

CORRELATING PERSON-ENVIRONMENT FIT AND THE JOB SATISFACTION OF TELECOMMUTERS

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ABSTRACT

Job satisfaction has a significant impact on turnover, creativity, work-family life conflict and balance. Person Environment Fit (P-E) fit is defined as the congruence between a worker and his or her organizational environment. There has been an increase in telecommuters, and recently this increase has been exponential due to the COVID-19 pandemic. As such, it's important to examine telecommuter job satisfaction. The research questions were designed to answer whether correlational relationships exist among job satisfaction of teleworkers and the dimensions of P-E fit. Those were: *Is there a relationship between job satisfaction and goal congruence; interpersonal similarity with others; environmental supply of individuals' needs; individuals' ability to meet the demands of the environment and individuals' unique contributions to a setting?*

KEYWORDS: person-environment fit, telecommuters, telework, remote work, job satisfaction, correlation, general environment fit scale, organizational environment, Maslow's hierarchy of needs, theory of work adjustment

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1. Introduction

Finding¹ a job that matches one's knowledge, skills, abilities, and values is important. People exert substantial time and effort in seeking a suitable job (Firfiray and Mayo, 2017). In other words, a job that matches an individual's needs and meets their goals and values, is often a priority. In a similar vein, organizations spend substantial effort on selecting applicants who fit the organizational environment (van Vianen, 2018) including a telecommuting environment. Telecommuting continues to gain increasing attention, especially considering the COVID-19 pandemic. In the interest of safety, many workers who can work from home are currently working from home in telecommuting/virtual work environments.

2. Research Framework

2.1. Person Environment Fit

A Person-Environment (P-E) fit framework can help inform how employees can fit into organizational virtual arrangements, and how a good fit affects individual outcomes in virtual organizations. P-E fit theory is an overarching conceptualization of how individuals (P) and their environments (E) interact and proposes that more positive outcomes for individuals emerge when P and E factors are congruent (Schneider, Goldstein and Smith, 1995). The key issue, however, is in determining the relevant P and E characteristics for that environment or situation and whether employers leverage the P-E fit model to predict well-being and the performance of virtual remote teleworkers.

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P-E fit refers to similarity or convergence between a particular set of person-related attributes and a set of environment-related attributes (Schneider, Goldstein and Smith, 1995) such as a match between an individual's characteristics (e.g. values) and those of an organization (e.g. cultural values of the organization), or the congruence between an individual's competencies and job requirements (Shin, 2004). Virtual employees will be more satisfied and perform better when there is congruence between their attributes and those of a virtual environment (Shin, 2004). According to Allen, Golden, and Shockley (2015) examining the antecedents and the consequences of P-E fit in virtual organizations could help not only to extend the psychological studies of virtual organizations but would also have implications for the effectiveness of virtual organizations.

2.2. Telework

Telework (also known as telecommuting) is a concept coined by Jack Nilles, which implies that employees work from a physical place different from the employer's central office (Nilles, 1976). Telecommuting is a distributed work mode that enables employees to perform tasks while working from remote locations (such as home or satellite offices) using information and communication technologies to interact with others within and outside the workplace (Gajendran, Harrison and Delaney, 2015). A telecommuting environment is defined as an alternative work arrangement where one travels or "commutes" to work via technology (Narayanan, Plaisent and Bernard, 2017). A P-E fit framework is proposed as a method for understanding the process of adjustment between organizational members and their work environments (Caplan, 1987). Researchers (Munsch, 2016; Thompson, Payne and Taylor, 2015) have noted not all workers may be a fit for telecommuting.

