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Full Length Research Paper

The relationships between person-organization fit, psychological climate adjustment, personality traits, and innovative climate: Evidence from Taiwanese high-tech expatriate managers in Asian countries

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The primary objective of this study is to integrate basic theoretical background to define and develop a new research framework in order to investigate the relationships between person-organization fit (POF), psychological climate adjustment, personality traits, and innovative climate. This study surveyed 432 Taiwanese high-tech expatriate managers in Asian countries. The results of this study are summarized as follows: (1) POF, individual perception of psychological climate adjustment and individual employee's personality traits will be positively related to an organization's innovative climate; and (2) Psychological climate adjustment and personality traits will positively moderate the relationship between POF and an organization's innovative climate.

Key words: Innovative climate, person-organization fit (POF), personality traits, psychological climate adjustment.

INTRODUCTION

Human resource departments play a key role in developing employee skills, knowledge and abilities to enhance their work and organizational performance. Human resource managers and/or staff are key people who design job descriptions, compensation systems, performance appraisals, and training programs to enhance employee job performance and retention. Indeed, in practice, an organization not only tries to develop existing employee skills and knowledge in order to fit their working environment, but also tries to recruit talented new staff to fill positions. However, the selection of external new, or internal existing, staff to fill an important position is more difficult to deal with in the management decision-making process. Globalization has forced expatriation onto the corporate agenda, thus confronting organizations with an array of questions about Human Resource Management (HRM) strategy and practice (Baruch and Altman, 2002). Therefore, human resource departments need to pay more attention to the design of a recruitment and selection mechanism in order to identify the best candidate for a specific overseas position.

Recent studies have determined that many firms are trying to design the attractiveness of the organizational context for potential applicants to fit specific overseas positions (Kristof, 1996; Lievens et al., 2001). Interestingly, Schneider (1987) developed the attraction selection-attrition (ASA) model which asserts that "people in any organization are unique in that they are the ones attracted to, chosen by, and choose to remain with an organization" (Schneider et al., 1998, p.463). In the attraction phase, individuals are attracted to organizations differently, as a function of their interests, needs, preferences and personality (Lievens et al., 2001; Schneider, 1987). In practice, recruitment and selection processes enable an organization to attract and select individuals who best fit its needs and expectations (Lievens et al., 2001). Selecting the right people for overseas assignments is a crucial managerial decision, made as part of the process of expanding businesses across borders (Baruch, 2002). The decision making process of selecting the best employee to fill an overseas

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position is also related to the previous experience, interests, needs, preferences, and personality of potential candidates. This person organization fit (POF) approach, proposed by Edwards and Cooper (1990), suggests that individuals are attracted to, and seek employment with, organizations which exhibit characteristics similar to their own personalities, and that, in turn, organizations select individuals who are most similar to the organization (Morley, 2007; Schneider, 2001). Increasing POF facilitates employee job satisfaction as well as decreasing turnover intention, and improves organizational performance (Kristof-Brown et al., 2005; Wheeler et al., 2007).

POF is a hot issue for management practitioners and researchers, who focus on how to identify the degree to which individual knowledge, skills, and abilities match the core job requirements in terms of an individual's personality and perceived organizational image (Bretz and Judge, 1994; Morley, 2007), and recently, several studies have designed field research about POF to investigate employee job satisfaction, organizational performance, work attitudes and turnover intention (Arthur et al., 2006; Kristof-Brown et al., 2005; Verquer et al., 2003; Wheeler et al., 2007). However, these studies do not investigate whether or not expatriates' personality traits and a psychological climate adjustment have a significant impact on POF. Therefore, the major focus of this study is to integrate Schneider's (1987) ASA (attraction-selection-attrition) model, designed to examine individual employee's emotional makeup and personality, with socio-cultural adjustments relevant to sharing and transferring their current and previous experience to maintain an innovative organizational climate.

This study also places more emphasis on Taiwanese high-tech expatriate managers assigned to manage business operations in countries such as China, Vietnam, Thailand, the Philippines, India, and so forth. The reason for selecting the high-tech industry is that the Taiwanese high-tech industry is a leading and competitive world industry (ITIS Program Office, 2010). Furthermore, Taiwan is now the home of many of the world's largest makers of computers and associated hardware and its firms produce more than 50% of all chips, nearly 70% of computer displays and more than 90% of all portable computers (The Economist, 2010). Moreover, the output value of the Taiwanese high-tech industry was more than US$207 billion in 2009.

However, due to serious oversupply of global high-tech production capacity and rapid growth of Mainland China and South Korea's high-tech industries, Taiwanese high-tech industry has been becoming more and more uncertain and competitive.

Taiwan's high-tech firms have encountered very severe survival challenges, not only because their headquarters are in Taiwan, but also because they have subsidiaries in other Asian countries. In addition, this study integrates basic theoretical backgrounds to define and develop a new research framework in order to investigate whether or not expatriates' psychological climate adjustment and personality traits affect the relationship between POF and an innovative climate.

In summary, this study's core objectives are firstly, to provide managerial and practical implications for the HR managers of Taiwanese high-tech firms to select the best-fit employees to work overseas to enhance an innovative climate, and secondly, to test the relationship between POF and an innovative climate by adopting expatriate managers' psychological climate adjustment and personality traits as contingent variables.

LITERATURE REVIEW

This study combines theoretical backgrounds to develop a new conceptual framework consisting of four main constructs, namely, person-organization fit (POF), psychological climate adjustment, personality traits and innovative climate.

