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PERSON-ENVIRONMENT FIT AND JOB SATISFACTION
IN EVER FLOW RIVER G-LINK EXPRESS SERVICES
LIMITED

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EMBA II - 77

EMBA 17th BATCH

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ACADEMIC YEAR (2018-2022)

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A thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)

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ACCEPTANCE

This is to certify that the thesis entitled “**Person-Environment Fit and Job Satisfaction in Ever Flow River G-Link Express Services Limited**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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ABSTRACT

This study aims to analyze the effect of person-environment fit on job satisfaction of employees in Ever Flow River- G Link Express Services Limited. Both quantitative and qualitative method are used in this study. The data are collected by using structured questionnaire from 108 employees and interview to officer of EFR G-Link Express Services Limited. The study reveals that person-environment fit (person-organization fit and person-job fit) has a strong positive effect on job satisfaction of the employees. Among two person-environment fit factors, personality congruence is the main determinant factor of job satisfaction at EFR Glink Express Limited. Regarding person-organization fit factors, goal congruence and need-supplies PO fit are strongly significant with job satisfaction while value congruence is not significant. In addition, among three person-job fit factors, personality congruence and demand-ability PJ fit are strongly significant with job satisfaction while personality congruence main effects on job satisfaction. The study also reveals that power distance has moderating affect between person-environment fit and job satisfaction.

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TABLE OF CONTENTS

ABSTRACT	i
ACKNOWLEDGEMENTS	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	v
LIST OF FIGURES	vi
LIST OF ABBREVIATIONS	vii
CHAPTER 1 INTRODUCTION	1
1.1 Rationale of the Study	2
1.2 Objectives of the Study	4
1.3 Scope and Method of the Study	4
1.4 Organization of the Study	5
CHAPTER 2 LITERATURE REVIEW	6
2.1 Person-Environment Fit Theory	6
2.2 Job Satisfaction	12
2.3 Power Distance	14
2.4 Previous Studies	16
2.5 Conceptual Framework of the Study	18
CHAPTER 3 PROFILE AND PERSON-ENVIRONMENT FIT IN EVER FLOW RIVER-GLINK EXPRESS SERVICES LIMITED	20
3.1 Profile of Ever Flow River G-Link Express Services Limited	20

3.2	Person Environment Practices	23
3.3	Reliability Test	25
3.4	Profile of the Respondent	26
CHAPTER 4	ANALYSIS ON EFFECT OF PERSON-ENVIRONMENT FIT ON JOB SATISFACTION	29
4.1	Analysis on the Effect of Person-Organization Fit on Job Satisfaction	38
4.2	Analysis on the Effect of Person-Job Fit on Job Satisfaction	39
4.3	Analysis on the Effect of Person-Environment Fit in Job Satisfaction	40
4.4	Moderating Effects of Power Distance on the Relationship between Person-Environment fit and Job Satisfaction	41
CHAPTER 5	CONCLUSION	45
5.1	Findings and Discussion	45
5.2	Suggestions and Recommendations	46
5.3	Needs for Further Research	48
REFERENCES		
APPENDIX A		
APPENDIX B		

LIST OF TABLES

Table No.	Descriptions	Page
3.1	Reliability Test	25
3.2	Profile of the Respondents	27
4.1	Value Congruence	30
4.2	Goal Congruence	31
4.3	Need-Supply PO Fit	32
4.4	Job Satisfaction	33
4.5	Effect of Person-Organization Fit in Job Satisfaction	34
4.6	Personality Congruence	36
4.7	Demand-Ability PJ Fit	37
4.8	Need-Supply PJ Fit	38
4.9	Effect of Person-Job Fit on Job Satisfaction	39
4.10	Effect of Person-Environment Fit on Job Satisfaction	40
4.11	Power Distance	42
4.12	Moderating Effects of Power Distance on the Relationship between Person-Environment fit and Job Satisfaction	43

LIST OF FIGURES

Figure No.	Description	Page
2.1	Conceptual Framework of Navneet and Lakhwinder	16
2.2	Conceptual Framework of Gul, Usman, Liu, Rehman, and Jerbran	17
2.3	Conceptual Framework of the Study	18
3.1	Organization Structure of EFR GLink Services Limited	22

LIST OF ABBREVIATIONS

- B2B -Business to Business
- B2C - Business to Customer
- EFR - Ever Flow River
- OCB -Organizational Citizenship Behavior
- PE Fit - Person-Environment Fit
- PJ Fit - Person-Job Fit
- PO Fit - Person-Organization Fit
- PP Fit - Person-Person Fit
- PS Fit - Person-Supervisor Fit
- PV Fit - Person-Vocational Fit
- TWA - Theory of Work Adjustment

CHAPTER 1

INTRODUCTION

Managing employee attitudes and behaviors is one of the most challenging tasks for contemporary high-contact service organizations. Person-Environment (P-E) fit is a concept that has received a lot of attention from academics and researchers in order to capture workplace attitudes and behaviors. The fundamental of Person-Environment (P-E) fit theory is that when individuals and their environments are compatible, their attitudes and behaviors are more likely to be positive but Person-Environment misfit provoke dysfunctional attitudes and behaviors (Kristof, Johnson, & Zimmerman, 2005). Nowadays, the business in all over the world is very challenging. All of the factors must be achieved effectively in order to continue in the very challenging and competitive international market economy. Furthermore, due to political instability, insurgencies, and law-and-order situations in recent decades, the worker market is facing severe challenges as well as a lack of awareness, talents, and capabilities.

Moreover, the rapid development of information and communication technologies in every industry, interpersonal interactions continue to play a crucial role in many service industries. The Generation Y (Millennials) now entering the workforce, and has new issues founded in markedly different work-related attitudes and higher expectations of their work environment than earlier generations according to Gursoy (2012). Higher expectations may lead to a lower Person-Environment (P-E) fit, which, in turn, may stimulate counterproductive and withdrawal behaviors. This seems especially true in the logistic industry, which relies on young workforce. In terms of the worldwide development of the service sector, the logistics business is a emerging global industry today.

The logistics business is a company that has a very important role in the distribution of goods from a company to other business people (B2B) or from companies to customers (B2C). Logistics services refer to the coordination of items as they are distributed from warehouses to consumers, usually by truck or air. Logistics, as a whole, refers to the coordination of persons and materials for the purpose of running well, and it can be said to a wide range of things in a business setting.

Ever Flow River G-Link Services Limited is a global logistics service provider and leading logistics industry leader in Myanmar. EFR Logistics' vision is to contribute to the development of the national logistics industry for the purpose of keeping an eyes with worldwide economic evolution. Growth in this logistics industry sector is expected to be continued globally, and outpace overall economic growth during the next decade. To fulfill this growth potential, however, the Ever Flow River G-Link Express Limited needs to attract the people with appropriate skills to effectively build its long-term competitive advantage. There is growing empirical evidence supporting the notion that the fit between individuals and their work environments affects both pre-entry and post-entry attitudes, intentions, and behaviors in the workplace.

Person-Environment (P-E) fit has been identified as an important factor in the decision-making processes of both organizations and individuals in pre-entry and post-entry job decisions and in the creation of job attitudes (Ostroff & Zhan, 2012). Person-Environment (P-E) fit leads to positive outcomes such as job satisfaction, organizational commitment, job performance, and reduce turnover. Therefore, Person-Environment fit is important for both organization and employee. Person-Environment (P-E) fit can also vary from culture to culture (Gul, Usman, Liu, Rehman, & Jebran, 2018). In addition, empowerment practice may lead to higher performance only if organizations are able to understand the influence of the power distance. In terms of the finding of (John Antonakis, 2012), fit would be moderated by power distance if job formalization is connected to work happiness. Every organization need satisfied employees for successfully operate in business because employee satisfaction is related to their job performance. To accomplishment of employee satisfaction, highly important thing is the workplace atmosphere that has a significant impact on people's lives, behavior, perception, and performance (Harter, Schmidt, & Hayes, 2002). Therefore, it is expected that the higher degree of match between employees and work environment that would promote employee attitude and work behaviors.

1.1 Rationale of the Study

When employee fit into their organization, they tend to be more satisfy with their jobs, more commit to their organization, and have a greater belief in and acceptance of the organization's values and goals. Organization culture assist employee to achieve professional as well as personal goals leading to better job satisfaction. In hierarchical organizations, power is essential, and it has an impact on a variety of organizational procedures and outcomes based on the study. The moderating influence of power distance organizational culture on work happiness and Person-Environment (PE) fit were demonstrated in this study. The shared set of meanings that serves as the foundation for communication and understanding which are provided by organizational culture. Principles, standards, beliefs, attitudes, and expectations that may or may not have been defined but impact how people behave and things get done in companies.

Employee job satisfaction is important for a business organization in highly competitive business environment today. Since employees are the key resource required to utilize other resources of the organization in effective and efficient manners to achieve the organization goals, the success and growth of any organization depends upon the collection of individuals from top management to front line employees and their feeling towards their jobs. Job satisfaction is a critical element of the motivation which lead remaining the staff to become loyal and the life span of the staff employed in a company. Moreover, many businesses fail to understand the importance of working environment for work happiness of the staff and thus face a lot of difficulties during their work. Organizations use humans as strategic tool of competence. To get the most out of human resources, assign people to tasks that are most appropriate to their abilities to motivate the human resource.

The congruence between employees and their work environments is one of the most extensively researched topics within the organizational behavior domain, emphasizing its importance to all industries. Employee attitudes and behaviors are a fundamental concern for service industries because there is an essential tie between the profitability of service businesses and the convenience of excellent human resources. Organizations and their members have a fundamental stake in how well characteristics of the person and the environment of the organization fit one another. For studying the cultural impact across a decade, (Schneider, 2001) found that the notion of Person-

Environment Fit is interesting. Though, empirical research on the overview and validity of Person-Environment Fit through cultures is lacking. Although the influence of Person-Environment Fit on a variety of attitudinal and behavioral consequences varies by culture, scholars are still debating how to explain this effect.

Aiken, Clarke, & Sloane (2002) noted that the organizations are inside frail, in case, incapable to present newly inventive items into the showcase to surpass their rivals. Employee is an essential component in the process of achieving the mission and vision of a business and widely accepted the most important asset of the organizations. Logistic industry is as of now confronting colossal alter; as well as other changes, this takes both open chances and hazards. There are numerous view point according to (Tipping & Kauschke, 2016) that the segment may grow to encounter these challenges, these are new business competitors, latest technology, modern client desires, and innovative trade models. Online business is expanding due to the Covid 19 pandemic, and that increase is especially in e-commerce. As growth continues, EFR G-Link Services Limited needs sufficient talent employees who fit in logistics working environment in order to maintain the position as the logistics industry leader in Myanmar. Therefore, the research's aim is to examine the fit between employees and the environment at Ever Flow River G-Link Express Services Limited, including the effect of administrative culture on employee attitudes and EFR G-Link's HR policies for recruiting excellent fit personnel.

