, including workers of public and personal sector organizations within the UK and Israel organizations (Orpen, 1994).

H4: There is a significant positive relationship between perceived organizational support and career satisfaction.

Perceived organizational support and job satisfaction

(Eisenberger et al., 1986), describes organizational support theory as "the degree by which employees perceive that their organization monitor their performance and do well for their wellbeing".

If a company provides support to a worker and do their jobs well, they'll be additional glad with their work. Organization support refers to the great surroundings and therefore the characteristics of a piece that's being done and therefore the organization appreciates its contribution within the type of intrinsic or adventitious reward.

According to the idea of organization support, the perceived support of the organization reflects the point to that staff observe that their organization appreciates their contribution and takes care of their well-being. Perceived structure support may turn out a felt obligation to stress regarding the well-being of the organization and facilitate the organization to attain its goal. Meanwhile, perceived organization support must to meet socio-emotional wants by including structure membership and character standing into one's social recognition and reinforcing worker convictions that the organization rewards gains in performance. Employers need staff to be devoted and constant to their work. If organizations provide support to their employees at high level, on the idea of mutuality, staff may be showing emotion engaged with their corporation with a less probability of rotation and a great level of job satisfaction. In an exceedingly meta- investigation of seventy studies, it has shown that organization support perceived by staff may increase job satisfaction. However, some old studies have given inconsistent out comes. (Stamper & Johlke, 2003) described that the perceived support of the organization wasn't associated

with the performance of the task among the sellers. Professional satisfaction refers to the angle of the worker towards his work. Perceived structure support must to meet socio-emotional wants and increase performance. Therefore, there has a tendency to assume that the perceived support of the organization is completely correlative with job satisfaction.

H5: There is a significant positive relationship between perceived organizational support and job satisfaction.

Perceived organizational support and organizational commitment

There are many authors including (Riggle et al., 2009) describes the relationship of perceived organizational support and organizational commitment in many previous studies. In previous research, perceived organization support is a crucial considers revealing organizational commitment. (Aube et al., 2007), conduct the research on organization support theory, organizational commitment and on its dimensions including continuous, normative and affective and found the significant relationship between them. The perceived organization support has a strong influence on emotional commitments. The research conducted on World Health Organization employees provides the result that the employees more motivated to the goals and develop sense of appreciation with their area unit if the organization provides them social and physical support. The social identity theory describes the assumptions of perceived organizational support and organizational commitment in explained theory. The social identity theory recommends that staff persist loyally when they develop a sense that their organizations judge and worth them fairly (Tyler, 1999).If organization support met the requirements for worker admiration and support, staff incorporated organization and on membership into their identity and developed a positive emotional feeling to the organization.

H6: There is a positive relationship betwixt perceived organizational support and organizational commitment.

Moderating effect of perceived organizational support

A resource and environmental support specific to the goal, like the perceived support of the organization that has including social and physical support that individual feels it personally is a very important predictor of job satisfaction (Lent & Brown, 2006). On the other hand, if employees don't feel that support or there are some barriers between that

supports than it can cut back satisfaction .In social psychological feature career theory employee feels satisfied when they get social support and that support influence their skills also (Lent & Brown, 2006). In specific, the event of the organization support career (including career support, supervisor support, and coaching and development opportunities) was a lot of powerfully associated with job Satisfaction than regular payment and promotions, goal measures, career success (Ng et al., 2005). The link between the organization's career development support and skilled satisfaction has been provided in2modernmeta-analysis (Allen et al., 2004). From those analysis there was found the positive relationship between coaching and job satisfaction of employees, with the effect that starting from 0.21 to 0.29 during the most 10 recent studies (Allen et al., 2004).Among the developments of associate degree organization support career (career support, supervisor support and coaching and development opportunities) and skilled satisfaction in eighteen studies found important result sizes of between 0.38 and 0.46 were additionally. (Ng et al., 2005).