Person-organization fit (POF)

Within organizations, behavior is closely related to the function of a person and the environment, which is B=f (P, E), and the environment is a function of the person behaving in it, which is E= f (P, B) (Schneider, 1987). This idea focuses on organizational perspectives relating to people who are attracted to, selected by, and remain in, a particular setting (Schneider, 1987). Indeed, in order to cope with this perspective, an attraction-selection-attrition (ASA) framework plays an important role in understanding organizational practices of which technology, structure, and the larger environment of organizations are the outcomes, not the causes, of people's behavior and personalities (Schneider, 1983, 1987). In reality, organizations attract, select, and retain different kinds of people who fit their job environment.

As a result, people behave the way they do because they were attracted to that environment, were selected by it, and stayed with a particular organization (Schneider, 1987).

According to Arthur et al. (2006), the fit between the individual and the environment is a predictor of specified outcomes, which implies that the POF is a predictor of job performance and turnover. Although there are many types of fit, including person–group fit, person–vocation fit, and person–job fit (Kristof, 1996), this study focuses only upon person-organization fit (POF) because of the calls for its use in personnel selection (Arthur et al., 2006; Rynes et al., 2002), and the unique issues relating to the use of the POF in employment decision-making (Verquer et al., 2003).

Person-organization fit is defined as being "the compatibility between people and organizations which occurs when: (a) at least one entity provides what the other

needs, or (b) they share similar fundamental characteristics, or (c) both" (Kristof, 1996, p.45). In a sense, the efficacy of the POF is predicated on the congruence between an organization and the individual's values, interests, beliefs, and needs in terms of the outcome of personal interest (Arthur et al., 2006).

Thus, as a specific example, the ASA (attraction-selection-attrition) model posits that individuals are attracted to organizations which match their values and interests (Schneider, 1987).

Psychological climate adjustment

At the individual level, climate is a cognitive interpretation of an organizational situation which has been labeled as a "psychological climate" (James and Sells, 1981; Scott and Bruce, 1994), and the psychological climate theory posits that individuals respond primarily to cognitive representations of an environment rather than the environment per se (James and Sells, 1981). Furthermore, a psychological climate adjustment represents signals received by individuals in terms of organizational expectations of behavior and behavioral performance (James et al., 1977). The individual's perspective of responding to high expectations regulates his or her behavior in order to realize the consequences of positive self-evaluative, such as self-satisfaction and self-pride (Scott and Bruce, 1994).

A psychological climate adjustment refers to how organizational environments are perceived and interpreted by their employees (James et al., 1978; Selmer, 2005), based on their experiences within an organization (Koys and DeCotiis, 1991; Schneider, 1975). It is associated with individuals' emotional states, cognitive perceptions and personal traits variables (Ward and Kennedy, 1996). Therefore, the psychological climate adjustment of an organizational context can be addressed through employees' perceptions of their own experiences within that organization (Strutton et al., 1993). A psychological climate adjustment is regarded as being one of the most significant contributors to an individual's motivation related to innovation and job performance (James et al., 1977). In short, if employees feel satisfied with their new job, they will exhibit a good performance (Anderzén and Arnetz, 1999).

Personality traits

The personality of individual employees in the workplace is a controversial issue for practitioners and psychologists who pay great attention to developing a dynamic concept describing the growth and development of a person's behavior within the complete psychological system. Robbins (2005, p.103) defines personality traits as "enduring characteristics that describe an individual's behavior." More specifically, it is the sum of the ways in which an individual reacts to, and interacts with, others.

Recent research demonstrates that an individual's personality is linked to important organizational outcomes, including job performance, training success, turnover, self-rating of performance, compensation performance, career development, and leadership efficacy (Cabrera et al., 2003; Judge et al., 2000, 1999; Salgado, 1997). Some studies (Cabrera et al., 2003; Goldberg, 1990) suggest that virtually all personality measures can be reduced or categorized under the umbrella of a 5-factor model of personality, labeled the "Big Five". The "Big Five" or five-factor model of personality represents a taxonomy which parsimoniously and comprehensively describes the human personality, and the validity of which is strongly supported by empirical evidence (e.g., Digman, 1990; Goldberg, 1993; McCrae and Costa, 1996; O'Connor, 2002).

This study used the five-factor model of personality to represent a normal range personality (Goldberg, 1992). The Big Five provides a well-accepted taxonomy which enhances an understand-ding of the relationship between personality constructs and important organizational criteria. The construct labels and representative traits of the Big Five are as follows:

1. Extroversion (extroverted, energetic, talkative, bold, active, assertive, adventurous, etc.)
2. Agreeableness (warm, kind, cooperative, unselfish, agreeable, trustful, generous, etc.)
3. Conscientiousness (organized, responsible, conscientious, practical, thorough, hard working, thrifty, etc.)
4. Emotional stability (calm, relaxed, at ease, not envious, stable, contented, unemotional, etc.)
5. Openness to experience (intelligent, analytical, reflective, curious, imaginative, creative, sophisticated, etc.).

Innovative climate

Organizational practices fail to survive in the long-term. The central role of innovation is to enable employees to "develop, carry, reach to, and modify ideas" (Van de Ven, 1986, p.592). Moreover, in the early 1980s, a number of theories suggested that the psychological climate may channel and direct both attention and activities toward innovation (Kanter, 1988; Van de Ven, 1986). According to James et al. (1978, p.786), the psychological climate is the individual's cognitive representation of the organizational setting "expressed in terms that reflect psychologically meaningful interpretations of the situation." From this perspective, an individual's innovative climate begins with the recognition of problems and the generation of ideas or solutions (Scott and Bruce, 1994). Similarly, an organization's innovative climate is the adaptation of an idea or behavior which is new to the organization's market or general environment (Daft, 2007). Typically, an

innovative climate is assimilated into an organization by means of a series of steps relating to the awareness of a possible innovation which is evaluated for its appropriateness. The decision to choose ideas for implementing into an organization's wants and needs is based upon the situation (Meyer and Goes, 1988). Moreover, a positive climate stimulates the process of innovation and contributes to testing, and in some cases implementing, ideas (Ekvall, 1994). The main force of an organization's ability to change is innovation, which can be described as an attitude which helps organizations to see beyond the present and concentrate on the future (Ahmed, 1998). According to Saleh and Wang (1993), an innovative climate is often characterized by openness in the exchange of information.