1.2 Objectives of the Study

The objectives of this study are as follows;

- 1) To analyze the effect of Person-Environment fit on job satisfaction of employees in EFR G-Link Express Services Limited
- 2) To study the moderating effect of power distance on relationship between Person-Organization fit and job satisfaction in EFR G- Link Express Services Limited
- 3) To analyze the moderating effect of power distance on relationship between Person-Job fit and job satisfaction in EFR G- Link Express Services Limited

1.3 Scope and Method of the Study

The reason of the analysis is to consider the relationship between Person-Environment fit, Power Distance and Job Satisfaction. This study is focused on the employee who are currently working at Ever Flow River G-Link Express Services Limited in Yangon and total number of employee is 148. According to Yamane, the recommended sample size is 108 at 95% confidence level and $\pm 5\%$ precision level. Therefore, the required sample is a number of 108 sample. The respondents are selected by simple random sampling method. Both primary data and secondary data are used. The questionnaire is used to collect responses from employee that is the primary sources of this study. The questionnaire is structured with 5-point likert scale. For the purpose of attaining the above objectives and to support this study, descriptive research method and multiple linear regression model are used. The company records, relevant books, journals, previous research papers, text books, websites, and other related information sources are all gather for the secondary data.

1.4 Organization of the Study

There are totally five chapters in this study. Chapter one includes introduction, rationale of this paper, objectives of this paper, method of the study scope and organization of the paper. Chapter two discusses theoretical background. It presents the linkage concerning Person-Environment Fit theory, Power Distance and Job satisfaction. Chapter three is about the profile of Ever Flow River G-Link Express Services Limited and research methodology of the study. Chapter four, analyzes the impact of work fulfillment and Person- Environment fit upon Ever Flow River G-Link Express Services Limited. Finally, Chapter five is conclusion which includes findings and discussions, suggestions and recommendations and needs for further research.

CHAPTER 2

LITERATURE REVIEW

This literature review presents theoretical frameworks used to organize the research. This chapter presented Person-Environment fit theory, Person-Organization fit, Person-Job fit, job satisfaction, power distance, previous studies, and the conceptual framework of this study.

2.1 Person-Environment Fit Theory

Person-Environment (PE) fit is a concept that is broadly applied to understand attitudes and behaviors in organizations (Kristof Brwon, Zimmerman, & Johnson, 2005). The basic assumption of Person-Environment fit theory stated that behavior (B) is a function of the person (P) and the environment (E) $[B=f(P, E)]$ is one of the most influential principles in social psychology (Lewin, 1935). In extensive terms, based on the finding of (Edwards & Cable, 2009), Person-Environment fit is defined as the congruence or compatibility between an individual's values, needs, skills, abilities, or interests with the environment, and in other words the fulfillment of needs in terms of individual or environmental requirements. The basic assumption of Person-Environment fit theory inferred that individuals practice become more positive attitudes when congruent with individual's characteristics such as value, skills and needs with organizational environments (Piasentin & Chapman, 2006).

Environments and individuals are both multidimensional, and therefore fit is a complex construct that can be conceptualized from multiple perspectives (Kristof & Jasen, 2006). Schneider (2001) identified that Person-Environment fit can occur in various domains of the working environment of analysis as a construct and Kristof (1996) suggested that Person-Environment(PE) fit be categorized into five different levels, namely Person-Vocation(PV) fit which is a person may fit in the vocational level, Person-Organization (PO) fit is the compatibility between individuals and organizations, Person - Group (PG) fit is defined as the compatibility between individuals and their work groups and , Person-Job (PJ)fit is the fit between the abilities of a person and demands of a job

and Person- Supervisor (PS) fit or Person-Person (PP) fit is the fit between an individual and supervisor.

Many researchers have research Person-Environment fit on various key domains of environment in which employees interact (Kristof, 1996). Two domain of Person-Environment (PE) fit (PO fit and PJ fit) have been demonstrated as important in each stage individual experience in work environment (Kristof & Jasen, 2006). Edwards (2008) also suggested that Person-Organization Fit (PO fit) and Person-Job Fit (PJ fit) are both key demonstrative dimensions of Person-Environment(PE) fit and Carless (2005) stated that Person-Environment(PE) fit is the combination of Person-Organization fit and Person-Job Fit. The mainstream of the research- Person-Environment fit has focused on organization or job of fit (Rynes & Cable, 2003). Therefore, this study focuses to measure the individual perceived fit in area on Person-Organization fit (PO fit) and Person-Job fit (PJ fit).

2.1.1 Person-Organization Fit

In order to include various studies conceptualizing Person-Organization (PO) fit in different ways, the term Person-Organization fit is broadly defined as the compatibility between people and organizations that occurs when a help of each other, or person and environment have same basic personalities, or both (Kristof, 1996). The organization encounters energetic and varying situation and needs the staff who are willing to solve promptly alter works and transform effortlessly among groups, depicted by Robbins and Judge (2009), it is more critical that worker's identities fit with the overall's culture than with the features of any particular job.

Person-Organization fit occurs when an organization satisfies individuals' needs, desires, or preferences. Individuals prefer organizations that their skills and competencies utilized in the best manner and have which environment that is consistent with their individual characteristics (Mehdi, Vahid, & Adeleh, 2015). Compatibility between personal and organizational values and priorities is, stated by (Guay, 2011), the key to a more pleasant and secure an office time as well as a sign of a desire to stay with the same company. Kristof (1996) claimed that Person-Organization (fit is the key for maintaining the dedicated team that is required in a competitive business environment.

Among the existing Person-Environment fit types, in terms of the research of (Ostroff, Shin, & Kinicki, 2005), Person-Organization fit (PO fit) represents the most

commonly investigated component. Person-Organization (PO) fit has been conceptualized in many ways depending on the approach and perspective of the researcher. The very commonly employed method to conceptualize Person-Organization (PO) fit, according to (O'Reilly et al., 1991), is value congruence, assessing the similarity between individual and organizational values. Judge and Cable (1997) has identified individuals to perceive fit with organizations based upon the congruence and/or complements of four different fit dimensions. The constructive advantage of Person-organization fit on a range of manners and personalities, such as job satisfaction, interpersonal engagement, desire to leave, morale and mission success (Hoffman & Woehr, 2006). Therefore, increasing productivity and/or reducing employee turnover are better strategies; with one of the factors that have significant relation is the fit level between a business and the individual by (Silverthorne, 2004).

2.1.2 Person-Job Fit

Person-Job (PJ) fit has been one of the most studied levels of Person-Environment (PE) fit, due to the tremendous amount of attention directed toward the selection of applicant's skills to fill available positions (Cascio, 1991). Kristof (1996) identified a job as the duties that individual is hoped to perform in exchange for work including the features of works. Person-Job fit exists when an individual's needs are met by a job and/or the individual possesses the abilities needed to implement the workload effectively (O'Reilly, Chatman, & Cladwell, 1991). Person-Job fit is commonly considered relative to the tasks of the job and not the values, goals, and mission of the organization that houses the job (Christensen & Wright, 2011). For example, employees may possess the KSAs (Knowledge, Skills, Abilities) demanded of the job; however, these individuals may not share the same values or goals with the organization (Lauver, 2001). Therefore, an individual may experience high Person-Job fit and low Person-Organization fit.

According to (Christensen & Wright, 2011), the equivalence between one's curiosity and skill with the features and needs of their profession is known as person-job fit. Person- Job fit, by (Nikolaou, 2003), is regarded as one of the most important factors of job accomplishment and the mechanism of office life, with the ability to influence organizational success straightforwardly. People always make a difference, where the right one for the right career, to achieve the positive outcome (Sekuguchi, 2004). Vogel

and Feldman (2019) claimed that the staff with specific skills, related understanding, intellectual proficiencies, attitudes, and values that align with the features of their profession, on average, achieve more work fulfillment than others.

Edwards (2008) theorized that the Person-Job fit into two, the first of which is demands-abilities fit, where the awareness, proficiencies, and capabilities of employees are worth the work required. The second form of Person-Job fit is the need-supplies fit, which occurs when the needs, desires or choices of employees are fulfilled by the work they do (Kristof, Johnson, & Zimmerman, 2005). Person-Job fit enables employees for performing great connections with their leaders and peers and will ultimately achieve better organizational commitment (Cable & DeRue, 2002). Employee characteristics, in a working life, play an important role in the interaction they build with the social environment (Ryan & Schmi, 1996). Once there is a similarity between a preference or a person's choice and knowledge, skill, and ability, it will encourage motivation, satisfaction, which will ultimately lead to better performance (Finegan, 2000).

2.1.3 Measurement for Fit

Muchinsky and Manoha (1987) developed Person-Environment fit conceptualizations into two perspectives namely supplementary fit and complementary fit.

A supplementary fit is a condition in which the characteristics of a person is same as environment of an organization or with other people (June & Mahmood, 2011) and it indicates that an individual perceives fit in the environment because of similar characteristics (e.g., values, personality). In other words, supplementary fit can be described with the key term "similarity". As the organization and the individual feel, defined by (Cable & Judge 199), that they share features such as values, goals, culture, and personality, supplementary fit happens. Once individuals have joined the organization, they become increasingly aware of their congruence in their business and if they perceive a misfit, there is a greater chance to quit. Supplementary fit particularly with regard to Person-Organization fit, Billsberry (2007) proposed that the staff will be fascinated to be elected by the businesses that share their values, personality, and interests. Supplementary fit is most commonly operationalized as values congruence, based on the findings by (Piasentin & Chapman, 2006), which, in keeping with Kristof

(1996) and Chatman (1991), the similarity between the individuals' values and the culture and value systems of the environment.

In another point of view, when the features of the staff fills up a space occurred by complementary fit that the organization need complementing and making the organization more complete (Muchinsky & Manoha, 1987). For example, complementary fit indicates that an individual adds strength to a deficient environment with the addition of his or her resources (e.g., time, effort, and specific KSAs). It stated person and environment interact by fulfilling each other's need. Concerning with environment sight, demand-ability fit is applied. It demonstrates that people's ability (i.e., attitudes, skills, training, time and energy) should meet the demand for job surroundings (i.e., job requirement, role expectations, group and organizational norms). From the view of person, the concept of needs-supplies fit (Caplan 1987) or supplies values fit is employed, in which personal need (i.e., something for a stay, foodstuff, money, community interest, and the chance to triumph) can be satisfied by the supplies of the work surrounding including intrinsic and extrinsic rewards and resources.

Even though fit has been theorized in many, Kennedy (2005) determined six conceptualizations of fit namely value congruence, goal congruence, personality congruence, interest congruence, needs-supplies fit and demands-abilities fit which are based on the distinction between supplementary and complementary fit perspectives.