Unless staff understand organizations as supportive, staff might even see their unpleasant tasks and this will result in job discontent (Susskind et al., 2007). Many studies reveal that staff feels satisfied with their job if they understand that organization provide support to them to achieve their tasks. Many method studies have shown that staff United Nations agency receive support from their organization were happy with their work (Riggle et al., 2009).

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H7: Perceived organizational support moderates the positive relationship of person-organization value fit and career satisfaction.

H8: Perceived organizational support moderates the positive relationship of person-organization value fit and job satisfaction.

H9: Perceived organizational support moderates the positive relationship of person-organization value fit and organizational commitment.
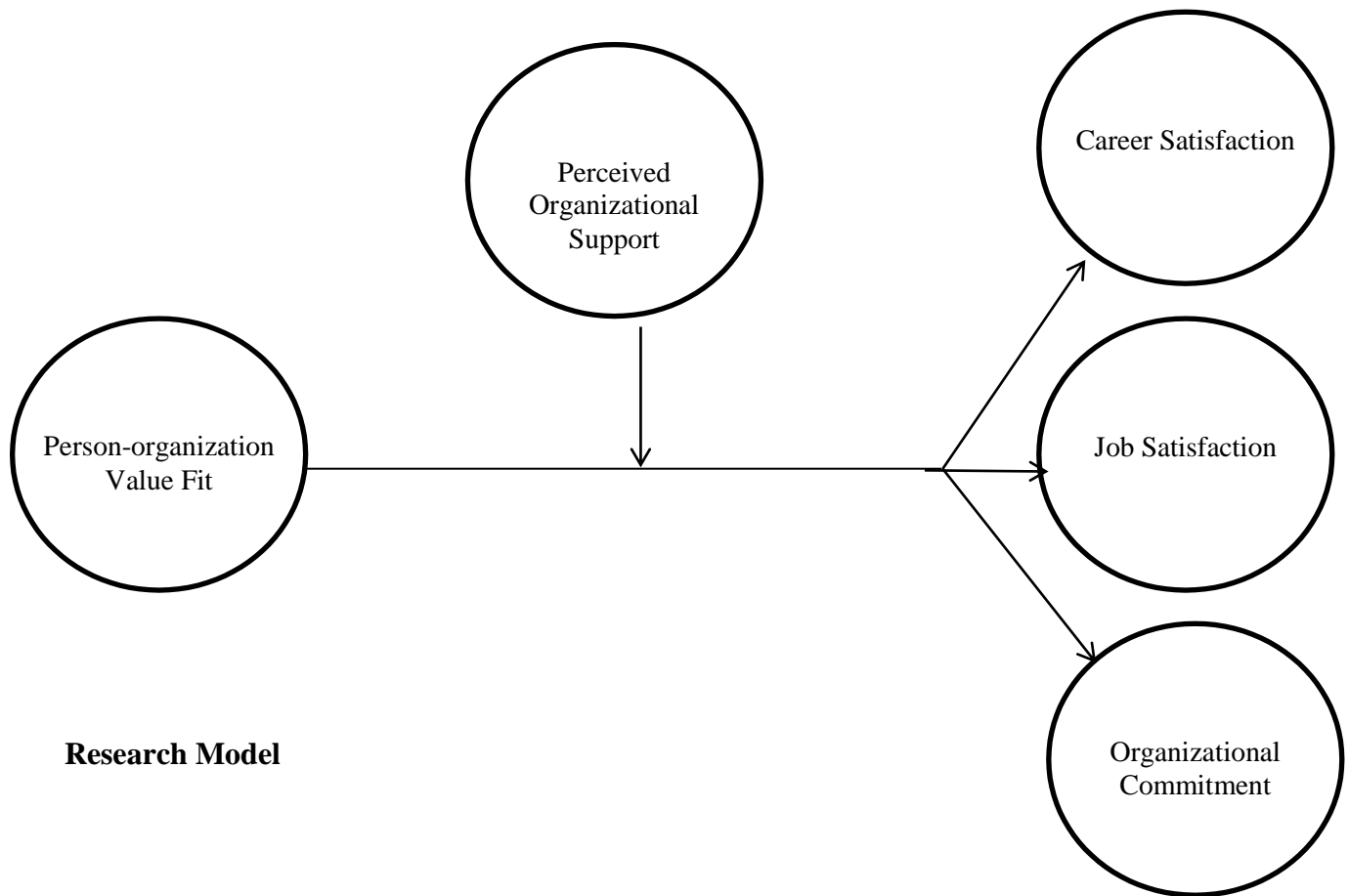
Research Model