In summary, in view of the above discussion, there may be reasons to believe that a positive innovative climate may help an organization to manage ongoing changes, and more easily adapt to them (Arvidsson et al., 2006).

Person-organization fit (POF) and innovative climate

According to Kristof (1996), POF is associated with compatibility between people and an organization which occurs when at least one entity fulfils the other's needs, interests and preferences. More specifically, POF is used to link the relationship between the individual personality of job information and organizational attractiveness related to the job selection decision making process (Carless, 2005; Dineen et al., 2002; Roberson and Collins, 2005). From this perspective, the ASA (attraction-selection-attrition) framework indicates that individuals are attracted to a particular organization and to specific jobs which best fit their own interests and personalities (Schneider, 1987). This leads to a link between the specificity of job criteria or descriptions and the selection decision making of organizational attractiveness (Dineen et al., 2002; Ehrhart and Ziegert, 2005).

According to the results of previous studies using POF to predict and investigate organizational outcomes, such as job performance, job satisfaction, and turnover intention, and so on, an innovative climate is difficult to maintain because individuals gradually adapt to their organizational environments in such a way that their awareness of need deteriorates, and their action thresholds reach a level at which only crisis can stimulate action (Kristof-Brown et al., 2005; Scott and Bruce, 1994; Verquer et al., 2003; Wheeler et al., 2007). Holland (1976) maintains that the career environments people join are similar to the people who join them. There is also evidence in organizational choice literature to support this match of person and job environment (Schneider, 1987). For example, employees' most preferred environments are the environments which have the same "personality" profile as they do (Tom, 1971). In practice, people best fit by choosing an organization in which to work which they believe will be most instrumental in obtaining their valued outcomes (Vroom, 1966). Schneider (1987, p.441) indicates that "theories like Holland's, findings like those of Vroom and Tom, and the abundant evidence that has accumulated about the utility of interest measures for predicting eventual occupational entry, lead to the conclusion that similar kinds of people with similar kinds of personalities are likely to choose to do similar kinds of things, and are likely to behave in similar kinds of ways."

Therefore, to the degree that an organization faces a dynamic and changing environment, and requires employees who are able to readily change and move fluidly between teams, it is probably more important that employees' personalities fit with the overall organizational culture than with the characteristics of any specific job (Robbins, 2005). Thus, the following hypothesis is proposed:

H_1: Person-organization fit is positively related to an organization's innovative climate.

Psychological climate adjustment and innovative climate

Brown and Leigh (1996) develop an operational definition of a psychological climate adjustment based upon how employees perceive the organizational environment and interpret it in relation to their own well-being. A psychological climate adjustment may reveal important aspects of the relationship between the employee and the organization's requirements which relate to greater involvement, effort, and performance (Brown and Leigh, 1996).

The perception of psychological adjustment is also relatively stable over time, and can be shared by members of the relevant organizational units (Swift and Campbell, 1998). Besides that, an innovative climate is the employee's perception that change and creativity are encouraged to improve the established work procedures and affect their own performance outcomes in the organizational setting (Strutton et al., 1993; Swift and Campbell, 1998).

A psychological climate adjustment and an innovative climate are very important contextual components for shaping employee actions, including employee change-related behavior (Burke and Litwin, 1992; Tierney, 1999), and the change process framework, citing that employee cognitions mediate in work context factors (James and Jones, 1974). However, recent studies have confirmed that employees' psychological climate can predict their job satisfaction, job performance, work attitude, and organizational outcomes (Carless, 2004; Parker et al., 2003).

In other words, the key concept of a psychological climate adjustment encompasses a problem-oriented view, focusing on the attitude factor of the adjustment process in an organization's innovative behavior to adapt to change (Grove and TorbiÖrn, 1985). Furthermore, Ho (2009) conducts an empirical study on the relationship between a psychological climate adjustment and an

innovative climate in Taiwanese life insurance companies, which states that the psychological climate is positively associated with an innovative climate. Moreover, Su's (2009) research model framework also proposes that psychological climate adjustment strongly impacts an innovative climate. Thus, the following hypothesis is proposed:

H_2: The individual's perception of a psychological climate adjustment will be positively associated with an organization's innovative climate.

Person-organization fit (POF), psychological climate adjustment, and innovative climate

Employees' perception of person-organization fits the work environment in which the work behavior occurs (Rousseau, 1988), and the content of the psychological climate perception refers to different aspects of the work environment, such as the degree of supportive relationships and the degree to which innovation is promoted (Schneider and Reichers, 1983; Tordera et al., 2008). It is argued that psychological climate can facilitate an organization's innovative climate, which is associated with the extent to which there is openness to new ideas and projects in a particular organizational context (González-Roma et al., 2002; Koys and DeCotiis, 1991). Moreover, the results of Su's (2009) research also demonstrate that a higher level of psychological climate adjustment will have a stronger moderating effect on the relationship between person-organization fit and an innovative climate. Although this study cannot produce sufficient supporting empirical research, it is expected that a psychological climate adjustment can be considered as a positive moderator of the relationship between POF and an innovative climate. Thus, the following hypothesis is proposed:

H_3: A psychological climate adjustment positively moderates the relationship between person-organization fit and an organization's innovative climate, since a stronger psychological climate adjusts the relationship between person-organization fit and an organization's innovative climate in a much more positive way.