For the above six conceptualizations of fit, not all could be applicable to any types levels of fit (Kennedy, 2005). For value congruence and goal congruence, there is no indication that they have been used in Person-Job fit. For interest congruence, there is no indication that it has been used in Person-Job fit or Person-Organization fit. Whereas, for both need-supplies and demands-abilities fit, they could be both used in Person-Job (PJ) fit, Person-Vocation (PV) fit, and Person-Organization (PO) fit. Demand-Ability fit is most commonly use in PJ fit and personality congruence which is linked to goal congruence (Schneider, 2001). Therefore, value congruence, goal congruence, and needs-supplies PO fit are applied to measure fit concerning business and person level fit (PO fit) and three conceptualizations (needs-supplies, demands-abilities fit, and personality congruence) were applied to PJ fit and discussed briefly in the following in this paper.

(i) Value Congruence

Value congruence is a conceptualization based on the supplementary fit perspective (Kristof, 1996). Applied to Person-Organization fit, this conceptualization is most commonly defined as the similarity among an employee's standards and the standard of the employee's organization. Value congruence is a highly regarded conceptualization of fit because values are long-lasting characteristics of the business and the staff (Chatman, 1991) that influence employee behavior and organizational performance (Liu, Hu, & Liu, 2010).

(ii) Goal Congruence

Goal congruence is a concept of fit that is similar to value congruence and in terms of the supplementary fit perspective (Kristof, 1996). Goal congruence claimed that the alignment of an individual's goals including the organization's leaders and peers (Vancouver, Millsap, & Peters, 1994). Schneider (2001) claimed that the staff are fascinated to organizations differently depending on their character and how that character manifests itself in organizational structure, strategy, and culture. Accordingly, the organization's goals are regarded part of the organization's strategy, with which the individual will seek congruence.

(iii) Personality Congruence

Personality congruence is yet another conceptualization of fit based upon the supplementary fit perspective (Kristof, 1996). Personality congruence defines as the congruence between the types of a person and according to (Westerman & Cyr, 2004), the sense of the company. Persons are taken to organizations with similar personalities, which is linked to goal congruence (Schneider, 2001). O'Reilly (1977) concluded that personality characteristics interact with task characteristics on the job and affect people's career mindsets and functioning. Further, lack of congruence between people's personality and the job, result in less positive affect for work.

(iv) Needs-Supplies Fit

Needs-supplies fit is a conceptualization based on the complementary fit perspective (June & Mahmood, 2011). According to the Kennedy (2005) conceptualizations of Person-Environment fit, Need-Supplies fit could be used both Person- Job fit as well as Person-Organization fit. Need-Supplies fit occurs when an organization follows a person's requirements (Udin, 2020). Environmental supplies (e.g., financial, physical, and psychological resources) are considered in relation to individuals' needs (e.g., pay, benefits, and training) to determine the degree of fit (Edwards, 1991). The one will perceive a fit when one's needs are fulfilled by supplies within the organization's environment noted by the theory of Work Adjustment (TWA). The TWA concept suggests that individuals will seek out organizations that support their individual preferences.

(v) Demands-Abilities Fit

Demands-Abilities fit conceptualization based on the complementary fit perspective (June & Mahmood, 2011). Kennedy (2005) presented that Need-Supplies and Demands-Abilities fit can be used for both Person-Job and Person-Organization fit. The Demands-Abilities fit is the furthestmost frequently applied in Person-Job fit conceptualization, and it results in a strong prediction of satisfaction, performance, retention, and promotion (June & Mahmood, 2011). The Demand-Abilities fit defines as the individuals' possession of abilities required by a particular entity (e.g., job, vocation, and organization) (Udin, 2020). Job, organizational, and vocational demands (e.g., time, efforts, commitment, awareness, proficiencies, and talents) are considered in relation to individuals' characteristics that fulfill these demands (Kristof, 1996). Demands-Abilities fit is a strong indicator for measuring Person-Job fit, so it is used in this study to measure Person-Job fit.

2.2 Job Satisfaction

According to Hoppok and Spielgler (1938), job satisfaction is the coordinates set of mental, physiological and natural conditions that energize workers to affirm that they are fulfilled or upbeat with their work. Concerning with job satisfaction, one of the foremost well-known explanations is the Job Characteristics Model (Hackman & Lawler,

1971), which suggests that task identity, task importance, skill diversity, autonomy, and feedback are associated to work joyful. The need theories were also used to predict job satisfaction. Abraham Maslow (1943) argued that people are motivated by unmet needs, including physiological (thirst, hunger), security (shelter), social (sense of belonging), esteem (achievement, recognition), and self-actualization ((reaching one's fullest potential). On the other hand, the work components, defined by Frederick Herzberg's Two-Factor Hypothesis (1987), each motivating variables, which can enhance work fulfillment, or hygiene variables, which can improve work unhappiness. Factors which are related to career joyful are achievement, recognition, characteristics of the job, level of responsibility, and growth opportunities.

Spector (1997) simply defined job satisfaction as employees' feelings about different dimensions of their job; it is the level of work joyfulness. Job satisfaction, based on the research of (Locke, 1976), consists of different attitudes towards complex tasks, roles, and rewards, and these attitudes can vary in strength from one to one. When employees are happy with their jobs, they are likely to perform better, Susanty (2013) dedicated to the business, and are fewer possible to report absences. They tend to adopt a positive work attitude, enjoy their lives, and are more likely to bring their best to work every day (Redelinghuys & Botha, 2016). This positive effect of work fulfillment, by the paper of (Connolly & Myers, 2003), has moreover been accepted to person well-being because it is related with endurance and mental and physical wellbeing.

Clark (1997) claimed that if the staff are uncomfortable with their assigned workload, they are clear about elements such as working hazardous work environment, unfriendly working culture, their rights, unappreciated supervisors, and they are neglected from work procedure and all those lead them to feel very isolated in the company. So, employee morale should be high as it will be reflected in their performance because with low morale, they will make lesser efforts to improve (Redelinghuys & Botha, 2016). Basu Mallick (2021) stated that work joyfulness occupies a distinct relation with the person environment fit and power distance level.

Overall, job satisfaction of an individual is the satisfaction in every point of view of job aspects multiplied by the importance level of the work. The feeling of the employee such as work fulfillment or disappointment at office is rather private sense that happen how he sees the compatibility or dispute between his wants with his implement. It can be assumption that the common sense of job satisfaction is the positive attitude of the

work force which includes feelings and attitudes through the assessment of a job as a sense of respect in achieving one important value of the work.

2.3 Power Distance

Geert Hofstede's developed a cultural dimensions theory for cross-cultural communication that appears the impacts of a society's culture on its individuals, and how these values affect their conduct (Hofstede, 1980). He applied component analysis to build this model based on the findings of an IBM global survey of employee values conducted between 1967 and 1973. The four cultural dimensions that Hofstede (1980) identified initially are referred to as: individualism-collectivism; uncertainty avoidance; masculinity-femininity (task-orientation versus person-orientation) and power distance (strength of social hierarchy). Later, in collaboration with Bond, Hofstede identified a fifth dimension of culture, referred to originally as "Confucian dynamism" (1988) and more recently as "long term orientation" (Hofstede, 2001). In 2010, the sixth dimension was claimed by Hofstede as indulgence versus self-restraint.

This paper analyze on power distance, Myanmar culture dominance power distance culture accept hierarchy in monastery, in classroom or at home, elder or senior are highly regarded in Myanmar society (Hana Bui, 2020). This culture reflected in workplace especially in local company and businesses, business owner used to making decision without delegation on employees and subordinate expect instructions what to do and how to do instruction from superior. So, we need to know how culture affects on company businesses. Power Distance has been identified as the most important facet of culture when it comes to affecting human resource management practices (Budhwar, 2000). Hofstede's (1980) Model of Cultural Dimensions suggested that power distance is a crucial variable of individual difference that may affect the quality of authorities and subordinate relations in organizations (Kristof & Guay, 2011).

Power distance, based on the research of Hofstede (2001), is the degree to which less powerful people of the firms and companies throughout the nation assume and accept that power is divided equally or unequally among people and at different levels of the hierarchy of the business. Power distance can be expressed as a gap between superiors and subordinates that arises from unequal power distributions within an organization (Daniels & Greguras, 2014). It is divided into two categories: based on the

findings of (Hofstede 1980), less power distance and high power distance. Employees are expected to follow organization's guidelines without asking in large power distance organization which often have more levels and a higher regard for the series of control (Hofstede & Minkov, 2010). Regarding to small power distance business which have more delegation of authority and fewer layers of authority, manager inspire the junior staff in a more friendly behavior, and the staff hope to contribute in company's decision affecting their job by the paper of (Hofstede & Minkov 2010).

In Hofstede's view, there is a latent conflict or tension between the powerful and the powerless in societies that are characterized by excessive power distance, whereas, harmony between the powerful and the powerless is the ideal model in societies that are characterized by less power distance (Hofstede, 2001). (Daniels & Greguras, 2014) figured out that they are practiced at changing level in numerous organizational sceneries through the worldwide or/ and the same nation. Consequently, embracing of right kind of power distance in executing job functions might lead to higher career joyful in the respective organizations (Mehdi, Vahid, & Adeleh, 2015).

Hofstede explained that subordinates in a high-power distance culture are highly dependent on their superiors and employees do their work according to what the managers wants (respect for hierarchy). In this case, the staff are very enthusiastic to work with supiriors in this case because they hesitate of disagreeing with them but they are doubtful to cooperate with colleagues. Therefore, if there have the society of high power distance in organization, their employees are not relaxing for decision making that contradict to their seniors. That is, the staff will not be rapid to business operation in rapid growing industry like logistics. The workers in such a culture will expect their supervisors to control information, provide clear boundaries, make decisions and tell them what to do. This results in low levels of employee empowerment and in turn likely to lead to low organizational performance.

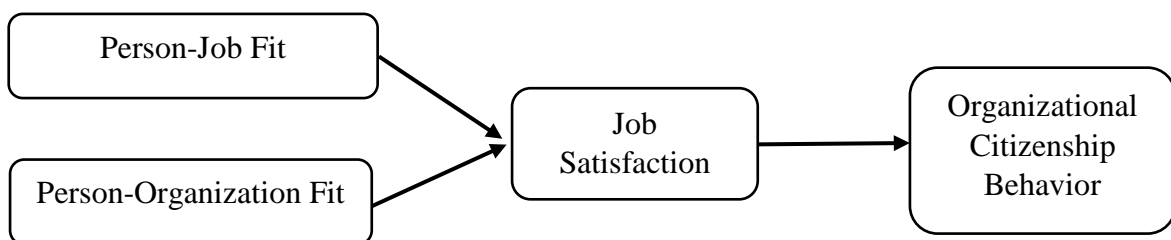
However, if there is the culture of low power distance in organization, this organization is sharply to rely on high employee empowerment and consequently, the job factors (organization commitment, job autonomy and job satisfaction) will tend to be high. Organizational performance will be high if the staff are happy to apply their discretion in decision making to reach greater goals. However, strong staff empowerment may not always translate to good business performance, particularly, if the proper staff skills and equipment are not available in the workplace.