2.3. Job Satisfaction

Job satisfaction is described as a necessary element in promoting feelings of fulfillment through promotions, recognition, salaries, and the achievement of goals (Alrawahi, Sellgren, Altouby, Alwahaibi and Brommels, 2020). Locke defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Goldsby, Kuratko and Neck, 2019: 247). Job satisfaction may be seen as a collection of feelings that people have towards their job (Guenzi, Rangarajan, Chaker and Sajtos, 2019). Motivation among teleworkers requires an encouraging work environment. Furthermore, Munyewende, Rispel and Chirwa (2014) stated a productive

environment can be generated by addressing the factors that influence employee job satisfaction and then designing interventions that can be implemented by managers to include and enhance those factors.

2.4. Problem

Despite the rapid spread of virtual work arrangements, a dearth of theory and research exists pertaining to the attributes of employees who work in a virtual environment (Shin, 2004). For remote workers to be happy and adapt to the unique environment of the virtual workplace, organizations will need to be more discriminating in the selection process for these positions by identifying the unique personality characteristics of the remote workforce. Organizations will need to be cognizant of who they select for telework arrangements (O'Neill, Hambley, Greidanus, MacDonnel and Kine, 2009).

The personality characteristic of sociability as well as the motivational traits of need for autonomy and need for achievement were related to effectiveness differentially for teleworkers and non-teleworkers. Employees who telework still reported significantly higher turnover intention than those who voluntarily stay in traditional work settings (Choi, 2018). Teleworkers might not always be happier and more committed employees than non-teleworkers (Choi, 2018). Additionally, it is unknown what specific characteristics teleworkers need, to be satisfied in a remote environment. Using PE-Fit to assess telecommuting work in the United States was important to determine whether an individual is a fit for telecommuting work.

Organizations need to prepare themselves and their employees for telework. This research study adds to the knowledge base of P-E fit and telecommuter job satisfaction. By determining if a relationship exists between telecommuter job satisfaction and P-E fit, leaders might determine what characteristics work best for telecommuting environments. Bailey and Kurland (2002) suggested guidelines can prepare teleworkers and managers by covering topics such as scheduling, communication expectations, telecommuting eligibility, performance expectations, expense policies, and how to maintain healthy relationships.

3. Method

3.1. Research Questions and Hypotheses

The following research questions and hypotheses are based on the premise that there is not a known

model that links P-E fit theory and the job satisfaction of telecommuters:

R1: Is there a relationship between job satisfaction and value congruence?

H1: There is no relationship between job satisfaction and value and goal congruence.

R2: Is there a relationship between job satisfaction and interpersonal similarity with others?

H2: There is no relationship between job satisfaction and interpersonal similarity with others.

R3: Is there a relationship between job satisfaction and the environmental supply of individuals' needs?

H3: There is no relationship between job satisfaction and environmental supply of individuals' needs.

R4: Is there a relationship between job satisfaction and individuals' ability to meet the demands of the environment?

H4: There is no relationship between job satisfaction and individuals' ability to meet the demands of the environment.

R5: Is there a relationship between job satisfaction and individuals' unique contributions to a setting?

H5: There is no relationship between job satisfaction and individuals' unique contributions to a setting.

These research questions and hypotheses were generated to understand what is required to ensure teleworker

happiness. Telework has become a popular flexible work option with one estimate indicating that 67% of organizations in the United States offer telecommuting to at least some of their employees. Regarding worker fit for telecommuting, emphasis should be placed on the importance of determining what factors are needed for an individual worker to be successful in a virtual work environment and how to prepare individuals for virtual work. A growing need to understand the individual and their work-environment characteristics and how the person and environment interact with each other exists. Telecommuting work in the United States has increased exponentially, thus it is important to examine whether an individual will be a fit for telecommuting work.

The proposed relationships among PE-Fit and job satisfaction are shown in Figure 1:

3.2. Participants

Participants in this study were recruited via social networking sites, such as LinkedIn, Facebook, and Twitter and email. The targeted population was non-managerial telecommuters from global organizations who have worked as telecommuters (part or full-time) for at least a year. The participants were a convenience sample recruited through my associations on these social media sites. These surveys were administered anonymously to protect the participants' privacy. The data collection period lasted three months.