Person-organization fit (POF), personality traits, and innovative climate

Several recent studies have investigated the influence of personality traits on employees' knowledge sharing (Matzler et al., 2008), job satisfaction (Judge et al., 2000), job performance (Barrick and Mount, 1991), work attitude (Judge et al., 2002), and turnover intention (Zimmerman, 2008). This study examines the role of personality traits on employees' knowledge, skills and behavior fit within an organization to enhance the organization's innovative climate. Harvey and Novicevic (2002) argue that an emphasis on the balance between personality and technical competence during the selection process can enhance an individual's creativity and innovation. The organizational perspective allows for successful improvesation, and innovation can foster the ability of employees to develop prompt and unique solutions to complex problems (Downes et al., 2007). By adopting the Big Five terminology, this study expects that people who score high on agreeability will be a better match for a supportive innovative climate. In practice, at the time of hiring, HR managers should select new employees who better fit the organization's culture or climate, which in turn, will result in high employee satisfaction, commitment, and turnover reduction (Robbins, 2005). However, today's HR managers are less interested in an applicant's ability to perform a specific job than with the applicant's flexibility to adapt to the changing situation within the organization (Robbins, 2005).

Therefore, this concern of matching job requirements with individual personality traits is best articulated by Holland's (1997) personality-job fit theory.

This theory argues that it is essential to successfully match employees' personality with an organization's innovative climate, as well as their commitment to change or to adapt to a changing environment (Robbins, 2005). More specifically, a match between individuals' values and companies' values has an independent effect on job satisfaction, and a commitment to improve the innovative climate (Kristof-Brown and Jansen, 2002).

In other words, with regard to the purpose of managing change, the terms 'innovation' and 'change' are used interchangeably because the change process within an organization tends to be identical whether the change is early or late in terms of other organizations in the same environment (Daft, 2007).

Moreover, research by Chao (2007) into personality traits as an intervening variable on the impact of the relationship between person-organization fit and an innovative climate finds that personality traits positively intervene in this type of relationship. Therefore, the following two hypotheses are proposed:

H_4: Individual employees' personality traits are positively associated with an organization's innovative climate. **H_5:** Personality traits positively moderate the relationship between person-organization fit and an organization's innovative climate, since stronger personality traits will make for a much more positive relationship between person-organization fit and an organization's innovative climate.

METHODOLOGY

Research model

In order to help HR managers to successfully select talented employees to fill expatriate managers' positions in an organization, this study integrates some basic theoretical background in order to

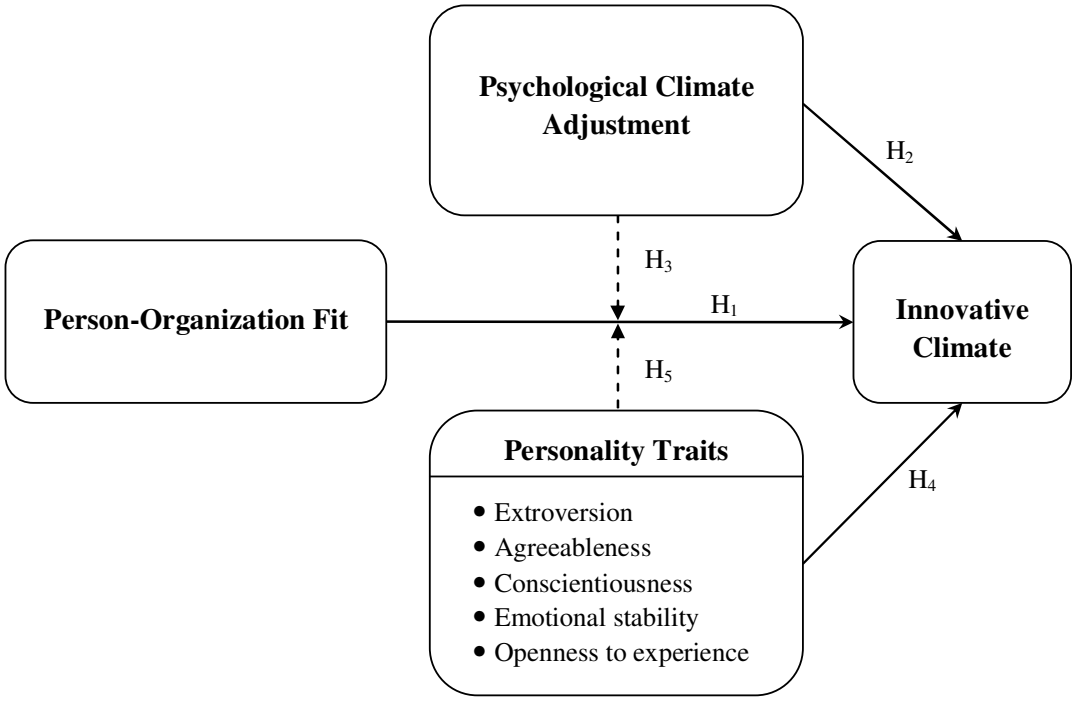

Figure 1. Conceptual model.
SEM (Structural Equation Model) was used to test H_1, H_2, and H_4; Competing Model was used to test H_3 and H_5.

define and develop a new research framework, which is shown in Figure 1, to investigate whether expatriates' psychological climate adjustment and personality traits impact the relationship between person-organization fit (POF) and an innovative climate.