2.4 Previous Studies

The prior research on the relationship between person job fit, work joyful, person organization fit was provided in the following section. The influence of power distance on the link between various variables and job satisfaction will be further discussed.

Person-Job fit and Person-Organization fit have been found to have a substantial link with work fulfillment in several papers. In this regard, (Navneet & Lakhwinder, 2021) conducted impact of Person-Organization fit and Person-work fit on organizational citizenship performance and mediating role of work joyfulness. The information was gathered from 460 staff of commercial banks in three major cities in India. The research model of this study is showed in the following Figure 2.1.

Figure 2.1 Conceptual Framework of Navneet and Lakhwinder



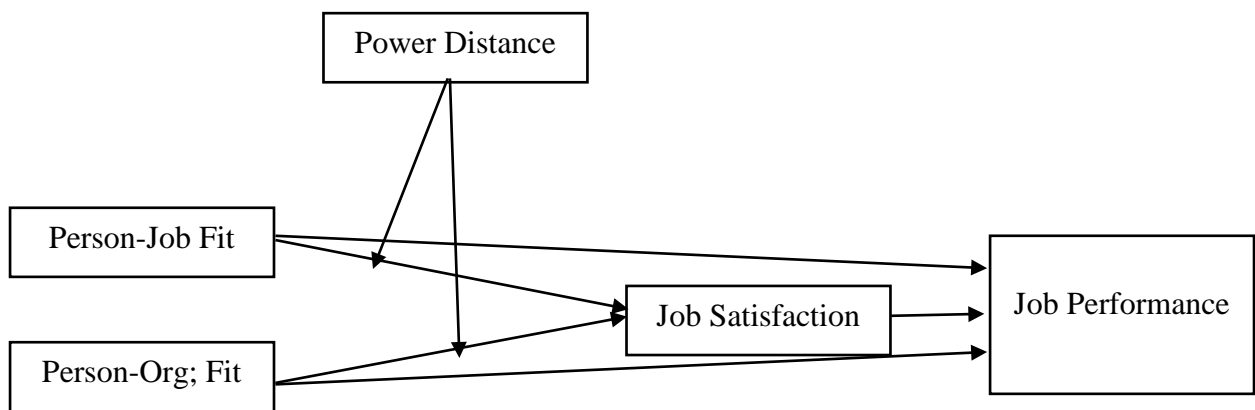
Source: Navneet & Lakhwinder, (2021)

The study demonstrated job satisfaction perform as a go-between in the conneciton between PO fit, PJ fit and OCB dimension. Moreover, person-organization fit had stronger influence on OCB dimension than Person-Job fit. The study also suggested that the level of career joy concern with person job fit is important of congruence with organizational culture and value. According to (Navneet & Lakhwinder, 2021), PO fit demonstrated a stronger relationship with work happiness and OCB than PJ fit. This study found that creating a high degree of PO fit at office is one of the best way to increase the work joyful of the staff and improve mnay aspects of OCB.

Gul et al. (2018) looked at how power distance influenced the relationship between person environment fit and work happiness, which in turn influenced work implement. The relationship between Person-Environment Fit (PE) and work joyful and work performance was investigated in this study. Faculty members from universities in

Kabul (180) and Islamabad (180) get involved throughout the national study (270). Self administered questionnaires are used to collect data. The theoretical framework is presented in the following Figure 2.3.

Figure 2.2 Conceptual Framework of Gul, Usman, Liu, Rehman, and Jerbran



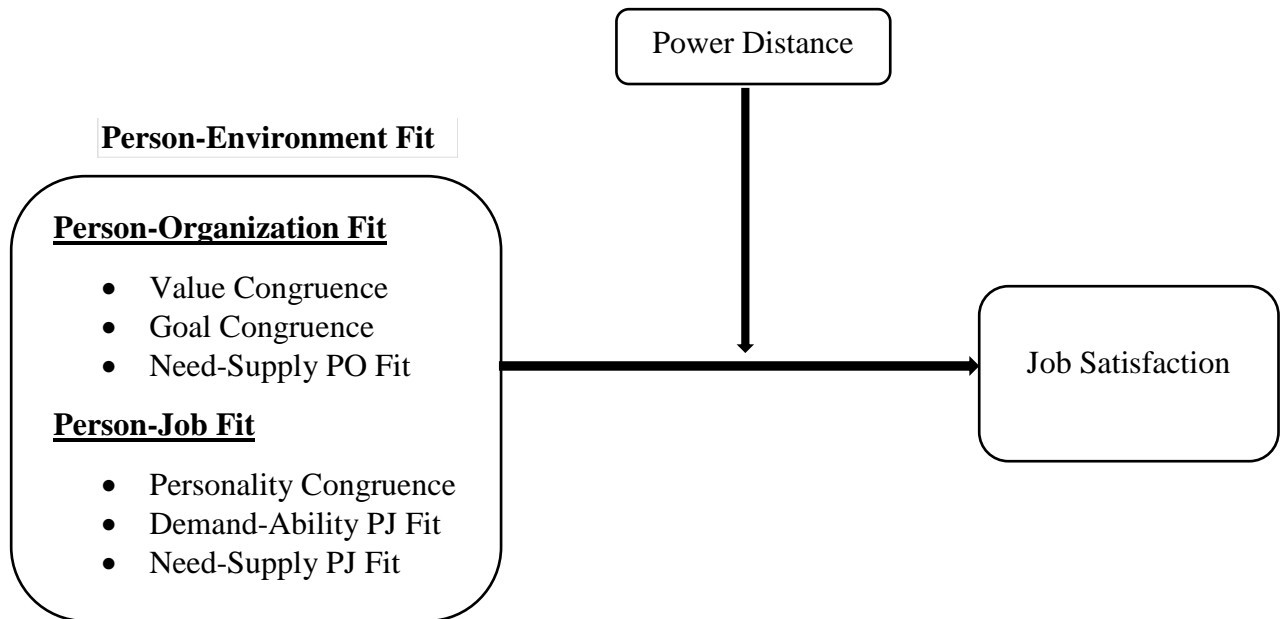
Source: Gul, Usman, Liu, Rehman, & Jerbran (2018)

Power distance moderates the link between Person-Environment Fit and Job Satisfaction, according to the study. Individuals' satisfaction with high power distance culture is determined by their cultural norms, according to this study, because they put cultural norms over their own needs and expectations. Furthermore, in Afghanistan (Kabul) and Pakistan, the data demonstrate a direct link between person-environment fit and work performance (Islamabad). In Kabul, job satisfaction somewhat mediates the association between Person-Environment Fit and job performance, but in Islamabad, job satisfaction entirely mediates the relationship between Person-Environment Fit and job performance. By emphasizing the importance of culture, this study has practical consequences for both theorists and practitioners.

2.5 Conceptual Framework of the Study

As shown in Figure 2.4, the research literature and past studies are used as a foundation for constructing a conceptual framework for this paper. The fit between an individual and the company, as well as between an individual and their job, has a significant impact on job satisfaction. The relationship between person-environment fit and job happiness is influenced by high and low power distance.

Figure 2.3 Conceptual Framework of the Study



Source: Own Compilation, 2022

This study intend to analyze the fit between a person and a single aspect of the office surrounding in Ever Flow River G-Link Express Services Limited and how effect on individual-level results as well as work satisfactions moreover the moderation effect of organization culture. The conceptual framework shows that Person-Organization fit and Person-Job fit as the independent variables, power distance as the moderating variables and job satisfaction as the dependent variable. It explains that the impact on Person-Organization fit and Person-Job fit on work joyful is moderated by power distance.

Person-Environment fit is measured by holistic view together with complementary fit and supplementary fit perspective in this study. In supplementary point of view, value congruence, goal congruence variable are applied to measure perceived fit of employees and Needs-Supplies PO fit is used to measure complementary fit point of view in Person-Organization fit. For Person-Job fit, personality congruence is used to measure employees perceived fit in supplementary fit point of view and Demands-Abilities PJ fit , Needs-Supplies PJ fit are used to measure for complementary fit point of view.

CHAPTER 3

PROFILE AND PERSON-ENVIRONMENT FIT IN EVER FLOW RIVER G-LINK EXPRESS SERVICES LIMITED

This chapter consists of profile of Ever Flow River G-Link Express Services Limited includes the background history, vision, and mission, services of the company and organization structure. In addition, it presents the human resource practices that aims to improve the Person-Environment fit. This chapter also describes demographic profile of respondents.

3.1 Profile of Ever Flow River G-Link Express Services Limited

EFR is a leading freight forwarding and logistics industry provider in Myanmar. In 1998, Ever Flow River Group Public Company Limited was founded by a team of experienced employees who has been in the field of logistics in more than twenty years. Ever Flow River Group Public Company Limited constitute of 7 Subsidiaries, 1 Affiliates and 2 Project Companies, EFR G-Link Express Services Limited is operating successfully under the management of EFR Group of Companies Public Company Limited in logistics industry employing 148 employees. Ever Flow River G-Link Express Services Limited was founded in January, 1999 and it was integrated as a first ever freight forwarder company under the Group in order to offer total logistics solutions for the international network partners.

The firm's vision is to be a leader in logistic industry and to be a true citizens contributing to the development of Myanmar. It located at No. 62, Room 1104, 11 Floor, Mahabandola Complex, Pazuntaung Township, Yangon. Ever Flow River G-link Express Services Limited is associate members of Myanmar International Freight Forwarder Association(MIFFA), Myanmar Customs Brokerage Association(MCBA), Union of Myanmar Federation of Chambers of Commerce and Industry (UMFCCI), Myanmar Mercantile Marine Development Association(MMMDA), and transit trade License Holder- issued by Ministry of Transport.

