

THE IMPORTANCE OF PERSON-ENVIRONMENT FIT IN SHAPING JOB SATISFACTION WITH MILITARY SERVICE

Dorota KUREK

War Studies University, Management and Command Faculty, Institute of Management;
d.kurek@akademia.mil.pl, ORCID: 0000-0002-2346-6108

Purpose: The concept of person-environment (PE) fit is grounded in interactional psychology, which posits that the interplay between individual characteristics and environmental attributes is a key determinant of human behavior, including job satisfaction. Understanding the conditions that shape satisfaction requires a comprehensive analysis of fit dimensions, as each may hold different significance from the individual's perspective. The aim of the study was to identify the relationship between person-environment fit and satisfaction with military service. The analysis focused on three dimensions of fit: person-group, person-supervisor, and person-organization, to determine which dimension most strongly influences soldiers' satisfaction.

Design/methodology/approach: The study was conducted at the end of 2023 using a diagnostic survey method. The sample consisted of 250 officers of the Polish Armed Forces, who completed a structured questionnaire.

Findings: The results provided empirical evidence of a statistically significant, positive relationship between person-environment fit and satisfaction with military service across all three dimensions. The strongest correlation was observed between person-organization fit and service satisfaction, underscoring the importance of this dimension.

Research limitations/implications: Due to the non-representative nature of the research sample, the results have limited generalizability.

Social implications: The findings confirm the need to analyze individual dimensions of fit to gain a deeper understanding of the factors influencing satisfaction with military service. This knowledge supports efforts to enhance soldiers' well-being and contributes to building the image of the military as an attractive employer.

Originality/value: The originality of this research lies in its application of the person-environment fit theory to the military context, which remains underexplored in organizational and psychological studies. By examining three distinct dimensions of fit: person-group, person-supervisor, and person-organization - the study offers a nuanced understanding of how different relational dynamics influence job satisfaction among soldiers. The empirical evidence highlights the dominant role of person-organization fit in shaping satisfaction, suggesting that alignment with institutional values and structures is particularly critical in hierarchical environments like the military. This approach extends the theoretical framework of PE fit beyond civilian workplaces, providing new insights into personnel well-being and retention strategies within armed forces.

Keywords: person-environment fit, job satisfaction, military service.

Category of the paper: Research article.

1. Introduction

The issue of person-environment fit has long been a subject of detailed interest among researchers, with the earliest publications on the topic dating back to the 1940s. A pivotal moment in the development of this research area occurred in the 1950s with Heron's studies, which linked vocational suitability with job satisfaction (Borucki, 1977), prompting deeper reflection on the complexity of the phenomenon. In the context of the person–organization relationship, the term "fit" was notably employed in the work of Muchinsky and Monahan (1987). Since then, the concept has been increasingly explored in academic journals and monographs, with a growing number of studies adopting a multidimensional approach to fit.

A comprehensive insight into the complexity of these analyses is provided by Subramanian, Billsberry, and Berett, who conducted a bibliometric review of publications from 1982 to 2020, identifying 887 scholarly articles focused on person-organization fit (PO). Through keyword analysis, the authors revealed that job satisfaction is among the most frequently associated variables with the concept of fit (2023). This article was inspired by the aforementioned study and aims to explore the relationship between person-environment fit and satisfaction with military service. The motivation for this inquiry stems from an identified research gap: although the link between fit and satisfaction has been examined across various professions and organizational levels, there is a noticeable lack of studies addressing this relationship within the context of military service.

The primary objective of the research was to identify the relationship between person-environment fit and satisfaction with military service. Both variables were operationalized with precise indicators, clarifying the conceptual framework and outlining the study's limitations. The analysis was made possible through empirical research conducted using a diagnostic survey method. The survey, carried out at the end of 2023, included a sample of 250 Polish soldiers.