Questionnaire design

This study designed the questionnaire in both the English and Chinese languages, and the questionnaire items of each construct were basically adapted from previous studies. For example, the person-organization fit (POF) was measured by three items adapted from Lauver and Kristof-Brown (2001), and Wheeler et al. (2007), and the innovative climate, which consisted of six items, was adapted from Daft (2007). A six-item questionnaire of psychological climate adjustment was adapted from Anderzén and Arnetz (1999). A total of 20 questionnaire items of personality traits, adapted from Goldberg (1992) and Raad et al. (2008), were used to measure the Big Five personalities, including extroversion, agreeableness, conscientiousness, emotional stability, and openness to experience. All 20 items of personality traits used bipolar scales, whereby respondents were asked to characterize themselves by marking one of the five points between the two opposing adjectives. However, this study designed the measurement of personality traits using a-five point Likert rating scale, rating from "1=strongly disagree to 5= strongly agree". By avoiding the use of common variance methods, this study invited expatriate managers from different departments of firms to answer the questionnaire items of POF, psychological climate adjustment, personality traits, and an organization's innovative climate.

A total of 35 questionnaire items were developed in a five-point Likert scale, ranging from "1=strongly disagree to 5= strongly agree". The conceptual model, which contained 4 constructs and 5 hypotheses, was tested by using a Structural Equation Model (SEM) — AMOS 7.0 software package, and the SPSS 16 software package.

Sampling plan and procedure

This study developed a sampling plan to ensure that appropriate respondents were included. It selected respondents who were expatriate managers, assigned to work overseas in Asian countries by their parent high-tech companies in Taiwan. In terms of the population firms, the study selected 76 high-tech firms from the Website of Taiwantrade (www.taiwantrade.com.tw). The estimated response rate was 50%, and eleven questionnaires were distributed to expatriate managers in each high-tech firm. A total of 836 questionnaires were distributed.

The questionnaire responses were returned within approximately four months, from early April 2010 to early August 2010. Four-hundred-and-sixty-eight (468) questionnaires were collected from expatriate managers, but 36 of these were discarded due to incomplete data. As a result, a total of 432 questionnaires were used for further analysis, representing an effective response rate of 51.7%.

Characteristics of sample firms and respondents

Table 1 shows that there were 76 sample firms, most of which were in the age groups of 6~10 (39.5%) and 11~15 years old (46.1%). Moreover, there were four main categories of high-tech sample firms including electronic components (18.4%), flat panel display (FPD) (22.4%), IC and FPD materials (27.6%), and IT hardware (26.3%). Table 2 shows that there were 432 respondents (expatriate managers) and most of them were aged between 31 and 40 (56.5%), and had mainly held senior posts for 6~10 years

Table 1. Characteristics of sample firms (76 firms).

Characteristic	Category	Frequency	Percent
Firm age (Years)	<5	3	3.9
	6-10	30	39.5
	11-15	35	46.1
	16-20	5	6.6
	> 21	3	3.9
Categories of High-tech Firms	Electronic components	14	18.4
	Flat panel display (FPD)	17	22.4
	IC and FPD materials	21	27.6
	IT hardware	20	26.3
	Others	4	5.3

High-tech industry includes the following categories:
1. Electronic components include compound semiconductors, passive components, printed circuit boards, connection components, energy components, and others.
2. Flat panel display (FPD) includes PDP, TFT LCD, TN/STN LCD, OLED, Microdisplay, and others.
3. IC and FPD materials include IC substrate, lead frame, EMC, gold wire, liquid crystal, DBEF film, TAC, prism sheet, CCFL, glass substrate, silicon wafer, photo mask, and others.
4. IT hardware includes NB, DT, MB, Server, CDT monitor, LCD monitor, ODD, DSC, and others.
5. Others include opto-electronics (optical information, optical display, optical communication, opto-electronics component, etc.), software sectors (PC games, web services, project services, software products, etc.)

Table 2. Characteristics of respondents (432 respondents).

Characteristic	Category	Frequency	Percent
Age (years old)	<30	80	18.5
	31-40	244	56.5
	41-50	60	13.9
	>51~60	48	11.1
Seniority (years)	<5	50	11.6
	6~10	188	43.5
	11~15	152	35.2
	16~20	36	8.3
	>21	6	1.4
Department	Production	168	38.9
	Maintenance	72	16.7
	Management & Marketing	124	28.7
	R&D	44	10.1
	Others	24	5.6
Education Level	High school or below	12	2.8
	Junior college	54	12.5
	University/college	228	52.8
	Graduate school	138	31.9

(43.5%) and 11~15 years (35.2%). As for departments, most of them worked in production departments (38.9%) and management and marketing (28.7%). In terms of educational level, most of them had graduated from university/college (52.8%) and graduate school (31.9%).

METHODS

Purification and reliability of measurement variables

In this study, measurement items with a factor loading greater than

0.6 were selected as members of a specific factor. To purify the measurement scales and identify their dimensionality, A principal components factor analysis with varimax rotation was applied to condense the collected data into certain factors. Item-to-total correlation and internal consistency analysis (Cronbach's alpha) were testified to confirm the reliability of each research factor.

Furthermore, items with a low correlation (e.g., lower than 0.5) were deleted from further analysis. Moreover, according to Robinson and Shaver (1973), if α is greater than 0.7, it means that it has high reliability, and if α is smaller than 0.3, this implies that it has low reliability. In line with Hair et al. (2006), measurement items with α smaller than 0.7 were deleted from further analysis.