A total of 85 respondents took the survey; however, 15 surveys were missing data and could not be included in the analysis. Thus, the completion rate was 84%. This resulted in a sample of size of 70.

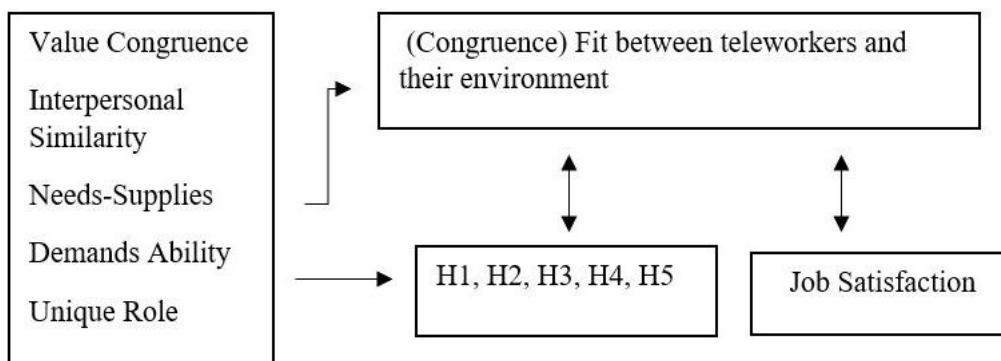


Figure 1. Relationships among PE-Fit subscales and job satisfaction

3.3. Instruments

The General Environment Fit Scale (GEFS) instrument (Beasley, Jason and Miller, 2012) was used for this study and five items taken from the Brayfield and Rothe (1951) Job Satisfaction Measure as outlined in the research conducted by Judge, Locke, Durham and Kluger “Dispositional effects on job and life satisfaction” (Judge, Locke, Durham and Kluger, 1998). Cable and De Rue’s (2002) three-item measures of perceived fit: Values congruence ($\alpha=.93$), demands–abilities ($\alpha=.81$), and needs–supplies ($\alpha=.88$) proved to demonstrate both convergent and discriminant validity. Beasley, Jason and Miller (2012) decided to build upon Cable and De Rue’s (2002) factor by adding the dimensions of Interpersonal Similarity (MS) and Unique Role (UR) and to apply this scale outside of a business field. In other words, it was designed to be used in a variety of environmental contexts.

The GEFS developed by Beasley, Jason and Miller (2012) was mostly reliable with limited validation. The GEFS was slightly modified for use in this study. The original scale was made so that one can substitute in the following way: the setting placeholders are replaced with the name or type of setting, the action place holders are replaced with the action associated with the setting, and the members placeholder is replaced with the term used for members in the setting. The validity of the scale remains the same.

GEFS is a valid measure of P-E fit. General Environment Fit Scale (GEFS) is firmly grounded in P-E fit theory and includes subscales for five conceptualizations of fit. This measure proved to be both reliable and valid (Beasley, Jason and Miller, 2012). The GFES asked about how well the job/environment a person currently worked in matched their values, needs, abilities, and characteristics. The following denotes the subscale items of this instrument:

- VC indicates Value Congruence subscale items.
- MS indicates Interpersonal Similarity subscale items.
- NS indicates Needs-Supplies subscale items.
- DA indicates Demands-Abilities subscale items.
- UR indicates Unique Role subscale items.

To measure job satisfaction, five items were taken from Brayfield and Roth (1951). The reliability of the five-item scale in this sample was .88. For this study, the reliability scores of the Job Satisfaction Index (JSI) and the General Environment Fit Scale (GEFS) were calculated using Cronbach’s alpha. Reliability analysis using the five items of JSI showed that the scale had an excellent internal consistency,

as shown by a Cronbach’s alpha of .831. The reliability analysis of GEFS showed a good internal consistency (Cronbach’s alpha = .762).