The originality of the present study lies in the application of the person-environment fit concept within the context of military service, which has thus far remained outside the mainstream of scholarly analysis. This research addresses a significant gap by extending existing approaches to fit into a highly specific organizational setting - namely, the armed forces. The use of precisely operationalized indicators for both variables, combined with empirical data collected from a sample of 250 Polish soldiers, constitutes a valuable contribution to the development of knowledge in the field of human resource management in hierarchical organizations. The findings may enhance understanding of the factors influencing job satisfaction in high-risk and strictly disciplined organizational structures. An added value of the conducted research was the development of an original scale measuring person–environment fit, along with its subsequent validation. The developed original scale for assessing person–environment fit, validated within the scope of this study, may also be effectively applied in research conducted across other uniformed services.

2. Literature review

Recognizing work as a central activity in adult life, both theorists and practitioners in management, psychology, and sociology of work have devoted considerable attention to the issue of person-environment fit. Numerous studies focus on both individual and organizational aspects of fit. As Andysz emphasizes, the essence of fit lies in striving for an optimal allocation of resources that yields the greatest return in terms of satisfaction and material benefits (2011, p. 117). Physical, intellectual, and emotional resources possessed and utilized by employees are also subject to analysis, particularly in relation to their professional experiences.

A key assumption underlying the concept of fit is that it reflects the alignment between an employee's expectations and the characteristics of their job, thus constituting a form of relationship between the individual and the environment (Sklodowski, 2002). This opens the possibility of defining person-environment fit as a phenomenon occurring across multiple dimensions comparable to a synthetic indicator. The existence of these dimensions highlights the complexity of the concept and the need for research that goes beyond general fit to explore its scope and intensity within specific dimensions.

The concept of fit is addressed by a wide range of scholars and is also referred to as adaptation, congruence, or vocational fit. It can also be approached from a different perspective, emphasizing the role of organizational identity and the phenomenon of depersonalization. Czarnota-Bojarska notes that organizations function as social groups in which identity is shaped through categorization (2012). The construct of the "ingroup" (Turner, 1987) emerges when the self ("I") is replaced by the collective ("we"), leading to the substitution of individual goals and values with those of the group. This process results in empathic altruism (adopting group goals as one's own) and empathic trust (believing one's goals are shared by the group). Trust in others, stemming from perceived similarity and mutual alignment, enhances well-being and satisfaction within the environment and improves group effectiveness (Williams, 2001).

Hogg and Turner (1985) emphasize the reciprocal relationship between person-organization fit and identity: as fit increases, so does identification, which in turn strengthens fit and boosts motivation and performance. Depersonalization can also be observed through the ASA model (Attraction-Selection-Attrition), which suggests that organizational processes lead to homogenization - individual differences among employees diminish over time (Schneider, 1987). However, Schneider warns that this may hinder organizational development in the face of changing external conditions and emerging challenges.

Highlighting the complexity and specificity of fit, Czarnota-Bojarska distinguishes two situations in which the term applies: first, when different elements complement each other to form a coherent whole, and second, when elements belong to the same category (2010). Muchinsky and Monahan (1987) previously emphasized this duality in the context of person-organization fit, distinguishing between complementary fit (filling gaps) and supplementary fit

(similarity in goals and values). Thus, person-environment fit may refer to both complementarity and similarity between the individual and the environment, with a third dimension involving the degree of organizational identification.

Edwards (1991) further differentiated types of fit, highlighting “needs-supplies” fit where organizational resources meet employee expectations - and “demands-abilities” fit where employees meet organizational requirements (Czarnota-Bojarska, 2010). Kristof (1996) integrated these perspectives, defining supplementary fit as the similarity between organizational culture and personality, and complementary fit as the alignment between employee expectations and organizational resources, encompassing both needs-supplies and demands-abilities relationships.

The value of research on fit is reinforced by Czarnota-Bojarska’s findings that supplementary fit is more strongly associated with employee productivity than complementary fit, underscoring the importance of fostering a sense of “we” and organizational identity (2012).

In examining person-environment fit, the literature identifies various dimensions, including:

- Person-organization fit (PO) – alignment of values and goals.
- Person-job fit (PJ) – correlation between job duties and individual skills, abilities, and needs.
- Person-organizational culture fit (POC) – acceptance and support of organizational culture.
- Person-vocation fit (PV) – relevance of vocational alignment, including competency gaps.
- Person-supervisor fit (PS) – compatibility with direct supervisors.
- Person-group fit (PG) – alignment with workgroup dynamics.