Factor analysis and reliability testing results

To verify the dimensionality and reliability of the research constructs in this study, several purification processes were conducted, including a factor analysis, a correlation analysis, and an internal consistency analysis (Cronbach's alpha). A factor analysis was first employed to identify the dimensionality of each research construct, to select questionnaire items with high factor loadings, and to compare the selected items with items suggested theoretically. Item-to-total correlation and a coefficient alpha were assessed to identify the internal consistency and reliability of the construct.

Tables 3 and 4 present the results of factor loadings for the measurement of person-organization fit, psychological climate adjustment, personality traits (Big-Five Factors), and innovative climate. It shows that a total of 33 out of 35 variables (except for "I have a good working atmosphere" and "I am creative in designing new products" which have low loading scores) have significantly high loading scores (higher than 0.6). The internal consistencies of all three constructs are also presented, and it can be seen that those variables within a factor tend to have a high coefficient of item-to-total correlation (higher than 0.5), which suggests a high degree of internal consistency for each dimension. In addition, Cronbach's alpha for the factors exceed the generally accepted guideline of 0.7 (Wu, 2008), which further confirms the reliability of the measurement items.

Validation tests

Discriminant and convergent validity was measured by means of an average variance extracted (AVE). Fornell and Larcker (1981) suggest that, in order to confirm discriminant validity, the AVE value of each construct should exceed the squared correction among other constructs in the proposed model.

Furthermore, convergent validity is adequate when the AVE value of each construct exceeds 0.5 (Fornell and Larcker, 1981). As shown in Tables 5 and 6, the AVE values for all of the study's constructs were well above the threshold, and the square root of the AVE value in the diagonal for each construct was larger than the correlation coefficients in the corresponding rows and columns. Thus, both the discriminant and convergent validity are acceptable in this study.

Testing of the hypotheses

H_1, H_2, and H_4 were tested by a Structural Equation Model (SEM), which encompasses an entire family of models known by several names, including covariance structure analysis, latent variable analysis, and confirmatory factor analysis. AMOS 7.0 package software was used to analyze the relationships within the entire research model to determine the relationships among variables. Six criteria in this study were used to test the goodness of fit of the research model (Hair et al., 2006; Wu, 2008), the first of which was the ratio of Chi-square/degree of freedom. If Chi-square/d.f. is less than 3, it is considered to be a good fit for the data. The second, third, and fourth criteria were the GFI (goodness of fit index), the AGFI (adjusted goodness of fit index), and the NFI (normed fit index) respectively. The values of these three indices should be greater than 0.9. The fifth was the CFI (comparative fit index) which should be greater than 0.95, and the last was the RMR (root-mean-square residual). The smaller the RMR is, the better the fit of the model. A value of less than 0.05 indicates a close fit.

In order to investigate the moderating effects of psychological climate adjustment and personality traits on the relationship between POF and an innovative climate, this study compared the first model (original) and competing model by dividing them into two groups. According to Algesheimer et al. (2005), the difference in the chi-square (χ^2) values between the two models, (original model and competing models), provides a test for the equality of the path of the two groups. Moreover, the *t*-value should be greater than 1.96 (absolute value).

RESULTS

Table 7 shows the criteria of the proposed model and the results of the variables in this study, and it can be seen that almost all of the indices in this study are supported, except for AGFI (0.891) which is a little bit lower than the criterion of 0.9, but is very close to it. Therefore, they represent a good fit. Table 8 and Figure 2 exhibit the structural coefficients of the model. All of the coefficients of the path are significant (C.R. is greater than 1.96). These results suggest that POF is positively related to an organization's innovative climate (γ = 0.578), that a psychological climate adjustment is positively associated with an organization's innovative climate (β = 0.561), and that individual managers' personality traits are positively associated with an organization's innovative climate (β = 0.558).

In terms of the relationship between factors and dimensions, the coefficients are all at a significant level. For the dimension of personality traits, the coefficients of extroversion (λ = 0.778), agreeableness (λ = 0.856), conscientiousness (λ = 0.877), emotional stability (λ = 0.804), and openness to experience (λ = 0.712) are also significant. Thus, H_1, H_2 and H_4 are all supported.

By using an AMOS 7.0 software package to test the moderating variables, it was found that all of the paths were unconstrained between the two groups. The original model showed that GFI = 0.921, AGFI = 0.916, Chi-square = 54.386, $p<0.001$. In the competing model (Model 1), after introducing the moderating role of a psychological climate adjustment on the relationship between POF and an innovative climate, the results showed that GFI =0.921, AGFI =0.916, Chi-square = 75.651, $p<0.001$. Furthermore, in the second competing model (Model 2), the moderating effect of personality traits on the relationship between POF and an innovative climate, the results showed that GFI = 0.915, AGFI = 0.906, Chi-square = 68.834, $p<0.001$. When comparing the results shown in Table 9, that Chi-square (χ^2 - Original model) = 54.386 ≠ Chi-square (χ^2 – Competing Model 1 = 75.651

Table 3. Results of factor analyses and reliability tests for person-organization fit, psychological climate adjustment, and personality traits.