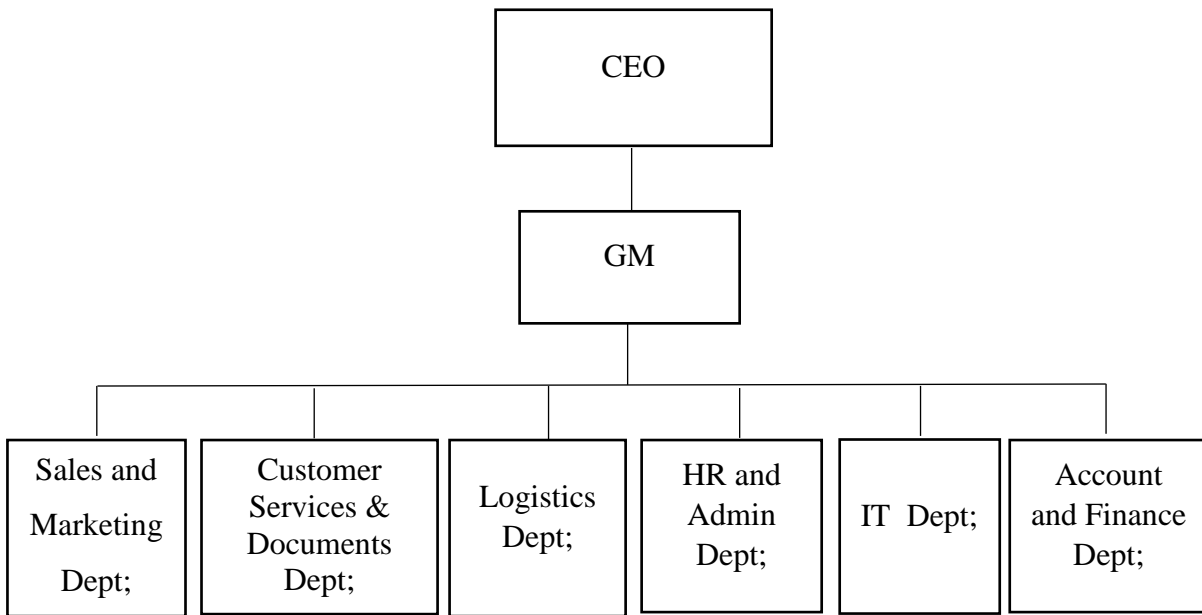
EFR G-Link Express Services Limited is the leading developer in LCL Consolidation and specialize in garment consolidation and general cargo including ex-works process as per buyer instruction. Close monitoring of these cargoes are facilitated before shipment is effected to required worldwide destinations. The company is strong relationship with major carriers, and easy access to file international rates for FCL shipment to worldwide destinations. EFR G-Link Services Limited is officially authorized for Customs Brokerage Agent executing procedures for import and export shipments with speedy and safe import and export documentation carried out by over 20 years experienced employee. These company provide warehousing services that is full time security and safe surrounding befitting for any maritime, energy, oil and gas equipment storage, clothing items, garment, electrical products and various offshore handling in and out area, the storing area of 1,000 sq. meter. The total logistics services such as Multimodal and Cross Border located in both countries Thailand (Myawaddy-Mea Sot) & China (Muse-Ruili) border with own branch office.

EFR G- Link Express Services Limited support safe collection and delivery of cargo from origin to destination, port to port or door to door basis. Currently, the business provides inbound and outbound sea and airfreight forwarding. FCL an dLCL consolidation to international destination, customs brokerage services, door to door delivery for both outbound and inbound, distribution and warehousing service, construction of Goh containers, garment consolidation, break bulk, vessel chartering, ship husbanding services, inland transportation services, multimodal and cross transportation, project cargo handling and transportation.

3.1.1 Organizational Structure of the EFR G-Link Services Limited

There are six major departments at the EFR G-Link Services Limited namely Marketing, Customer Service and Documents, Logistics, HR and Admin, IT, Account and Finance Departments. The organization structure of the EFR G-Link Services Limited is presented in Figure (3.1).

Figure (3.1) Organization Structure of EFR G-Link Services Limited



Source: EFR GLink Services Limited (2022)

According to Figure (3.1), there are six departments in EFR G-Link Services Limited. Each department has its own specific operations to achieve the mission and vision of the firm. The sales and marketing department performs various tasks and activities such as market research, test marketing, advertising, and branding. The team developed a marketing strategy to create more awareness and purchases by customers. The human resources department handles employee hiring and training, compensation, relational assistance, labor law compliance and record keeping. In addition, the department is responsible for the administering the office staff and supplying stationary to all departments. Client joyfulness timely response to customer enquiries, polite approach when confronted with customer complaints, and good follow up are among the tasks of the customer service and document department. In addition, it is responsible for issuing Bill of Lading (BL) for export and import businesses.

Storage, distribution, warehousing, transit of goods from one location to another (internally or externally), tracking, and delivery of goods are all responsibilities of the logistic department. It entails a comprehensive process of planning, managing, controlling, and coordinating to ensure that commodities arrive at the appropriate location, at the appropriate time, at the appropriate cost, and in the appropriate state. IT department is accountable for bringing out the maintenance of equipment and support tasks, as well as detect and solve any failures. IT department is also responsible for

training users about new IT products. The responsibilities of Accounts and Finance department include account receivable and payable, inventory management, budgeting, reports of financial statements.

3.2 Person-Environment Practices

Hiring employees who fit organizational characteristics are necessary for an organization. When employees' skills and values fit organizational characteristics, they may be satisfied and positive contributors to the organization. When employees' values are not similar to the firm's culture, problems are likely to develop. EFR G-Link has Code of Conduct that is maintained at all levels. Code of Conduct includes rules and regulations for freedom of talks about jobs, mutual respect, strict policy of company properties, and appearance of the employees. Code of policy also includes guidelines for managers and supervisors about assigning job responsibilities to subordinates based on qualifications, experience, professions, and job titles. The organization pay attention to selection and recruiting process to get the right candidates for the vacancies. Therefore, selection for fit becomes a key aspect.

The human resources department handles many necessary functions of the business comprising staff collection and employment. These functions are critical because without those functions being completed, the company cannot happen the essential needs of management and staff. HR department also develops HR handbook as the guidelines when dealing with employees. HR handbook includes clear policies regarding honesty and integrity, trust worthiness, accountability, teamwork, staff Development, and happiness.

As an industry leader in logistics industry, EFR G-Link Express Services Limited is required employees who have critical skills and expertise in competition to create a dominant market position. Employee is a critical element of any logistics operating, and there has always been a trade-off between service levels and costs. Consequently, the company recruits Person-Environment fit employees in accordance with employee handbook and the Code of Conduct guideline of company. EFR G-Link Services Limited offers a lot of HRM practices arranged for employee suit with the firm and their job positions.

EFR G-Link Services carefully recruits employees, especially at the management level. EFR G-Link Services Limited looks for the people who are skillful, honest,

hardworking, and following disciplines. Employees must have experience in relevant fields as well as written and verbal English language skills are requirement for management level position. In accordance with the employee handbook, company recruit for employees who meet the core values of EFR G-Link, which are honesty and integrity, trustworthiness, transparency, and accountability.

Each department head has to identify the vacancies for his or her department and needs to prepare the employee requisition form which includes the reasons for recruitment, job specifications. Those requisition forms are sent to the HR and Admin department. Then management gives the authority to recruit or fire the labors with the recommendations from each department or line manager.

HR department announces the job vacancy at Facebook page, journals and company website. In addition, the company contacts HR agencies namely VAC, Executive, and Golden Arrows to find the required people by giving job requirements. Sometimes, company finds out the employees from internally and externally. HR departments also make the internal announcements for the opening positions.

HR department carefully select the interview candidate list by checking the CVs thoroughly. At 1st interview, HR manger evaluates the candidates. At 2nd interview, head of respective department interviews the candidates to find out he or she is appropriate for the job. If the interviewers like the candidate, HR director offers the salary, and probation period. Usually, probation period is 3 months at EFR G-Link Services Limited. The company makes sure there is no discrimination and bias at every phase of staff collection and employment.

EFR G-Link Services Limited gives enough authority and responsibilities to employees who are capable. In addition, company allows employees to decide their own ways or give freedom while performing tasks. EFR gives employees job description with relevant authority to perform the tasks fast. In addition, EFR company arranges to share required information between departments and to cooperate to pursue the achieve the preferred aims.

EFR G-Link Services Limited allows employees to speak out their ideas and opinions when making strategic decisions or solving problems. The staffs are encouraged to participate in the company's decision-making route by contributing in activities such as goal-setting, creating work schedules, and giving suggestions. Employees who participate

in the decision-making process have the chance to precise their opinions and contribute their awareness in the surroundings. While this strengthens the manager-employee connection, it also fosters a solid feeling of cooperation with the colleagues.

EFR G-Link Services Limited creates environment in which the expression of viewpoints opens dialogue between co-workers, with each worker bringing their individual strengths. Similarly, it is a fantastic method for the firm to learn more about the workers and how they do with the team as well as training might be required, all of which indicates to rise in efficiency, and eventually improved group work and performance. By allowing participation, the staffs are enthusiastic to take more responsibility and increase morale. The management treats the ideas and suggestions of employees with consideration and respect. Moreover, to motivate employee participation, EFR G-Link Services Limited shares enough information of current status of the company, provides relevant trainings, and offers rewards.

3.3 Research Design

As qualitative analysis, the researcher interviews officials from EFR Glink to analyze the organization and job nature at company. Then, as the quantitative analysis, structured questionnaire is prepared. To get the reliable questionnaire, the researcher requests officials from EFR G-Link to answer sample questionnaire and discuss about how they understand the questions. But, there is any discrepancy, and the questions are revised. Regression analysis is applied to analyze the findings.

3.4 Reliability Test

Reliability analysis enables to study the properties of measurement scales and the items that compose the scales. The analysis of the reliability computes a variety of regularly used scale reliability metrics including information on the correlation between specific scale item.

Reliability is a measure of the stability or consistency of the variable in the structured questionnaire. Questions are developed by using 5-point likert scale. The outcome of the reliability test by Cronbach's Alpha is presented in Table (3.1).

Table (3.1) Reliability Test

Sr. No	Items	N	Cronbach's alpha
1.	Value Congruence	4	.872
2.	Goal Congruence	4	.869
3.	Need-Supplies PO fit	4	.855
4.	Personality Congruence	4	.921
5.	Demand-Ability PJ fit	4	.834
6.	Needs-Supplies PJ fit1	4	.891
7.	Power Distance	5	.851
8.	Job Satisfaction	5	.891

Source: Survey Data, 2022

According to Table (3.1), Cronbach's alpha values for all variables show that all the scores are greater than 0.7. Therefore, it is said to have good reliability and the results are valid for this study.

3.5 Profile of the Respondents

To analyze the employees' job satisfaction based on the person-environment fit and power distance, the moderating variable. The frequency and percentage of the respondents' profiles are presented in the study based on the findings. The people's profile are shown in Table (3.2).

According to the Table (3.2), most employees are males, and they represent approximately 70 percent of total respondents while females take the remaining. Thus, majority of staffs among EFR G-Link Services Limited are male employees. Most of respondents are singles representing approximately 78 percent of total respondents while the remaining are married. In additions, they are between 20 and 29 years old and they represent approximately 53 percent of the respondents. The second largest group is between 30 and 39 years old representing approximately 21 percent of total respondents.