3.4. Data

As previously mentioned, this study involved two validated research surveys. The General Environment Fit Scale (GEFS) instrument (Beasley, Jason and Miller, 2012) and the Job Satisfaction Measure. Five items were taken from the Brayfield and Rothe (1951) Job Satisfaction Measure as outlined in the research conducted by Judge, Locke, Durham and Kluger “Dispositional effects on job and life satisfaction” (Judge, Locke, Durham and Kluger, 1998). Email, as well as social media invitations, and posts, were sent to participants inviting them to take the survey through the online program, Survey Monkey. These surveys were administered anonymously to protect the participants’ privacy.

3.5. Analytical Approach

A quantitative correlational design was used to establish whether a correlation exists between the variables. Specifically, a Spearman’s rho statistical test was used to calculate the relationship between (a) employee satisfaction, as measured by the Job Satisfaction Measure and the variables of value and goal congruence; (b) interpersonal similarity with others; environmental supplies of individuals’ needs; (c) individuals’ ability to meet the demands of the environment; and (d) individuals’ unique contributions to a setting as they pertain to teleworkers, as measured by the General Environment Fit Scale (GEFS) instrument.

4. Results

The study assessed the correlation between remote workers’ job satisfaction, as measured by the Job Satisfaction Index (JSI), and P-E fit, as measured by the General Environment Fit Scale (GEFS) to answer the research questions. Descriptive statistics of the participants’ JSI scores showed that, on average, the respondents scored high in job satisfaction. The JSI scale used 7-point, Likert-type options ranging from 1 (strongly disagree) to 7 (strongly agree). The respondents reported an average JSI score of $5.420 \pm .265$, which indicated that most of the respondents were satisfied with their current job. As for their responses for the GEFS, the respondents reported moderate scores for their person-environment fit scores. This instrument used two-point options, disagree, or agree. The average score for the instrument was $1.195 \pm .152$. The subsections below address each of the research questions.

4.1. Research Question 1

Is there a relationship between job satisfaction and value congruence?

The job satisfaction score is an indicator of the teleworkers' perceptions of their well-being when conducting their jobs, and it shows how satisfied they are with their current work. On the other hand, the value congruence (VC) subscale measured their perception of how similar they are to those of the same setting. Spearman Rho's correlational analysis on the self-reported JSI and the VC subscale scores showed that there was a medium, positive, and significant correlation between JSI and VC subscale ($r_s = .393$, $n = 70$, $p = .001$).

To answer this question, null hypothesis 1 (There is no relationship between job satisfaction and value congruence as it pertains to teleworkers) was formulated. Because the p value was $.001$, the results indicated to reject the null hypothesis. This means that the higher the teleworkers report their overall job satisfaction levels, the higher they will report their value congruence levels, and vice versa.

4.2. Research Question 2

Is there a relationship between job satisfaction and interpersonal similarity with others?

Interpersonal similarity (MS) refers to the workers' perception of interpersonal similarity with the others working within the same environment. A Spearman Rho's correlational analysis on the self-reported JSI and the MS subscale scores did not show a statistically significant correlation between the two variables ($r_s = .152$, $n = 70$, $p = .208$). To answer this question, null hypothesis 2 (There is no relationship between job satisfaction and interpersonal similarity with others as it pertains to teleworkers) was formulated. Because the p value was $.208$, the results failed to reject the null hypothesis. This result shows that teleworkers' job satisfaction levels are not correlated with their perception of interpersonal similarity.

4.3. Research Question 3

Is there a relationship between job satisfaction and environmental supply of individuals' needs?

The Needs-Supplies subscale (N-S) assesses one's perception of whether their work environment fulfills their needs psychologically and physically. A Spearman Rho's

correlational analysis of the self-reported JSI and the NS subscale scores showed that there was a strong, positive, significant correlation between JSI and N-S subscale ($r_s = .582$, $n = 70$, $p < .001$). To answer this question, null hypothesis 3 (There is no relationship between job satisfaction and environmental supply of individuals' needs as it pertains to teleworkers) was formulated. Because the p value was $< .001$, the results indicated to reject the null hypothesis. This means that the higher a teleworker reports their overall job satisfaction level, the higher they will perceive their work environment's ability to supply their needs, and vice versa.