Methodology

3   Participants of the study

Primary data collected for this research through close ended questionnaire. The knowledge was conjointly collected through personal interviews from the workers at totally different management levels, but the knowledge adopted by the interviews is simply for the understanding the phenomena of person-organization value fit, and perceived organization support in Islamic Republic of Pakistan and not used for the interpretation of the results. The information that the study collected for the analysis is taken from different government and private organizations. A pilot study was conducted before floating the questionnaire to review the validity of the measures. One hundred fifty five questionnaires were floated among the organizations, 152 questionnaires were came. The response rate was 98%. Pair of questionnaires was rejected as they are doing not give the spare information to conduct the analysis. Sample size of one hundred fifty (150) is employed for the ultimate analysis.

The form consists of 2 sections. Within the initial half, there are 28 statements that verify the Impact of person-organization value fit on career satisfaction, job satisfaction and organizational commitment and therefore the role of perceived organizational support as a moderator.

These variables were elite on the idea of the literature review. At the second half includes 3 socio demographic queries including; gender, age and experience within the organization. A five-point Likert scale was accustomed live these variables. (Strongly disagree)(Disagree)(Neutral)(Agree) (Strongly agree)

Research ethics is specifically inquisitive about the analysis of moral problems that are a unit raised once individual's area unit concerned as participants in analysis. This analysis has embody the 5 ethicsprinciples1) Minimizing the chanceofhurt.2) Gettingconsent.3) Protective obscurity and confidentiality. 4) Avoiding deceptive practices. 5) Providing the right to withdraw. The majority of participants were males (90%) with average ages from 26 to 30 (50%), 2 to 3 years (60%) experience.

3.1 Scales/ Measures Used
3.1.1 Person-organization value fit

To get the data of independent variable person-organization value fit, a scale used that has four items developed by (Netemeyer et al., 1997). The questionnaire included the statement "I feel that my personal values are a good fit with this organization". For that scale the Cronbach alpha was found 0.89.

3.1.2 Perceived organizational support

To get the data of moderator variable perceived organizational support, an eight items scale used developed by (Eisenberger et al., 1997). For this questionnaire included the statement "My organization takes great pride in accomplishments". For that scale the Cronbach alpha was found 0.90.

3.1.3 Career satisfaction

To get the data of dependent variable career satisfaction, a five items scale used developed by (Greenhaus et al., 1990). The questionnaire included the statement "I am satisfied with the successes I have achieved in my career". For that scale the Cronbach alpha was found 0.89.

3.1.4 Job Satisfaction

To get the data of dependent variable job satisfaction, a seven items scale used developed by (Williams & Anderson, 1991). The questionnaire included the statement "Adequately completes assigned duties". For that scale the Cronbach alpha was found0.86.

3.1.5 Organizational commitment

To get the data of dependent variable organizational commitment, a six items scale used developed by (Meyer et al., 1993). The questionnaire included the statement "I would be very happy to spend the rest of my career with this organization." For that scale the Cronbach alpha was found0.8.