Each dimension can be assessed through two types of fit: objective and subjective. Objective fit is evaluated by third parties using external criteria (e.g., health status in military recruitment), while subjective fit involves personal perceptions and feelings - such as the belief of being in the right place - which are shaped by individual experiences (Andysz, 2012). In the context of long-term workplace functioning and talent retention, subjective fit is considered more influential.

Researchers investigating person-environment fit within organizational contexts examine both objective and subjective indicators. According to Kristof-Brown and Stevens (2001), subjective measures of fit exhibit stronger associations with workplace functioning. These measures not only influence employee behaviors and attitudes but, as Edwards and Cable (2009) emphasize, also contribute to enhanced well-being in the work environment. In light of this, the present study focused on subjective indicators of fit.

While the positive outcomes of fit - such as career stability, organizational loyalty, a supportive work atmosphere, a sense of competence, and comfort - are well-documented (Spokane et al., 2000; Chatman, 1989), it is equally important to consider the consequences of

misfit and overfit. Misfit may lead to increased absenteeism, reduced engagement and performance, while excessive fit, though less frequently discussed, can also have negative long-term effects. For instance, Vleugels and Flatau-Harrison (2023) note that excessive person-environment fit may result in decreased productivity, hinder personal growth and adaptability, and suppress creativity, leading to stagnation and complacency. Optimal fit, therefore, is not synonymous with perfect alignment; rather, a slight degree of misfit may generate positive stress and motivation for development (Edwards, 2008).

Studying person-environment fit requires particular attention, as fit is not a static value. It evolves under the influence of various factors, each of which may be differently evaluated by individuals. Fit is often assessed after actual changes, such as job adaptation or role transitions referred to as “actual fit”. However, it is equally important to consider the psychological dimension of fit, which reflects an individual's perception of change over time, comparing past and present experiences and projecting future expectations. This can be termed “perceived fit”. Jansen and Shipp (2011) describe this as a “fit narrative”, which shapes the understanding of the variable.

Consequently, longitudinal studies of fit are recommended (Vleugels et al., 2023), rather than one-time assessments typically conducted after specific events (e.g., selection or adaptation). As Vleugels (2023, p. 11) points out, existing literature on temporal fit has focused on traditional (i.e., linear) forms of change, neglecting more complex (e.g., nonlinear) dynamics. It has favored forward causality (fit as a predictor) over reverse causality (fit as an outcome) and overlooked the temporal interplay between fit and misfit. This highlights the need for further research to explore the temporal properties of fit - its fluctuations and implications for individuals and organizations.

In conclusion, person-environment fit is a critical issue not only from an organizational perspective but also for individual employees. Emphasizing both organizational and personal consequences of fit enhances understanding of the importance of maintaining appropriate levels of fit and implementing strategies for its assessment. On an individual level, improved fit contributes to greater well-being, increased self-esteem, and enhanced interpersonal trust, while also fostering a more predictable environment that helps reduce stress.

Person-environment fit encompasses the full spectrum of human experiences related to the process of need fulfillment in the workplace. It is therefore inherently linked to the concept of managing employees' professional experiences, as confirmed by research conducted by Soni, Chawla, and Sengar (2017). Within the domain of person-environment fit, one of the key attitudes subject to investigation is job satisfaction, as it serves as a predictor of the durability of the employee-workplace relationship (Andysz, 2011). Measuring job satisfaction thus becomes a source of insight into subjective fit, with the scope of research depending on how satisfaction is defined and whether it is treated as a dependent or independent variable.

Job satisfaction refers to “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (Locke, 1976, p. 1300). It is considered a multidimensional construct that integrates various factors (Newstrom, 2015), particularly those directly related to the nature of the work itself and the broader work context (e.g., work environment, colleagues). Nair defines job satisfaction as an attitude based on personal evaluation of one’s professional position. In his view, satisfaction goes beyond emotions and includes how an employee perceives and assesses the value of their work. Thus, job satisfaction can be understood as a complex process in which individual experiences, expectations, and evaluations shape how one perceives their place within the organization. Nair emphasizes that this evaluation is a key factor influencing overall job satisfaction and motivation (2007).