4.4. Research Question 4

Is there a relationship between job satisfaction and individuals' ability to meet the demands of the environment?

The demands-abilities (D-A) subscale assesses the teleworkers' perceptions of their ability to meet the demands of the environment. The Spearman Rho's correlational analysis on the self-reported JSI and the DA subscale scores showed that there was a medium, positive, and significant correlation between JSI and VC subscale ($r_s = .407$, $n = 70$, $p < .001$). To answer this question, null hypothesis 4 (There is no relationship between job satisfaction and individuals' ability to meet the demands of the environment as it pertains to teleworkers) was formulated. Because the p value of $< .001$, the results indicated to reject the null hypothesis. This means that the higher the reported the levels, the higher the teleworkers' ability to fulfill the demands of the environment, and vice versa.

4.5. Research Question 5

Is there a relationship between job satisfaction and individuals' unique contributions to a setting?

Lastly, the unique role (UR) subscale is an assessment of individuals' unique contributions to their work setting. The Spearman Rho's correlational analysis on the self-reported JSI and the UR subscale scores showed that there was a strong and positive correlation between JSI and UR subscale, which was statistically significant ($r_s = .510$, $n = 70$, $p < .001$). To answer this question, null hypothesis 5 (There is no relationship between job satisfaction and individuals' unique contributions to a setting as it pertains to teleworkers) was formulated. Because of the p value of $< .001$, the results indicate to reject the null hypothesis. This result means that the more satisfied the teleworkers are with their jobs, the higher their unique contributions to their work setting, and vice versa.

5. Discussion

5.1. Recommendation for Practitioners

As previously stated, telework has become a popular flexible work option with one estimate indicating that 67% of organizations in the United States offer telecommuting to at least some of their employees (Matos and Galinski, 2014). Despite the rapid spread of virtual work arrangements, Kosseik and Tompson (2016) note that workplace flexibility is still a poorly understood.

For teleworkers to adapt to the unique environment of the virtual workplace, organizations will need to be more discriminating in the selection process for these positions by identifying the unique personality characteristics of the remote workforce. The results of the research suggest practitioners may follow this simple formula—values, incentives, skills, empowerment (VISE)—meaning, to hold in place, as in the retention of top talent (Figure 2).

5.2. Values

Person–organization fit is generally established by comparing personal values with those of the organization. Personal values serve as guiding principles in people's lives (Vecchione, Döring, Alessandri, Marsicano and Bardi). Similarly, values affect life by indicating desirable

outcomes and by influencing individuals' attitudes in various life contexts, which includes work (Byza, Dörr, Schuh and Maier, 2019). Thus, it is important for organizations seeking telecommuting work behaviors (e.g. self-discipline, highly motivated, *etc.*) to ensure they are hiring employees with corresponding values and values that are a fit for telecommuting positions.

Eva, Prajogo, and Cooper (2017) found that self-direction values were positively related to innovative behavior. Since teleworking involves more discipline and self-direction than traditional work environments, this finding suggests that leaders and recruiters should be seeking individuals requiring less direction and more autonomy. Those more suited for telework may be more innovative teleworkers than they would be in a more structured corporate setting. In the recruitment process, managers should consider the use of selection criteria that favor applicants who appear to have a higher predisposition for telework.