3.2 Control Variables

To control the variation of demographic variables on dependent variables a one-way ANOVA was performed. Table 1 describes the results obtained from the one way ANOVA describes the significant differences in career satisfaction (dependent variable) across the age (F=48, P=0.00) and experience (F=27.21, P=0.00), in job satisfaction (dependent variable) across age (F=93.9, P=0.00) and experience (F=5.5, P=0.00), and in organizational commitment (dependent variable) across age (F=37.76, P=0.00) and experience (F=19.56, P=0.00).

Table: 1 One-way ANOVA

Career Satisfaction			Job Satisfaction		Organizational Commitment	
Sources of variation	**F**	**P**	**F**	**P**	**F**	**P**
Gender	1.77	0.18	0.34	0.56	0.66	0.41
Age	48.0	0.00	93.9	0.00	37.76	0.00
Experience	27.21	0.00	5.5	0.00	19.56	0.00

Results

A correlation analysis runs, to get the result of variables and check its significance level on different variables that are used in research.

Table 2: Correlation Analysis

	Mean	S.D	1	2	3	4	5
POVF	3.42	0.95	0.89				
POS	3.22	0.73	0.598**	0.90			
CS	3.42	0.79	0.663**	0.649**	0.89		
JS	3.51	0.59	0.604**	0.481**	0.693**	0.86	
OC	3.40	0.60	0.681**	0.392**	0.506**	0.647**	0.80

   *. Shows that correlation was significant at the level 0.05
   **. Shows that correlation was significant at the level 0.01

Above table describes that person-organization value fit has a positive correlation with career satisfaction (0.663**), job satisfaction (0.604**) and organizational commitment (0.681**) by which three hypothesis (1, 2, 3) get initial support. The table shows the positive correlation of perceived organizational and career satisfaction (0.649**), job satisfaction (0.481**) and organizational commitment (0.392**), which provides the initial support to the remaining hypothesis (4, 5, 6, 7, 8, 9) respectively.

Regression Analysis

To check the moderation effect on dependent variables, a linear regression analysis was

used. The Table 3 shows the results obtained from regression analysis. The regression analysis indicates that person- (β=0.437), job satisfaction ($\beta = 0.099$) and organizational commitment ($\beta = 0.489$), thus the hypothesis 1, 2 and 3supported. Similarly, perceived organizational support also showed the positive effect on career satisfaction ($\beta = 0.552$), job satisfaction ($\beta = 0.009$) and organizational commitment ($\beta = 0.173$), thus the hypothesis 4, 5 and 6 also supported. Hypothesis 7, 8 and 9 were trial out using moderated regression examination technique developed by (Cohen et al., 2013), where sway variables were entered in step1. After independent and moderator variable entered in step 2. At the end, interaction term entered in step 3, which if significant, verifies moderation. Moderated regression analysis provide information that moderator (perceived organizational support) moderates association positively betwixt person- organization value fit, career satisfaction ($\beta = 0.107$), job satisfaction ($\beta = 0.003$) and organizational commitment ($\beta = 0.088$), and, as a result hypothesis 7, 8 and 9 were supported.

Table 3: Regression Analysis

Predictors	Career Satisfaction			Job Satisfaction			Organizational Commitment		
	β	R^2	ΔR^2	B	R^2	ΔR^2	β	R^2	ΔR^2
Step 1									
Control Variables		0.033			0.702			0.414	
Step 2									
POVF	0.437	0.460	0.445	0.099	0.714	0.706	0.489	0.683	0.675
POS	0.552	0.464	0.449	0.009	0.702	0.694	0.173	0.436	0.421
Step 3									
POVF*POS	0.107	0.469	0.454	0.003	0.703	0.694	0.088	0.571	0.559