In the context of vocational fit, Lipińska-Grobelny and Głowacka (2009) highlight the importance of the person-environment fit model as a determinant of job satisfaction. They argue that satisfaction may be related to the nature of tasks performed, employee characteristics, fit between the employee and the job, or a combination of these factors (Brief, 1998; Spector, 1997; Zalewska, 2003). Furnham and Walsh (1989; Furnham, 1991) found that vocational fit is associated with absenteeism and experienced stress - an issue particularly relevant in military service due to its stress-inducing nature and the need for personnel stability. It is important to note the link between fit and career stability. Robbins et al. (2017) associate job satisfaction with rewards, relationships with colleagues, and working conditions.

Since job satisfaction can be approached holistically as a dependent variable or analyzed through its specific dimensions - such as compensation and benefits, relationships with coworkers, and relationships with supervisors - it is reasonable to suggest that these dimensions partially correspond to the dimensions of fit. Referring to one of the most widely used tools for measuring job satisfaction - the Job Descriptive Index (JDI) developed by Smith, Kendall, and Hulin (1969) - it is worth noting that the JDI includes five key dimensions: the nature of the work itself, relationships with coworkers, relationships with supervisors, pay, and opportunities for promotion.

The relationship between satisfaction and fit - particularly person-organization fit - has been confirmed by studies conducted by Sheeraz Shah and Mehlab Ayub (2021) and Ambrose et al. (2007). The link between person-supervisor fit and job satisfaction was analyzed by Zheng, Jin, and Hahm (2008), while Klaic, Burtcher, and Jonas examined the impact of transformational leadership style within the person-supervisor fit dimension (2018). Deschênes (2021) explored person-environment fit across the dimensions of person-job, person-group, and person-supervisor in relation to job satisfaction. Her findings revealed that the importance of fit dimensions varies across generations. For example, person-group fit was found to be a key factor in building job satisfaction only among Generation Y, offering a valuable perspective for research in multigenerational work environments.

It can therefore be argued that the quality of fit in the dimensions of person-team, person-supervisor, and person-organization can be assessed by examining satisfaction within these respective areas.

Job satisfaction among soldiers is a matter of particular importance, not only at the individual level but, more significantly, at the societal level. Ensuring positive experiences in military service forms the foundation for building long-term and healthy relationships, which in turn contribute to increased retention rates and reduced turnover - key factors in maintaining personnel stability within the armed forces (Kurek, 2024). The issue of satisfaction in military service has been the subject of analysis by researchers worldwide, including Polish scholars (see Table 1).

Table 1.

Research Findings on Soldiers' Satisfaction with Military Service

Year	Author/s	Examined Variables and Conclusions
Research on Foreign Armed Forces		
1999	Nystedt et al.	The study included soldiers from the Swedish Armed Forces. The analysis focused on organizational commitment, work engagement, and job satisfaction. Particular attention was given to variables such as supervisor support and coworker support. A relationship between supervisor support and job satisfaction was confirmed; however, no empirical evidence was found to support a link between coworker support and job satisfaction.
2004	Sanchez et al.	A study on job satisfaction in the United States. The authors analyzed demographic, psychological, and physical factors. They found that job satisfaction decreases with the perception of relatively high levels of work pressure and poor relationships with supervisors.
2008	Yang et al.	The study examined the impact of salary increases on service satisfaction among junior officers in the Chinese army.
2012	Topa, Moriano	In studying the job satisfaction of Spanish soldiers, the authors focused on the relationships between organizational socialization tactics, job satisfaction, and turnover intention.
2015	Lopes et al.	The study included Portuguese sergeants and officers. The Job Descriptive Index (JDI) and Job in General (JIG) tools were used in the research. The findings revealed that salary and promotion opportunities emerged as the dimensions of job satisfaction most strongly associated with demographic variables.
2017	Alvinus et al.	A study on job satisfaction in the Swedish Armed Forces. An integrative theoretical model of job satisfaction and organizational commitment among senior officers was proposed.
2018	Makhathini, Van Dyk	A study on job satisfaction among members of the South African National Defence Force. The authors revealed a significant relationship between organizational climate, job satisfaction, and organizational commitment. They also emphasized the existence of a positive correlation between laissez-faire, transformational, and transactional leadership styles and organizational commitment.
2019	Fors Brandebo et al.	The study focused on constructive and destructive leadership behaviors as predictors of soldiers' experienced sense of meaningfulness at work and overall job satisfaction.
2024	Gargallo-Castel, Marzo-Navarro	In studying job satisfaction among Spanish soldiers, three key determinants of satisfaction were identified: the nature of the work itself, interpersonal relationships, and economic aspects.
2024	Dagher et al.	The study involved soldiers from the Lebanese Armed Forces. The research confirmed, among other things, the role of mental support provided by supervisors and attention to soldiers' well-being in shaping service satisfaction. Other factors influencing motivation and job satisfaction were also analyzed.