5.3. Incentives

Reward and recognition systems are an important aspect in any organization. Implementing sound rewards will help renew the overall sense of community and mission of an organization. A properly supervised rewards system can provide incentives in exchange for superior work performance. In contrast, a poorly administered reward system can lead to low morale, unproductive performance, and even lead high staff turnover. Rewarding and recognizing employees can motivate people to perform their jobs more effectively (Niguse and Getachew, 2019). The positive effect of rewards and recognition system on team effectiveness established in existing literatures could be extended to the virtual team context (Ng and Tung, 2018). P-E fit theorists assert that the fit between individual needs and environment determines employee job satisfaction and a positive emotional outcome (Edwards, Caplan and Harrison, 1998). Employers are now offering the following incentives to teleworkers, working from any place in the world, as opposed to in-place telework, noise canceling headsets to help out with in home distractions, paying for high speed internet, and allowing workers to bring their work monitors and other equipment home, are just a few.

5.4. Skills

Makarius and Larson (2017) believed organizational research could benefit from a more focused conversation about the behavioral skills associated with successful individual virtual work—the contexts in which individual

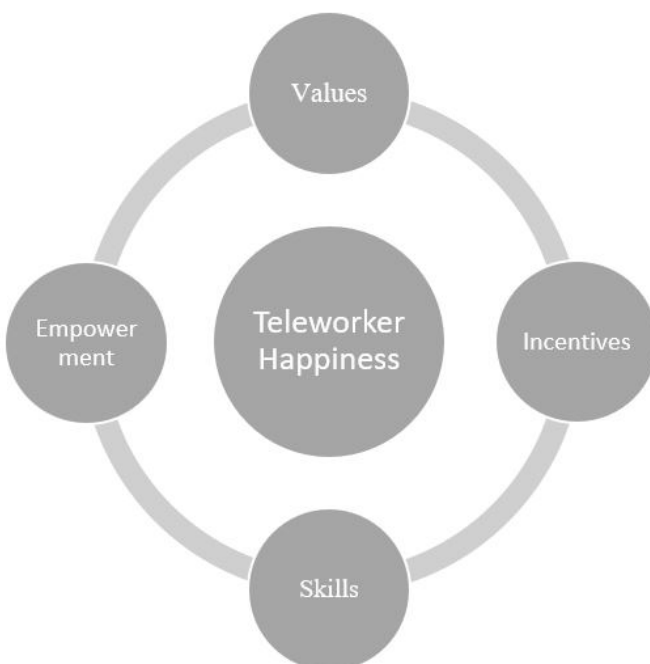


Figure 2. VISE model

virtual workers are most likely to succeed, the individuals who are most likely to be successful in a virtual work environment, and the way individuals think in virtual work environments. Demands-abilities (D-A) fit refers to the fit between environmental (i.e. telework) demands and individual abilities (Edwards, 1996). Demands refer to the objective (e.g. project deadlines) and socially constructed (e.g. role expectations, behavioral norms) requirements that are placed on the person. Abilities include the knowledge, skills, energy, and other personal resources that the individual can draw upon to meet these demands (Yu, 2016).

The Theory of Work Adjustment (TWA) was one of the theoretical frameworks used in this study. TWA emphasizes that people will stay and contribute longer to their jobs when there is D-A fit and their job environment facilitates the use of their skills and abilities (Bretz and Judge, 1994). Thus, such sustained job contributions are, in turn, rewarded by having one's needs satisfied through recognition and monetary incentives that are typically accrued to productive long-serving employees. In all, these theorists argue that D-A fit has a positive impact on N-S fit and subsequently, satisfaction because of the positive implications that it has for receiving need-satisfying rewards from one's employer (Yu, 2016). Lister (2020) in "Work From Home Experience Survey Results" ranked the enablers of success for work from home employees by importance as self-discipline, collaboration, well-being, experience, career opportunities, proper tools, and distraction free environment.

5.5. Empowerment

Empowerment is achieved when employees have self-determined work, a chance at independent decision making, perceived competence, having the confidence to cope with situations and challenges, to name a few (Byza, Dörr, Schuh and Maier, 2019). These characteristics play well into remote/telework where there is less supervision than a non-telework environment. Researchers suggest that employees are more committed to their organization when they have a feeling of competence, can work independently, and know that their work is a meaningful contribution to their organization.