Figure 1: Interactive Effect of Person-organization value fit and Perceived Organizational Support on Career Satisfaction.
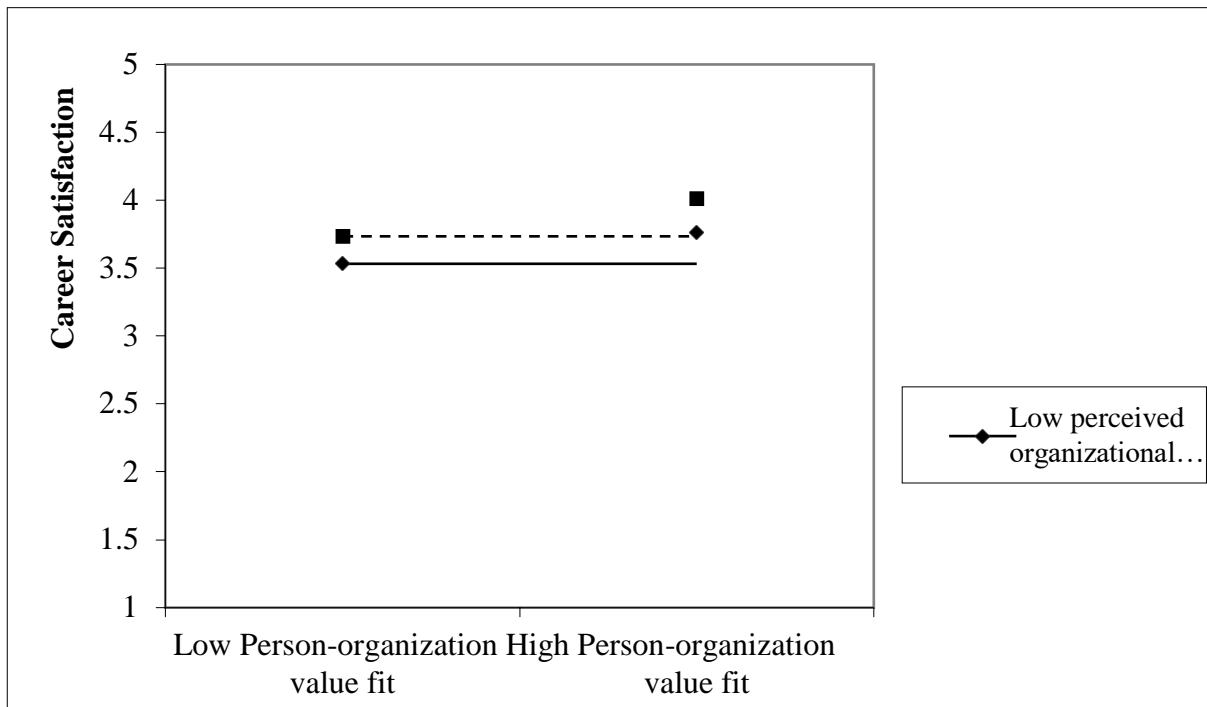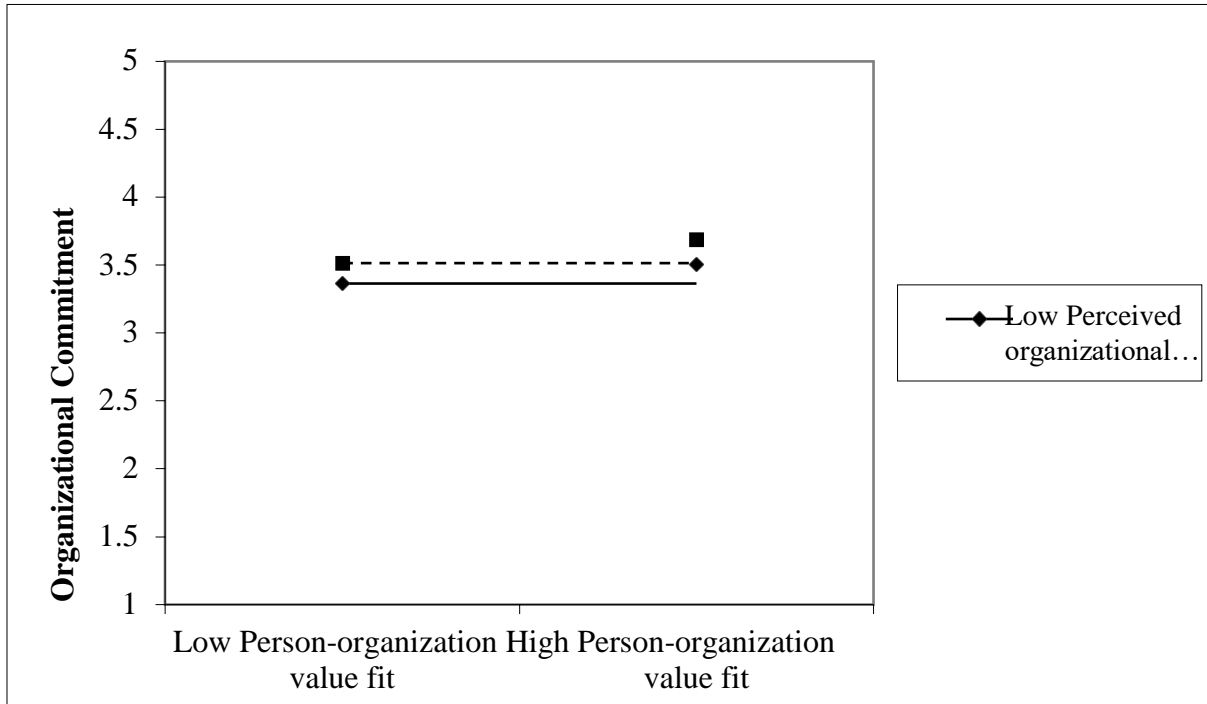