The minority of the respondents are under 40 years and above old getting approximately 10 percent of the total respondents.

Table (3.2) Profile of the Respondents

Sr.No	Particular	No. of Respondents	Percent
	Total	108	100
1.	Gender: Male	76	70.37
	Female	32	29.63
2.	Marital Status: Single	84	77.78
	Married	24	22.22
3.	Age : Under 20 years	17	15.74
	20-29 years	57	52.78
	30-39 years	23	21.30
	40 years and above	11	10.18
4.	Education: Under Graduate	29	26.85
	Graduate	71	65.74
	Post Graduate	8	7.41
5.	Job Position: Operation Assistant	57	52.78
	Executive	32	29.63
	Senior Executive	9	8.33
	Head of Department	5	4.63
	Manager	4	3.70
	Other.....	1	0.93
6.	Income : 150,000 – 300,000 Ks	22	34.92
	300,001 – 500,000 Ks	35	55.56
	500,001 – 1,000,000 Ks	3	4.76
	1,000,000 – 15,000,000 Ks	2	3.17
	Above 15,000,000 Ks	1	1.59
7.	Experience: Less than 1 year	18	16.67
	1 to 3 years	47	43.52
	3 to 5 years	16	14.81
	5 to 7 years	11	10.19
	7 to 10 years	7	6.48
	Above 10 years	9	8.33

Source: Survey Data, 2022

Among 108 respondents, approximately 66% of the people are graduate people, and they contribute the largest portion. Post graduate people take approximately 7% of the people. In additions, undergraduate employees representing approximately 27% of the people. Generally, the more education level, the more employees could perceive about the company support and their fit to the organization.

Different occupation levels define several effects towards EFR G-Link Services Limited. Among 108 respondents, operation assistant represents the largest group by approximately 53 percent among the respondents. The second largest group contains executives representing approximately 30 percent. Among respondents, senior executives, head of department, manager and others category include general manager represent approximately 8 percent, 5 percent, 4 percent, and 1 percent respectively.

Regarding income, almost 56 percent of the respondents get the salary between 300,001 and 500,000 Kyats and they represent the largest portion among the respondents. Approximately 35 percent of respondents get between 150,000 and 300,000 Kyats. Among respondents, almost 5 percent of the staff get 500001 and 1,000,000 MMK. Employees who get above 1,000,000 MMK represent approximately 4 percent of the respondents.

Based on the survey data, approximately 44 percent of the employees have been working in EFR G-Link Services Limited from 1 to 3 years old while the second largest groups include employees having work experience less than 1 year representing approximately 17 percent. Among 108 respondents, approximately 15 percent of the employees represent employees with 3 to 5 years old. The minority group contains employees having from 7 to 10 years work experience representing approximately only 6 percent of total respondents. Thus, majority of the EFR G-Link Services Limited employees have been working at the company for 1 to 3 years. According to the people's respondents, the survey data are taken from different groups in the company. Therefore, the findings will represent the perceptions of all different groups towards HRM practices of EFR G-Link Services Limited.

CHAPTER 4

ANALYSIS ON EFFECT OF PERSON-ENVIRONMENT FIT ON JOB SATISFACTION

This chapter presents the person-environment fit of the employees towards EFR-G Link Express Service Limited. It investigates the impact of person-environment fit on career happiness of employees in Ever Flow River- G Link Express Service Limited. Furthermore, it presents how power distance influences the association between work joyfulness and person environment fit in Ever Flow River- G Link Express Service. According to Best (1977), findings are interpreted as Strongly Disagree (1.00-1.80), Disagree (1.81-2.61), Neutral (2.62-3.41), Agree (3.42-4.21) and Strongly Agree (4.22-5.00).

4.1 Analysis on the Effect of Person-Organization Fit in Job Satisfaction

The degree to which an individual's ideas and values align with those of the company is referred to as person-organization fit (POF). Person-job fit is vital for selecting competent and capable individuals, but person-organization fit has been related to lower turnover, increased organizational commitment, and higher employee satisfaction. PO fit includes value congruence, goal congruence, and need supply fit regarding abilities and skills.

(a) Value Congruence

Value congruence refers to the degree to which an individual's values match the values found in their work environment. The degree of value congruence for the employee is shown in Table (4.1).

The highest mean value 2.95 shows that the value system of employees and organization are not much coincided as depicted in Table (4.1). The second highest mean value 2.90 indicates that most employees do not feel their goal and values much harmonized with the company's value because EFR Glink does not formally announce the values and culture of the company and most respondents are responsible for outdoor operations.

Table (4.1) Value Congruence

Sr. No.	Value Congruence	Mean Score	Std. Dev
1.	Similarity between life values and organizations	2.95	0.57
2.	Caring values for others align with current organization.	2.74	0.44
3.	Similar culture and value between employee and organization.	2.85	0.45
4.	Harmonize of values and objective of company.	2.90	0.43
	Overall Mean	2.86	

Source: Survey Data, 2022

EFR Glink is a constantly expanding organization with staff of different cultures. Therefore, sometimes a person perceives few differences between own characteristics and the organization's characteristics. Lowest mean value is 2.74 indicates that employees do not feel that their personal cares to others do not align with those of organization since logistic business has job nature that has very limited time to meet the schedules of ships and planes. Thus, sometimes, juniors do not feel that they are cared or supported by seniors. The overall mean value for the value congruence is 2.86. Thus, it shows there is not strong value congruence between employee and organization based on the survey outcomes.

(b) Goal Congruence

Goal congruence is considered as people in multiple levels of an organization share the same goal. The degree of goal congruence perceived by the employee at EFR Glink is shown in Table (4.2).

The highest mean value 3.68 shows that organization's goal perfectly fit with employee's personal goal as EFR Glink sets departmental goals clearly and gives rewards for every hardworking employee in terms of the findings in the survey outcomes. The second highest score is 3.53 because many respondents feel that their personal hopes are aligned with those of organization. ERG Glink offers coaching and trainings for the personal growth and strength at every level.

Table (4.2) Goal Congruence

Sr. No.	Goal Congruence	Mean Score	Std. Dev
1.	Similarities between the goals of employee and company	3.45	0.50
2.	Agreeing with the organization's goals	3.22	0.42
3.	Life hope of employee similar with that of organization	3.53	0.50
4.	Providing organizational goal fit with employee's own goal	3.68	0.47
	Overall Mean	3.47	

Source: Survey Data, 2022

The lowest mean score is 3.22 that shows employees accept and try for the aims of the firm since EFR Glink gives enough freedom and some degree of delegation to capable employees. The overall mean value for the Goal Congruence is 3.47 which shows the positive perception of the respondents on the goal values between the employees and the firm.

(c) Need-Supply PO Fit

The fit between employees' needs and the opportunity to satisfy them in the workplace can be an important predictor of job satisfaction. The degree of need-supply fit perceived by the employee at EFR Glink is shown in Table (4.3).

As shown in Table (4.3), the highest mean score 3.25 states that the staffs are moderately pleased with the organizational support as EFR Glink provides necessary trainings, benefits, and equipment to perform the assigned tasks than those of other companies. The second highest score 3.16 states that the company's offering is similar to personal needs as companies give rewards and recognitions based on the individual performance.

Table (4.3) Need-Supply PO Fit

Sr. No.	Need-Supply PO Fit	Mean Score	Std. Dev
1.	Getting a full support when encountering a problem from both company and colleagues	2.96	0.51
2.	Providing all the necessary supplies at work	2.82	0.45
3.	Being matched between personal expectations and the company's offerings	3.16	0.46
4.	Reaching the best fit in current organization than others	3.25	0.44
	Overall Mean	3.05	

Source: Survey Data, 2022

The lowest mean score 2.82 states that the employees are not fully satisfied with the company's supplies because employees have to buy mask, handwash and other necessary times for healthcare during Covid 19 pandemic. Furthermore, employees observe that there is not enough support support from company and colleagues sometimes. Sometimes, other colleagues are busy with their own assigned tasks and they could not give much time for others. In some case, organization cannot give full delegation as logistics business nature is related with many partners around the world. Based on the analysis outcome, the overall mean value for the Need Supply PO fit is 3.05. Thus, most employees perceived that they get the moderate level of supports from EFR Glink.

(d) Job Satisfaction

Job satisfaction is a general affective reaction that individuals hold about their jobs. Job satisfaction is a pleasant or unpleasant condition of an employee, which is related to his job and to the conditions to him. At EFR Glink, the satisfaction level of the workers is presented in Table (4.4).

Table (4.4) Job Satisfaction

Sr. No.	Job Satisfaction	Mean Score	Std. Dev
1.	Delighted with the opportunity for growth	4.14	0.35
2.	Pleased with the chances for recognition at work	3.72	0.58
3.	Having contentment with level of responsibility on job.	3.55	0.70
4.	Impressed with the importance of job.	4.22	0.42
5.	Satisfied with the chances for advancement.	4.15	0.36
	Overall Mean	3.96	

Source: Survey Data, 2022

The highest mean value 4.22 shows that the employees are fascinated with importance of the job as employees have to finish to meet the schedules of the ship and planes. Meeting the schedule is vital in this business. The second highest mean value 4.15 states that the people are happy with pursuing opportunities for career enhancement as EFR Glink gives rewards and recognitions for high performers. The lowest mean value 3.55 shows that the respondents feel contentment on the stage of job. According to the overall mean value 3.96, the respondents feel job satisfaction at EFR Glink because the company has offered effective support technically and morally.

In this section, to find out the impact of person-organization fit on job satisfaction, regression analysis is applied. Person-organization fit contains value congruence, goal congruence and need supply PO fit. The regression result is shown in Table (4.5).

According to Table (4.5), since the value of adjusted R square is 0.884, it can be concluded that this specified model can explain 88.4% of variation of career happiness that is predicted by person-organization fit factors such as value congruence, goal congruence and need supply PO fit. As overall significance of the model, F value is highly significant at 1 percent level, this model can be said valid. Among three independent variables, goal congruence and need-supplies PO fit are strongly significant with job satisfaction while value congruence does not have a significant correlation with job satisfaction.

Table (4.5) Effect of Person-Organization Fit in Job Satisfaction

Variable	Unstandardized Coefficients		B	t	Sig
	B	Std Error			
(Constant)	.613	.123		4.998	.000
Value Congruence	-.542	.077	-.523	-7.043	.250
Goal Congruence	.513***	.058	.492	8.851	.000
Need-Supplies PO Fit	1.034***	.082	.957	12.570	.000
R Square	.887				
Adjusted R Square	.884				
F Value	271.763***				

Source: Survey Data (2022)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

The variable of goal congruence fit has the expected positive sign, and the coefficient of the variable is strongly significant at 1 percent level. Need-Supplies PO Fit has the expected positive sign, and the coefficient of the variable is significant at 1 percent level.