Cont. table 1.

Research within the Polish Armed Forces		
2013	Molesztak	The study involved enlisted soldiers. The analysis focused on how environmental support and psychological gender differentiate job satisfaction.
2015	Piotrowski, Kubacka	The study analyzed the relationship between satisfaction with life, marriage, and military service, and the intensity of work-family conflicts among personnel of the Polish Armed Forces.
2016	Majewski, Kurek	The analysis focused on factors of job satisfaction related to interpersonal relationships, the nature of the work performed, the work environment, and professional achievements.
2023	Bsoul-Kopowska	The study was conducted among officers from various uniformed services, focusing on factors contributing to job satisfaction. In the military context, it was revealed that over ninety percent of surveyed soldiers emphasized the importance of interpersonal relationships at work as a key factor in job satisfaction.

Source: Author's own work.

Considering the aforementioned research findings, it is worth noting that satisfaction with military service is often assessed through the measurement of interpersonal relationship quality - both in terms of relationships with supervisors and with peers - as well as through the analysis of the work itself, particularly in relation to person-organization fit. The quality of the relationship with one's supervisor is associated with mutual understanding, respect, and trust. Leadership style is also frequently examined as a determinant of satisfaction (Alzubi et al., 2023), a relationship confirmed by Aprillina et al. (2024) and, in the military context, by Makhathini and Van Dyk (2018). Valuable insights into the impact of constructive and destructive leadership styles on the satisfaction of Swedish soldiers were provided by Fors Brandebo et al. (2019), reinforcing the importance of analyzing supervisor relationships as a key factor influencing satisfaction.

While the relevance of peer relationships has also been explored, findings in this area remain inconsistent - statistically significant correlations are not always confirmed. The third area of interest concerns the organization itself. Research in this domain typically focuses on factors such as compensation and development opportunities, while less attention is paid to the individual's subjective sense of "fit" with the organization or the alignment between one's aspirations and the nature of the work - an aspect that may also be linked to the idea of service.

In conclusion, when examining person-environment fit among soldiers and its relationship with job satisfaction, it is appropriate to focus on three key dimensions: person-supervisor, person-group, and person-organization. In the context of satisfaction and overall professional experience, the degree of fit - measured through both vocational adequacy and mental alignment (i.e., the subjective sense of belonging within the organization) may correlate with job satisfaction and, consequently, with the quality of professional life. The strength of these relationships may reveal which areas of professional activity and thus which dimensions of fit play a significant role in shaping satisfaction with military service. These factors were therefore given particular attention in the present study.

3. Methods

The primary objective of the study was to provide empirical evidence of a statistically significant relationship between person-environment fit and satisfaction with military service. Accordingly, the main research question was formulated as follows: What is the relationship between person-environment fit and soldiers' satisfaction with military service? The hypothesis was stated as: There is a positive relationship between person-environment fit and satisfaction with military service.

Given that PE fit encompasses multiple dimensions, the study focused on selected dimensions: person-group fit, person-supervisor fit, and person-organization fit. While limiting the scope to three dimensions may be considered a methodological constraint, the author believes that the findings presented may serve as a foundation for further reflection on the need for a comprehensive analysis of all dimensions - particularly considering the specific nature of military tasks and the significance of service in the context of collective security.