Figure 2: Interactive Effect of Person-organization value fit and Perceived Organizational Support on Job Satisfaction
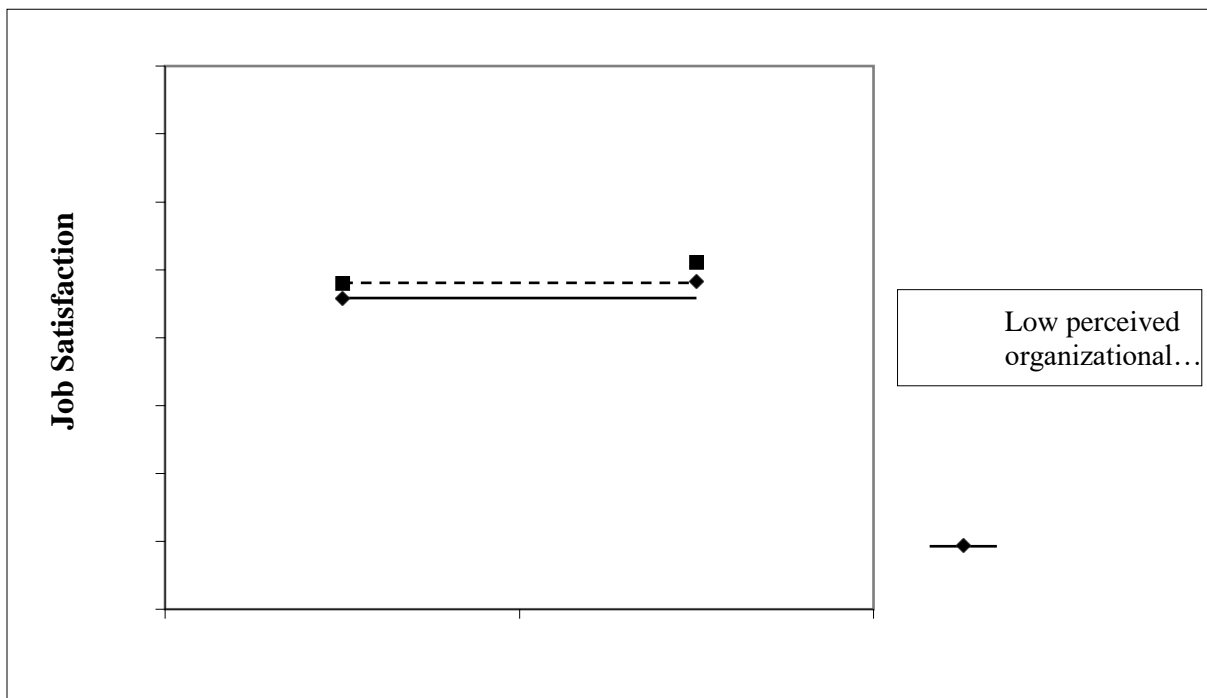
Low Person-organization   High Person-organization
Value fit   Value fit