The positive effect of goal congruence means that goal congruence's growth indicates to more job satisfaction because department heads and managers formally announces departmental goals and organizational goals so that employees could perform the jobs much better. In addition, employees agree that they have somewhat degree of goal congruence fit at EFR Glink service. The constructive influence of need-supplies PO Fit means that the increase in Need-Supplies PO Fit leads to more job satisfaction because EFR Glink give necessary equipment and resources to all employees according to their tasks.

The standardized coefficient (Beta) of Need-supplies PO Fit has the largest value (0.957) among two explanatory variables indicating that Need-Supplies PO Fit has the utmost contribution to increase job satisfaction of the employees when the variance explained by other variables is controlled for. Employees are happy since they can accomplish their jobs on time by the supports of the organization.

4.2 Analysis on the Effect of Person-Job Fit in Job Satisfaction

Person-job fit is the compatibility between person's competency and abilities and the work necessities. PJ fit consists of personality congruence, demand-ability and Need-Supply.

(a) Personality Congruence

Personality Congruence is the level of fit between personality of employees and professions. The perception of employees to personality congruence at EFR Glink is presented in Table (4.6).

The highest mean value 4.32 shows that the employees perceive that their profession is matched with their personalities based on the outcome of the analysis. The second highest mean score 4.19 shows that the employees satisfy with their profession, and they feel that they are the right fit persons in their professions.

Table (4.6) Personality Congruence

Sr. No.	Personality Congruence	Mean Score	Std. Dev
1.	A good match between personality and profession.	4.32	0.47
2.	Being right person for profession	4.19	0.39
3.	A good fit between interests and profession.	4.18	0.38
4.	Having independence and freedom to perform tasks.	4.14	0.35
	Overall Mean	4.21	

Source: Survey Data, 2022

EFR Glink carefully did the selection process by explaining job nature and responsibilities at the interview to help employees in pursuing the right job based on their personality and interest. The lowest mean value 4.14 still good with personality congruence since the organization offers freedom and independence while performing assigned tasks. According to the overall mean score 4.21, many employees feel that they have personality congruence at EFR Glink.

(b) Demand-Ability PJ Fit

Demands ability fit occurs when employee's knowledge, skills, abilities, time, and energy fit the necessities of their work. The perception of employees to personality congruence at EFR Glink is presented in Table (4.7).

The highest mean score 4.45 shows that most employees feel that they have exact skill and abilities for their professions in terms of the survey results. The second highest mean value 4.34 states that the employees' abilities and skills are matched with the company's requirement. EFR Glink carefully selects the employees and gives necessary trainings relating job position. The lowest mean value 3.19 illustrates that the staffs should be enhanced the abilities and skill for the future organizational goals.

Table (4.7) Demand-Ability PJ Fit

Sr. No.	Demand-Ability PJ Fit	Mean Score	Std. Dev
1.	Having the right skills and abilities	4.45	0.50
2.	A good match between the requirements	4.34	0.48
3.	Necessary to improve talents and capabilities to meet the demands	3.19	0.39
4.	Having enough experience to meet the demands	3.71	0.45
	Overall Mean	3.92	

Source: Survey Data, 2022

According to the overall mean value 3.92, points out that the positive perception of the respondents on Demand Ability PJ Fit. The employees feel that their talents and capabilities are fit with their professions at EFR Glink Service Limited.

(a) Need-Supply PJ Fit

Need supply fit is important for both employees and organization. If there is a fit, the individuals can work better for the company. The perception of employees to personality congruence at EFR Glink Service Limited is presented in Table (4.8).

significant with job satisfaction while need-supplies PJ fit does not have a significant correlation with job satisfaction.

Table (4.9) Effect of Person-Job Fit in Job Satisfaction

Variable	Unstandardized Coefficients		B	t	Sig
	B	Std Error			
(Constant)	.647	.179		3.612	.000
Personality Congruence	.709***	.068	.609	10.479	.000
Demand-Ability PJ Fit	.331***	.107	.296	3.089	.003
Need-Supplies PJ Fit	.097	.114	.092	.844	.400
R Square	.913				
Adjusted R Square	.911				
F Value	365.619***				

Source: Survey Data (2022)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

The variable of personality congruence has the probable constructive sign, and the coefficient of the variable is strongly significant at 1 percent level. Demand-ability PJ Fit has the probable constructive sign, and the coefficient of the variable is significant at 1 percent level.

The positive influence of personality congruence means that the increase in personality congruence leads to more job satisfaction because employees feel that they get the matched job according to their person ability and they are happily doing their assigned tasks. In addition, EFR Glink service thoroughly does the selection process internally or externally. In addition, employees agree that they have personality congruence at EFR Glink service. The positive effect of demand-ability PJ Fit means that the increase in Demand-ability PJ fit leads to more job satisfaction. Employees agree that they have the talents and capabilities to meets the requirements of the job as EFR Glink service carefully selects the capable people by external agencies and two personal interviews. In addition, the company provides necessary trainings and skill development trainings.

The standardized coefficient (Beta) of personality congruence has the largest value (0.609) among two significant explanatory variables indicating that personality congruence has the greatest contribution to increase job satisfaction of the employees when the variance explained by other variables is controlled for. Employees are satisfied at the job as they get the relevant job with their personality and interest.

4.3 Analysis on the Effect of Person-Environment Fit in Job Satisfaction

Person-environment (PE) fit indicates to the level of match between individuals and some aspect of their office surrounding. PE fit is related with Person-organization (PO) fit, and Person-Job (PJ) fit. In this section, to find out the influence of person-environment fit (person-organization fit and person-job fit) on work joyfulness, regression analysis is applied. Table (4.10) is depicted in the regression outcome.

Table (4.10) Effect of Person-Environment Fit in Job Satisfaction

Variable	Unstandardized Coefficients		B	T	Sig
	B	Std Error			
(Constant)	-.155	.142		-1.091	.278
Person-Organization Fit	.157**	.076	.139	2.063	.042
Person-Job Fit	.947***	.078	.820	12.137	.000
R Square	.895				
Adjusted R Square	.893				
F Value	445.231***				

Source: Survey Data (2022)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10%level

According to Table (4.10), since the value of adjusted R square is 0.893, it can be concluded that this specified model can explain 89.3% of variation of job satisfaction which is predicted by person-environment fit factors such as person- firm fit and person-work fit.

As overall significance of the model, F value is highly significant at 1 percent level, this structure can be said valid.

The variable of person-organization fit has the expected positive sign, and the coefficient of the variable is significant at 5 percent level. The positive effect means that the increase in person-organization fit leads to more job satisfaction because EFR Glink service selects the suitable person by considering culture, goals and standard of the business. In addition, employees feel that they have somewhat degree of person-organization fit at EFR Glink service.

Person-job fit has the expected positive sign, and the coefficient of the variable is significant at 1 percent level. The positive effect means that the increase in person-job fit leads to more job satisfaction because EFR Glink clearly provides the job requirements to all employees and recruit the correct one for the vacancies. In addition, EFR Glink provides necessary trainings and development programs for employees to be competent at work.

The standardized coefficient (Beta) of person-job fit has the largest value (0.820) among two explanatory variables indicating that person-job fit occupies the utmost contribution to increase job satisfaction of the employees when the variance explained by other variables is controlled for. Employees are happy since they can accomplish their jobs on time.

4.4 Moderating Effects of Power Distance on the Relationship between Person-Environment fit and Job Satisfaction

This section examines the influence of person-environment fit on job satisfaction of employees, by regulating variable power distance. Table (4.12) depicts the moderating effects of power distance on link between person-environment fit and job satisfaction.

(a) Power Distance

The level to which less powerful people of the firms and organizations acknowledge that power is allocated unjustly is known as power distance. It mentions the relationship between authority and subordinate individuals that depends on how the latter react to the former. The perception of employees to power distance at EFR Glink is presented in Table (4.11).

According to Table (4.11), the highest mean score 3.58 shows that most employees have the chance to interact closely with superiors to perform assigned tasks. The second highest mean value 3.33 presents that employees are requested to give their perspective as EFR Glink superiors take the suggestions and idea from operation level employees to achieve operation efficiency.

Table (4.11) Power Distance

Sr. No.	Power Distance	Mean Score	Std. Dev
1.	Sharing power throughout the organization.	2.82	0.36
2.	Taking the perspectives from people at lower positions.	3.33	0.38
3.	Closely interaction between superior and subordinates.	3.58	0.74
4.	Giving subordinates important assignments.	3.25	0.91
5.	Having independence in carrying out the responsibilities.	3.13	0.44
	Overall Mean	3.22	

Source: Survey Data, 2022

The lowest mean value 2.82 discovered that power is not equally distributed throughout the organization as for some problem solving and dealing with oversea issues, superiors or senior management directly handle the case. According to the overall mean value 3.22, the power distance is moderate level at EFR Glink Service.

According to multiple regression results in Model 2, a complete positive moderating effect is observed where power distance strengthens the connection between work pleased and person-organization fit. When the person-organization is increased by 1 unit, it will increase job satisfaction by 0.261unit while power distance plays as a moderating factor. Without power distance, person-organization fit alone may have significant effect on the work happiness. Therefore, it is found that strong influence on job satisfaction with power distance which makes potential effect of person-organization fit on career happiness disappeared. Many of the respondents are operation assistants and executives. Therefore,

they want and need guidance and instructions from the supervisors to accomplish the tasks and reduce the stress. Therefore, the more power distance exists, the more employees will be satisfied at their jobs.

Person-Environment fit and Job Satisfaction

Variables	Model 1				Model 2			
	Unstandardized Coefficients		Standardized Coefficients (Beta)	Sig	Unstandardized Coefficients		Standardized Coefficients (Beta)	Sig
	B	Std. Error			B	Std. Error		
(Constant)	.473	.179		.009	10.494	1.216		.000
Person-Organization Fit	.323***	.117	.287	.007	.347	.430	.309	.421
Person-Job Fit	.710***	.085	.615	.000	1.585** *	.557	1.373	.005
Power Distance	.554***	.110	.632	.000	2.779** *	.422	3.169	.000
PO_PD					.261**	.127	1.695	.042
PJ_PD					.551***	.170	4.034	.002
R Square Change					.046			
R Square					.915			
Adjusted R Square					.913			
F Value	374.047***				503.164***			

Source: Survey Data (2022)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10%level

According to the regression result of Model 2, a limited positive moderating impact is watched where power control fortifies the connection between person-job fit and work fulfillment. Person-Job fit alone has a positive significant effect on job satisfaction even there is no power distance. When power distance plays as the moderating factor, it reinforces the effect of Person-Job fit on work joyful. When the Person-Job fit is increased by 1 unit, it will increase job satisfaction by 0.551unit while power distance plays as a moderating factor. EFR G-Link service limited carefully selects the employees according to their job responsibilities. Hence, many of the employees are capable of managing their

tasks. When power distance plays in the organization, most junior employees are more satisfied since they want more support and guidelines from superiors.