The examination of these three dimensions required the operationalization of variables. A total of ten statements were analyzed, each corresponding to one of the selected dimensions. While person-group and person-supervisor fit have been extensively explored in the literature, the author identified a need to clarify the conceptualization of person-organization fit, which guided the direction of the study.

In this dimension, the analysis focused on alignment with the organization in terms of pride in service, service as the fulfillment of professional aspirations, service as a means of developing personal passions, and the belief that the soldier "fits" within the military. This approach examined fit at the level of values and identity - specifically, the congruence between an individual's values, beliefs, and identity, and the organization's culture, mission, and values. In the military context, this type of fit is particularly significant, as military service is often associated with a strong sense of mission and professional identity.

Pride in service is linked to the perception of military duty as an honorable and socially important role, as well as a sense of belonging to an elite group that protects the nation and its citizens. The fulfillment of aspirations and development of passions represents a critical area of fit, as it reflects the alignment between personal expectations and the opportunity for their realization. The belief that a soldier fits within the military refers to the perception of being well-suited to the military's culture and values, encompassing acceptance and identification with military norms, ethics, and lifestyle - factors that contribute to building a positive image of the armed forces.

Various tools are used to study person-environment fit, including the Minnesota Satisfaction Questionnaire (MSQ) for measuring job satisfaction, the Minnesota Satisfactoriness Scales (MSS) for assessing the degree to which occupational requirements are met, and the Minnesota Importance Questionnaire (MIQ) for evaluating the hierarchy of vocational needs. However,

none of these instruments allowed for the measurement of the dimensions of fit, which implied the need to develop a proprietary scale.

Following the operationalization of variables, the indicators were presented in Figure 1. In analyzing job satisfaction, the study focused on general satisfaction rather than its specific dimensions.

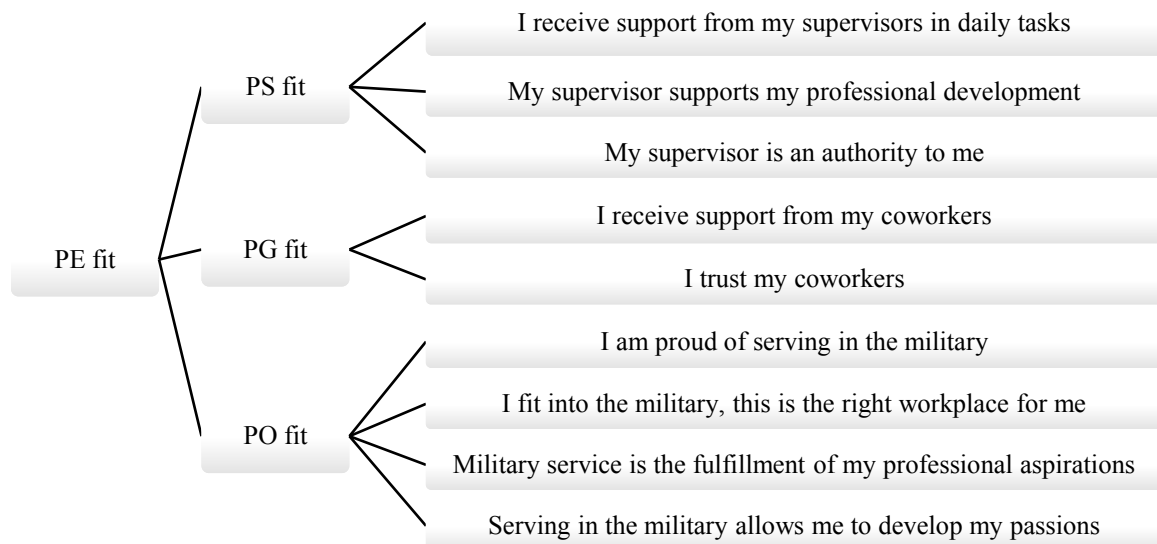


Figure 1. Scope of the research.

Source: Author's own work.

A five-point Likert scale was employed to examine the variables under study. In measuring person-environment fit across its distinct dimensions, the theoretical construct was first developed and the variables were operationalized.