Figure 3: Interactive Effect of Person-organization value fit and Perceived Organizational Support on Organizational Commitment

Significant inter connection between big and small values of moderators are exhibit in Figure 1, 2 and 3.

Figure 1 shown the positive person-organization value fit and career satisfaction relationship was stronger when perceived organizational support was high, which supports hypothesis 7 .Figure 2 illustrates the positive person-organization value fit and job satisfaction was stronger when perceived organizational support was high, which supports hypothesis 8. Similarly, Figure 3 shows that person-organization value and organizational commitment was stronger when discern organizational support was high, thus the hypothesis 9 also supported.

Discussion

The main objective of this research is to examine the effect of person-organization value fit on employee attitudes including career satisfaction, job satisfaction and organizational commitment when they perceive the organizational support in Pakistan context.

Therefore, data was collected from 150 employees from various government as well as private sector in Pakistan. In this research linear regression analysis was used by which researcher can compare the values that was the actually response of the target audience and gain the information about the employees attitude regarding their organizations.

The research taken by (Bretz Jr & Judge, 1992) also describes the positive relationship of person-organization value fit and career satisfaction within the employees of organization. The employees who feel that their organization and management provide support to them were satisfied about their career (Rahmat, 2011). It is confirms that person-organization value fit predicts the positive relationship on job satisfaction and organizational support enhances its relationship positively (Chen et al., 2016) The study examines person-organization value fit has the positive impact on job satisfaction, organizational commitment and has a negative effect on turn over intentions (Alniacik et al., 2013). Support given by organization has a directly positive impact on organizational commitment and on turnover intentions (Arshadi, 2011). The study result indicates that person-organization value fit has a positive impact on all the dependent variables that are used including career satisfaction, job satisfaction and organizational commitment. Research defines that those employees whose values are fit with the organizational values then they experience more satisfaction with in the organization as a result turnover ratio decreases. In this research perceived organizational support use as a moderator, firstly the employees whose value fit with their organization and they feel that their organization provide them support including supervisor support, financial support and many more they are very committed to their organization, they pursue their career with that organization and get satisfaction towards their careers, and satisfied with their jobs.

Practical Implications

This research provides the suggestion to management that can be valuable for the performance of organization. Firstly, the human resource department accesses the values and intentions of the employees in the recruitment and selection process. It access the values of employees that can match with the organization values if it found the contradiction between person and employees value then it would not hire that particular person because organization face a high price in the form of new selection.

 The organization should also use supportive mechanism by which employees develop a supportive sense that their organization care about their comfort then they are motivated regarding their organizations and organizations can achieve its objectives in short time.

Limitations and Future Research Directions

 There are many limitations in this research. Culture is the first limitation of the study. Culture plays a vital role in the behaviors of people. The result of this study based on a single culture, the findings can be different from diverse culture. Secondly is the sample size, the sample size was only 150 employees. Thirdly, there was only one independent variable used that was person-organization value fit. Fourthly, there was only one regression analysis used to compare the results. Fifthly, there was collected date in a single time horizon; result may be different on two time horizons. In this research only three employee attitudes including career satisfaction, job satisfaction and organizational commitment were used; the other researcher may use organizational citizenship behavior, career development as dependent variables. In this research, perceived organizational support used as moderator the other researcher may use LMX as moderator.

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