The very nature of telework implies a certain level of empowerment and autonomy. O'Neill, Hambley, Greidanus, MacDonnell and Kline (2009) explored the personality characteristics of the motivational need for autonomy and the need for achievement and found they were related

to effectiveness differentially for teleworkers and non-teleworkers in the study. The need for autonomy scale assesses a person's need to work without direct supervision by working alone, controlling their own work pace, and not being hampered by excessive bureaucracy. Additionally, people scoring higher on need for autonomy prefer to set their own hours, be their own boss, and plan their own work schedules.

Several authors have argued that the need for autonomy is an important trait for effective teleworking (O'Neill, Hambley, Greidanus, MacDonnell and Kline, 2009). This trait is more congruent with telework than non-telework because remote workers are generally expected to work without direct supervision and set their own schedule and method for getting things done. One of the known disadvantages of telework, as previously noted, is teleworkers tend to be forgotten when it comes to organizational opportunities, and as such, leaders seeking to retain effective teleworkers should empower these employees by delegating authority and decision-making, sharing information, and asking for their input. Researchers (Seibert, Wang and Courtright, 2011) have regularly demonstrated that feeling empowered at work is associated with stronger job performance, job satisfaction, and commitment to the organization. Aligning organizational values with that of teleworkers, providing incentives such as promotions raises and bonuses, aligning organizational needs with teleworker skills, and empowerment are keys to teleworker job satisfaction.

6. Conclusion

The purpose of the quantitative correlational research study was to examine the relationship between predictor variables: (a) value congruence (VC), (b) interpersonal similarity with others in the setting (MS), (c) environmental supply of individuals' needs (NS), (d) individuals' ability to meet the demands of the environment (DA), and (e) individuals' unique contributions (UR) to a setting to determine fit (Beasley, Jason and Miller, 2012) and teleworkers' job satisfaction (the dependent variable). Additional research is needed to examine the relationship among these variables since the existing literature on the topic was limited. Examining the relationship among these variables is an important body of work because organizations need to be well prepared to understand what factors are important to an ever-increasing telecommuter workforce. These factors include happiness, which leads to higher creativity, especially working in teams (Bam, de Stobbeleir and Vlock, 2019); better balance of home and work life; increased

flexibility, autonomy and productivity, reduction in commuting time; higher morale, and job satisfaction (Tavares, 2017). The results of this research study align with previous research on people's values and corporate culture (Meglino, Ravlin and Adkins, 1989; Shin, 2004); the work of Yu (2016) who stated that that D–A fit has a positive impact on N–S fit, and subsequently, satisfaction because of the positive implications it has for receiving need-satisfying rewards from one's employer; the work of Edwards (1996) regarding the fit between work and abilities and lastly, the empowerment work of (Byza, Dörr, Schuh and Maier, 2019).

Data gathered during this study yielded interesting outcomes. Statistical results of the research study found that there is a significant relationship between job satisfaction and the P-E fit dimensions of value congruence, needs supply, demands ability, and unique role. The higher the job satisfaction, the more satisfied the teleworkers were with these dimensions, and vice versa. However, job satisfaction levels were not correlated with their perception of interpersonal similarity. Interpersonal similarity (MS) refers to workers' perceptions of interpersonal similarity with other workers, working within the same environment. The study conclusion supports other studies suggesting the need to consider hiring workers whose values align with the organization (Sousa and Coelho, 2011; Vecchione, Döring, Alessandri, Marsicano and Bardi 2016) providing incentives, promotions, and bonuses (Niguse and Getachew, 2019) hiring skilled workers; and empowering workers to find their niche in the organization.