The degree to which less powerful members of institutions and organizations are treated with respect is referred to as power distance. It is accepted that power is distributed unequally in a culture where power distance is low or moderate, organizations are less hierarchical, employees are given free choice, and they have more autonomy than in a culture where power distance is high, and they are pleased when their preferences are met by the organization. Many of the employees are operational assistants and executives. Therefore, they prefer guides from the superiors, and have risk-avoidance nature.

CHAPTER 5

CONCLUSION

This chapter presents the findings and discussions, suggestions and recommendations and need for further research. It explores the perceptions of the employees towards the Person-Environment fit factors of EFR G-Link Services Limited in Myanmar. This study also describes the power distance at the organization and career joyfulness of staffs. It covers the relationship between dependent and independent variables. Based on the findings, this study suggests and makes recommendations for the purpose of attaining more job satisfaction of the employees.

5.1 Findings and Discussion

This study is systematically done by collecting structured questionnaires from 108 staffs presently employing at EFR G-Link Services Limited. In order to analyze the relationship, the regression analysis is used to determine the effect of Person-Environment fit on career happiness of the employees. It also explores the job satisfaction of the employees when power distance exists.

Among three Person-Organization fit, goal congruence and need-supply fit are significant effect on work pleased but value congruence does not have an important impact on work happiness. Among these two, need-supply PO fit is the main determinant factor of career joyfulness of the staffs at EFR G-Link. The company gives necessary equipment and resources to perform the tasks. Majority of the staff are junior employees and the company offers career potential to hardworking employees. When employees feel that their job supplies are fulfilling their diverse needs, they experience meaningfulness at office and consider themselves worthwhile, useful, and valuable for their organization. According to the regression result, if there are more goal congruence at EFR G-Link, there will be more job satisfaction as employees are satisfied if they perceive goal-congruence. Currently, the departmental managers let all employee know about department goals and motivate all employees to perceive as shared goals.

Among three Person-Job fit factors, personality congruence and demand-ability fit are strongly positive significant with job satisfaction while need-supply PJ fit are not

significant. Personality congruence is the main determinant factor of employee's job satisfaction. Regression shows that more personality congruence will lead to more employee's job satisfaction. The company carefully does the collection and employment procedure to find the suitable persons for the vacancies by contacting internal employment and external job agencies. In addition, company selects the employees by two personal interviews. Therefore, personality of employees is fit with the job nature. According to the regression result, the more demand-ability fit will lead to more employee's job satisfaction. EFR G-Link makes sure that the workers occupy competency because of selection and recruiting process. Moreover, company gives necessary trainings and coaching for new employee to understand and adapt to the company's culture and job requirements. Therefore, the workers consider that they have demand-ability fit at the current job.

Regarding Person-Environment fit factors, both Person-Organization fit and Person-Job fit factors are strongly positive significant with job satisfaction. The findings show that Person-Job fit is the main determinant factor on job satisfaction. According to the regression result, if EFR G-Link Service provides more Person-Organization fit and Person-Job fit arrangements, employees will be more satisfied.

When power distance plays as a moderating variable, it is found that power distance has the complete moderating effect on relationship between work happiness and Person-Organization fit. It is indicated that workers prefer clear role and responsibilities. Thus, when employees have clear roles and authority according to their job titles, they have more satisfy with their job. Power distance, however, has partial moderating effect on relationship regarding to work fulfillment and Person-Job fit. It is indicated that power distance fortifies the link between Person-Job fit and work pleased. If EFR G-Link Service Limited apply more power distance organizational cultural systematically, employees will be more satisfied.

5.2 Suggestions and Recommendations

EFR G-Link could improve its Person-Environment fit practices based on the findings for the purpose of achieving more job satisfaction of the employees. The company should prioritize the Person-Environment fit factors such as individual firm fit and Person-work fit factors which influence the job satisfaction of the employees while it

should also focus demographic factors of the employees while considering HR strategies. Based on the analysis, most employees are operation assistants and executives. Thus, EFR G-Link should pay more attention to those groups.

According to findings, among two Person-Environment fit factors, Person-Job fit has most effect on job satisfaction of the employees. Therefore, EFR G-Link Services should pay more attention to Person-Job fit factors to achieve more job satisfaction of the employees. Firstly, the company should focus personality-congruence as it is the main determinant factor of person-job fit. EFR G-Link should apply psychology test during interviews and should request recruitment agency to check personality of the potential employees according to vacancies. Furthermore, organizations should abandon traditional approaches to work design in favor of job crafting which is participant centered work reform procedure. Then, it will significantly improve personality congruence which will finally effect on the job satisfaction of the employees. Furthermore, EFR G-Link should also focus on demand-ability PJ fit. The organization and supervisors should pay more attention to whether assigned jobs offer what the staff are seeking in their jobs in designing job characteristics to motivate employees effectively and increase demand-ability fit.

Regarding Person-Organization fit, among three factors, goal congruence and need-supply PO fit are strongly significant with job satisfaction of the employees. Regression result shows that need-supply PO fit is the main determinant factor of job satisfaction of the employees. Therefore, EFR G-Link should pay more attention to good work conditions promote engagement by enhancing meaningfulness and safety. Many staffs are operation assistants and executives working at the ports. Hence, the EFR G-Link should provide safety equipment, hand wash and mask for the health care of the employees. In addition, leaders should create healthy work cultures by providing autonomy, performance feedback and opportunities for social interactions that would enable employees to satisfy their economic and social needs and, thus, facilitate enhancement in need-supply PO fit. For goal congruence, senior managers should communicate formally and reinforce systematically to provide basic values, purpose, and direction for the organization. In addition, EFR G-Link should provide mentoring in terms of guidance, coaching, and encouragement that superiors provide to selected subordinates in order to promote the goal congruence.

EFR G-Link Services Limited should focus the power distance level carefully as it affects on the connection among work joyfulness and Person-Environment fit. It should systematically set up power distance to get the operation efficiency as many employees are operation assistants and executives. In addition, it should also offer obligations and authority to the capable employees so that employees will be satisfied about their roles. EFR G-Link should set up teams with supervisors so that operation assistants could get direction from supervisors more easily and employees will be happy at their work. In addition, EFR G-Link should develop junior employees by giving more coaching and trainings so that they could work independently in the future.

5.3 Needs for Further Research

This study focuses only on the career joy and environment fit of the staff at EFR G-Link Services Limited and it does not cover other HRM practices that are applying in other shipping and logistics companies in Myanmar. There are others theories for employees' motivation such as Maslow's hierarchy of needs theory, and Herzberg two factor theories should also be conducted for further research. Therefore, further researchers should study the common HR practices affecting on motivation, business assurance and work implement of shipping and logistics companies in Myanmar in order to shape the whole picture of shipping and logistics industry in Myanmar.

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APPENDIX B

Effect of Person-Organization Fit on Job Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.942 ^a	.887	.884	.14280

a. Predictors: (Constant), Need-Supplies PO fit Mean, Goal Congruence Mean, Value Congruence Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.626	3	5.542	271.763	.000 ^b
	Residual	2.121	104	.020		
	Total	18.747	107			

a. Dependent Variable: Job Satisfaction Mean

b. Predictors: (Constant), Need-Supplies PO fit Mean, Goal Congruence Mean, Value Congruence Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.613	.123		4.998	.000
	Value Congruence Mean	-.542	.077	-.523	-7.043	.250
	Goal Congruence Mean	.513	.058	.492	8.851	.000
	Need-Supplies PO fit Mean	1.034	.082	.957	12.570	.000

a. Dependent Variable: Job Satisfaction Mean

Effect of Person-Job fit on Job Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.956 ^a	.913	.911	.12494

a. Predictors: (Constant), Needs-Supplies PJ fit Mean, Person Job-Fit Mean, Demand-Ability PJ fit Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.123	3	5.708	365.619	.000 ^b
	Residual	1.624	104	.016		
	Total	18.747	107			

a. Dependent Variable: Job Satisfaction Mean

b. Predictors: (Constant), Needs-Supplies PJ fit Mean, Person Job-Fit Mean, Demand-Ability PJ fit Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.647	.179		3.612	.000
	Person Job-Fit Mean	.709	.068	.609	10.479	.000
	Demand-Ability PJ fit Mean	.331	.107	.296	3.089	.003
	Needs-Supplies PJ fit Mean	.097	.114	.092	.844	.400

a. Dependent Variable: Job Satisfaction Mean

Effect of Person-Organization Fit and Person-Job fit on Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.946 ^a	.895	.893	.13723

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.769	2	8.385	445.231	.000 ^b
	Residual	1.977	105	.019		
	Total	18.747	107			

a. Dependent Variable: Job Satisfaction Mean

b. Predictors: (Constant), Person-job Fit, Person-Organization Fit

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.155	.142		-1.091	.278
	Person-Organization Fit	.157	.076	.139	2.063	.042
	Person-job Fit	.947	.078	.820	12.137	.000

a. Dependent Variable: Job Satisfaction Mean

Moderating Effects of Power Distance on the Relationship between Person-Organization Fit, Person-Job fit and Job Satisfaction

Model Summary

Model	R	R Squa	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.957 ^a	.915	.913	.12365	.915	374.047	3	104	.000
2	.980 ^b	.961	.959	.08462	.046	60.020	2	102	.000

a. Predictors: (Constant), Power Distance Mean, Person-job Fit, Person-Organization Fit

b. Predictors: (Constant), Power Distance Mean, Person-job Fit, Person-Organization Fit, PO_PD, PJ_PD

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.157	3	5.719	374.047	.000 ^b
	Residual	1.590	104	.015		
	Total	18.747	107			
2	Regression	18.016	5	3.603	503.164	.000 ^c
	Residual	.730	102	.007		
	Total	18.747	107			

a. Dependent Variable: Job Satisfaction Mean

b. Predictors: (Constant), Power Distance Mean, Person-job Fit, Person-Organization Fit

c. Predictors: (Constant), Power Distance Mean, Person-job Fit, Person-Organization Fit, PO_PD, PJ_PD

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.473	.179		2.643	.009
	Person-Organization Fit	.323	.117	.287	2.753	.007
	Person-job Fit	.710	.085	.615	8.398	.000
	Power Distance Mean	.554	.110	.632	5.033	.000
2	(Constant)	10.494	1.216		8.630	.000
	Person-Organization Fit	.347	.430	.309	.807	.421
	Person-job Fit	1.585	.557	1.373	2.844	.005
	Power Distance Mean	2.779	.422	3.169	6.593	.000
	PO_PD	.261	.127	1.695	2.061	.042
	PJ_PD	.551	.170	4.034	3.234	.002

a. Dependent Variable: Job Satisfaction Mean