Research Construct	Research Item	Factor Loading	Item to total correlation	Alpha
Person-organization fit	1. My values match or fit the values of this organization.	0.898	0.757	0.850
	2. I am able to maintain my values at this company.	0.871	0.708	
	3. My values support me to fit in at this company because they are same with the company's values.	0.862	0.694	
Psychological Climate Adjustment	1. I have a cohesive working environment.	0.820	0.721	0.909
	2. I have good relations to superiors.	0.872	0.791	
	3. I am satisfied with work mates.	0.902	0.834	
	4. I have somebody to talk about work problems.	0.881	0.804	
	5. I don't have the feelings of being an outsider.	0.808	0.706	
	6. I have a good working atmosphere.			Deleted
Personality Traits	Extroversion			
	1. I will remain optimistic at hearing bad news.	0.883	0.776	**0.877**
	2. I am lively at parties.	0.791	0.649	
	3. I am cheerful when hearing good news.	0.871	0.755	
	4. I am silent when others talk about things.	0.882	0.772	
	Agreeableness			
	1. I don't behave arrogantly while going out.	0.871	0.767	**0.899**
	2. I don't behave authoritarian towards an inferior.	0.894	0.801	
	3. I don't react rebelliously when asked to do something.	0.856	0.746	
	4. I don't react rebelliously when I don't agree with what happens.	0.882	0.784	
	Conscientiousness			
	1. I don't react indifferently upon hearing bad news.	0.894	0.811	**0.929**
	2. I am conscientious in keeping my agenda.	0.924	0.860	
	3. I am disciplined when work has to be done.	0.919	0.851	
	4. I am not lazy in taking initiatives.	0.895	0.814	
	Emotional Stability			
	1. I am controlled in emotional situations.	0.859	0.735	**0.865**
	2. I am dependent in taking decisions.	0.868	0.749	
	3. I remain calm in chaotic situations.	0.869	0.750	
	4. I am affectionate towards family and friends.	0.780	0.629	
	Openness to Experience			
	1. I am intelligent in dealing with local workers.	0.882	0.691	**0.773**
	2. I am analytic when encountering problems.	0.844	0.622	
	3. I am imaginative towards innovations.	0.761	0.518	
	4. I am creative in designing new products.			Deleted

Table 4. Results of factor analyses and reliability tests for innovative climate.

Research construct	Research Item	Factor Loading	Item to total correlation	Alpha
Innovative climate	1. My firm provides the climate for me to search out new technologies, processes, techniques, and/or product ideas.	0.810	0.720	0.903
	2. My firm provides the climate for me to generate creative ideas.	0.877	0.809	
	3. My firm provides the climate for me to promote and champion ideas to others.	0.836	0.755	
	4. My firm provides the climate for me to investigate and secure funds to implement new ideas.	0.843	0.763	
	5. My firm provides the climate for me to develop adequate plans and schedules for the implementation of new ideas.	0.797	0.703	
	6. My firm provides the climate for me to be innovative.	0.757	0.658	

Table 5. Average variance extracted.

Scale dimension	Average variance extracted
Person-organization Fit (POF)	0.789
Psychological Climate Adjustment (PCA)	0.764
Personality Traits (PT)	0.658
Innovative Climate (IC)	0.584

Table 6. Correlations and square root of AVE values.

Variable	POF	PCA	PT	IC
POF	0.87			
PCA	0.22**	0.88		
PT	0.24**	0.48**	0.84	
IC	0.35**	0.45**	0.46**	0.79

and Competing Model 2 = 68.834), and *t*-value > 1.96, this result was used to conclude that the moderating effects of a psychological climate adjustment and personality traits are all significant. Thus, H_3 and H_5 are also supported.

DISCUSSION

Several conclusions can be drawn based upon the aforementioned results. Firstly, person-organization fit (POF) is positively related to an organization's innovative climate. The results of this analysis is similar to those of previous studies, such as Kristof-Brown et al. (2005), Scott and Bruce (1994), Verquer et al. (2003), Wheeler et al. (2007), and so on. They use POF to predict

Table 7. The standard coefficients and model fit statistics.

Fit Statistic	Conceptual Model	Criterion	Reference
Chi-square/d.f.	2.694	≤3	Hair et al. (2006) and Wu (2008)
GFI	0.961	>0.9	
AGFI	0.891	>0.9	
NFI	0.970	>0.9	
CFI	0.980	>0.95	
RMR	0.021	<0.05	

Table 8. Path analysis for the constructs of this study.

Relation			Coefficient	C.R.
Variable	Personality Traits	Conscientiousness	0.877*	A
		Agreeableness	0.856*	16.409
		Extroversion	0.778*	13.991
		Emotional Stability	0.804*	14.707
		Openness to Experience	0.712*	12.106
Path	Person-Organization Fit -→ Innovative Climate		0.578*	2.827
	Psychological Climate Adjustment -→Innovative Climate		0.561*	2.082
	Personality Traits -→Innovative Climate		0.558*	5.446

*: C.R. (critical ratio) >1.96; using a significant level of 0.05, critical ratios that exceed 1.96 would be considered significant. A: the parameter compared by others is set as 1; therefore, there is no C.R. It is determined as significant. The coefficients are standardized value.

Table 9. The results of competing model.

Moderating effect	Chi-square (χ^2)		*t*-value>1.96	Hypothesis result
	Original model	Competing model		
H_3: Psychological climate adjustment* POF → Innovative climate	54.386	75.651 (Model 1)	3.792	Supported
H_5: Personality traits * POF → Innovative climate	54.386	68.834 (Model 2)	3.486	Supported

investigate, and enhance organizational outcomes, such as job performance, job satisfaction, turnover intention, innovative climate, and so on.

Secondly, an individual perception of a psychological climate adjustment is positively associated with an organization's innovative climate, and the results of this analysis are similar to those of previous studies, such as Burke and Litwin (1992), Carless (2004), James and Jones (1974), Parker et al. (2003), Tierney (1999), and so on. They indicate that a psychological climate adjustment and an innovative climate are very important contextual components for shaping employees' actions, including employee change-related behavior, change process framework, etc., and some of their research further confirmed that employees' psychological climate could predict their job satisfaction, job performance, work attitude, and organizational outcomes.