As previously discussed, the limitations of the current study may affect the generalizability of the findings. Thus, future researchers might want to draw a stratified random sample of telework participants from a wide range of organizations and occupations. Though the data collected for the present study met the objectives of the study purpose, the use of a self-administered survey as the only form of data collection resulted in limitations. Relying solely on an electronic survey to collect data precluded the researcher from asking the probing questions that could have encouraged respondents to elaborate on their responses and provide clarification where necessary. Researchers of future studies might want to utilize a qualitative case study that includes multiple data collection procedures (e.g. face-to-face interviews, observations, and a self-administered survey).

Although demographics were not found to play a role in job satisfaction, more research is necessary to determine whether teleworkers known as Millennials (born between 1982 and 2000) experience less social isolation because of the widespread use of information and communication technology (ICT) media, such as videoconferencing and instant messaging. This cohort are technologically proficient and have embraced computer-mediated social collaboration technology. According to Arredondo-Trapero, Villa-Castano, Vazquez-Para and de la Garza-Garcia (2017) this is the first generation whose members consider themselves proficient users of technology. For them, the use of technology is a natural experience in their lives.

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Appendix A

General Fit Scale

A General Environment Fit Scale The items below ask about how well the job/environment you currently work in matches your values, needs, abilities, and characteristics. Please **circle** the number to indicate how much you agree or disagree with each statement.

1. My personal abilities and education are a good match for the demands that my job/environment places on me. (DA)
2. The other members of my job/environment are like me. (MS)
3. I do not add anything unique to my job/environment. (UR*)
4. My values prevent me from fitting in with my job/environment. (VC*)
5. I can meet the demands of my job/environment. (DA)
6. The other members of my job/environment are different from me. (MS*)
7. My job/environment fulfills my needs. (NS)
8. There is a poor fit between what my job/environment offers me and what I need in a job/environment. (NS*)
9. The values of my job/environment do not reflect my own values. (VC *)
10. My unique differences add to the success of my job/environment. (UR)
11. The job/environment that I action in does not have the attributes that I need in a job/environment. (NS*)
12. I am different than the other employees of my job/environment. (MS*)
13. The match is very good between the demands of my job/environment and my personal skills. (DA)
14. I am not able to meet the demands of my job/environment. (DA*)
15. Nothing unique about me adds to the success of my job/environment. (UR*)
16. I am like other employees of my job/environment. (MS)
17. I make unique contributions to my job/environment. (UR)
18. My personal values are like those of my job/environment. (VC)

Adapted with permission from Christopher Beasley

* denotes a reverse-scored item

VC indicates Value Congruence subscale items.

NS indicates Needs-Supplies subscale items.

DA indicates Demands-Abilities subscale items.

MS indicates Interpersonal Similarity subscale items.

UR indicates Unique Role subscale items.

Notes: the setting placeholders are replaced with the name or type of setting, the action place holders are replaced with the action associated with the setting, the members placeholder is replaced with the term used for members in the setting.

Adapted from: Beasley, C. R., Jason, L. A., and Miller, S. A. (2012). "The General Environment Fit Scale: A Factor Analysis and Test of Convergent Construct Validity." *American Journal of Community Psychology*, 50(1-2), pp. 64–76, doi:10.1007/s10464-011-9480-8

Appendix B

Job Satisfaction Index

Indicate on a scale of one to seven (1= strongly disagree to 7= strongly agree) how much you agree or disagree with the five statements below.

1=strongly disagree; 2=disagree; 3=somewhat disagree; 4= either agree or disagree; 5=somewhat agree; 6=agree; 7=strongly agree

1. I feel fairly well satisfied with my present job
2. Most days I am enthusiastic about my work
3. Each day of work seems like it will never end (*)
4. I find real enjoyment in my work
5. I consider my job rather unpleasant (*)

* denotes a reverse-scored item

Adapted from: Judge T. A, Bono J. E, and Locke E. A. (2000). "Personality, and Job Satisfaction: The Mediating Role of Job Characteristics." *Journal of Applied Psychology*, 85(2), pp. 237–249.

Appendix C

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