Thirdly, a psychological climate adjustment positively moderates the relationship between person-organization fit and the organization's innovative climate in the way that, in a stronger psychological climate adjustment the relationship between person-organization fit and an organization's innovative climate will be much more positive. This finding is in line with previous studies, such as those by González-Roma et al. (2002), Koys and DeCotiis (1991), and so on. They mention that the

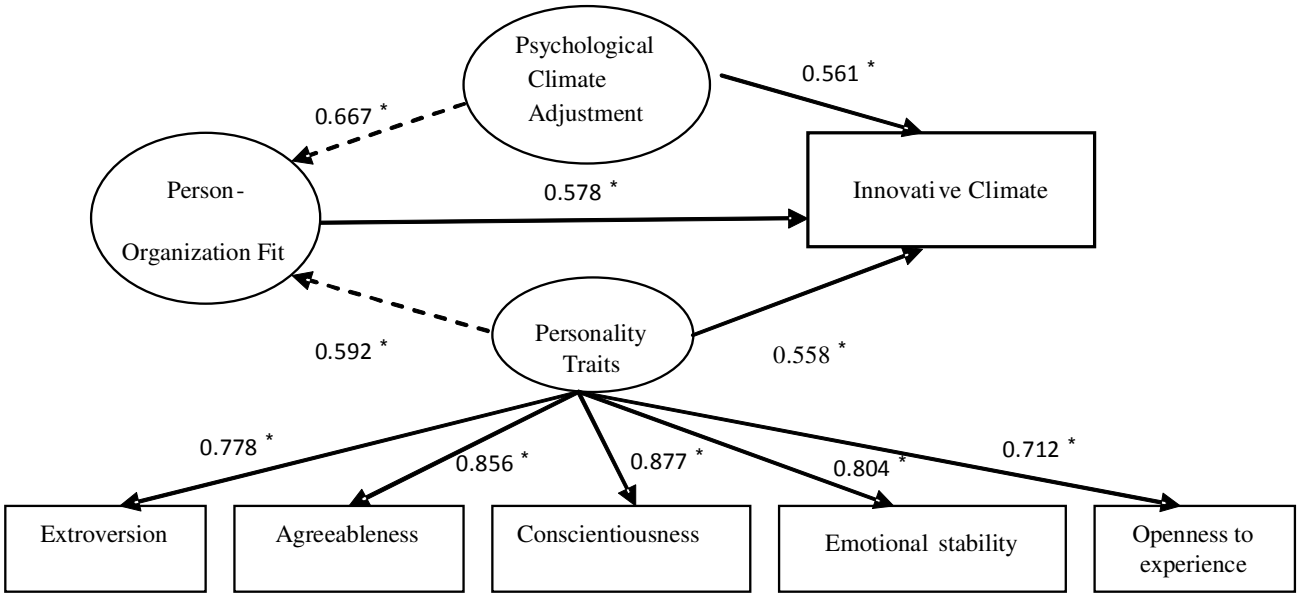

Figure 2. Structural equation model (SEM) of this study.
Figures with * means that the estimate is significant at 0.05 level or above.
Lines - - ▶ with means that the originally proposed conceptual framework didn't include the relationships between person-organizational fit, psychological climate adjustment and personality traits but they showed significant relationships between them after implementing SEM.

psychological climate can facilitate an organization's innovative climate, which is associated with the extent to which there is openness to new ideas and projects in a particular organizational context.

Fourthly, individual employees' personality traits are positively associated with an organization's innovative climate, and the results of this analysis are similar to those of previous studies, such as Robbins (2005), who argues that it is essential to have employees successfully match their personality with the organization's innovative climate, and that they should commit to change or possess the ability to adapt to a changing environment.

Fifthly, personality traits positively moderate the relationship between person-organization fit and an organization's innovative climate in the way that stronger personality traits much more positively affect the relationship between person-organization fit and an organization's innovative climate. The results of this analysis are similar to those of previous studies, such as Kristof-Brown and Jansen (2002), who stress that the match between individual personality values and company values has an independent effect on job satisfaction, and the commitment to improve an innovative climate.

Finally, as shown in Figure 2, it is interesting that the originally proposed conceptual framework neglected to include the direct relationship between POF, a psychological climate adjustment and personality traits, yet the SEM (Structural Equation Model) demonstrates a significant direct relationship between a psychological climate adjustment and POF, and personality traits and POF. Thus, further research needs to be conducted to investigate these two direct relationships.

LIMITATIONS

This research has several limitations, the first of which is that the survey questionnaire did not consist of sufficient items to explore the relationship between POF, psychological climate adjustment, personality traits, and an innovative climate. The questionnaire only included some items extracted from previous studies. Therefore, the results of this study may be biased. Secondly, this study only focused on the perspective of expatriate managers working for Taiwanese high-tech industries, which means that the investigation of the relationship between POF, psychological climate adjustment, personality traits, and an innovative climate is only based upon the perspectives of expatriate managers.

Thirdly, this study lacks sufficient empirical research to support the fact that a psychological climate adjustment and personality traits positively moderate the relationship between POF and an innovative climate. Fourthly, this study only focused on Taiwan's high-tech industry to examine the relationships between POF, psychological climate adjustment, personality traits, and an innovative climate. The results may differ from other industries in Taiwan or the high-tech industry in other countries. Finally, this study did not consider the demographic details of the expatriate managers, and the results may have been different from the perspective of their various demographic backgrounds.

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