To ensure the reliability of the measurement, Cronbach's alpha coefficients were calculated, assessing the internal consistency of items within each subscale corresponding to specific dimensions of fit. The internal consistency analysis of the entire scale, based on Cronbach's alpha coefficient, yielded a value of 0.76, indicating a satisfactory level of psychometric reliability. Regarding the subscales, two out of three demonstrated acceptable internal consistency ($\alpha > 0.70$, PS fit 0.88, PG fit 0.82), in accordance with the criteria proposed by George and Mallery (2016). In contrast, the PO fit subscale exhibited low reliability, with a Cronbach's alpha of 0.45.

A diagnostic survey method was employed in the research. The survey was conducted in December 2023 among a group of 250 soldiers. The structure of the research sample is presented in Table 2.

Table 2.*Structure of the research sample (N = 250)*

Criterion	Answers	N	%
Gender	Female	22	8,80
	Male	228	91,20
Military Corps	Enlisted Personnel Corps	2	0,80
	Non-Commissioned Officers Corps	44	17,60
	Officers Corps	204	81,60
Age	18-30 age	37	14,80
	31-40 age	91	36,40
	41-49 age	77	30,80
	50 age and more	45	18,00
Length of Military Service	Up to 5 years	21	8,40
	6 to 10 years	40	16,00
	11 to 15 years	50	20,00
	16 to 20 years	40	16,00
	More than 20 years	99	39,60

Source: Author's research results.

The structure of the research sample revealed a predominance of male participants, primarily soldiers from the non-commissioned officer and officer corps, which prevents the sample from being considered representative.

4. Results

In analyzing the relationship between person-environment fit and job satisfaction, initial attention was directed toward satisfaction with military service. The results of the study indicate that 76% of soldiers reported feeling satisfied with their service, 4.8% expressed opposing views, and 19.2% found it difficult to provide a definitive assessment.

Subsequently, the analysis focused on three types of fit: person-supervisor, person-group, and person-organization. The distribution of responses across these dimensions is presented in Table 3.

Table 3.*Examined Types of Fit and Respondents' Opinions*

Type of fit	Items	Strongly agree	Rather agree	Hard to say	Rather disagree	Strongly disagree
PS fit	I receive support from my supervisors in daily tasks	9,2	47,6	18,8	20	4,4
	My supervisor supports my professional development	17,27	38,55	19,68	17,27	7,23
	My supervisor is an authority to me	11,6	31,2	28,8	18,4	10

Cont. table 3.

PG fit	I receive support from my coworkers	21,6	56,0	16,8	4,8	0,8
	I trust my coworkers	20,4	59,2	12,4	6,8	1,2
PO fit	I am proud of serving in the military	56,4	36	6,8	0,8	0
	I fit into the military; this is the right workplace for me	38,96	44,18	12,85	3,21	0,80
	Military service is the fulfillment of my professional aspirations	28,51	40,56	21,29	8,03	1,61
	Serving in the military allows me to develop my passions	18	36,4	19,2	19,6	6,8

Source: Author's research results.

Focusing on interpersonal relationships, in the context of relations with supervisors, attention was given to support in daily tasks, support in professional development, and recognizing the supervisor as an authority figure. The study revealed that 56.8% of respondents received support from their supervisor in daily tasks. 55.82% indicated that their supervisor supports their professional development, and 42.8% recognized their supervisor as an authority. Regarding relationships with coworkers, 77.6% of respondents reported receiving support from their colleagues, while 79.6% declared trust in their coworkers.

Moving on to the analysis of person-organization fit, it is worth noting that the highest percentage of respondents (92.4%) expressed pride in serving in the military. 83.14% believed that they fit into the military and considered it the right workplace for them. 69.07% of respondents described military service as the fulfillment of their dreams, and 54.4% confirmed that the military allows them to develop their passions.

Analyzing the structure of responses, the highest number of positive evaluations was observed in the dimensions of person-organization and person-group fit, while the lowest was in the person-supervisor fit dimension.

To reveal statistical relationships between the studied variables, correlation coefficients were calculated separately for each fit dimension (see Tables 4, 5, and 6).

Table 4.
Relationship between PS fit and Job Satisfaction

Items	No.	1	2	3
I receive support from my supervisors in daily tasks	1			
My supervisor supports my professional development	2	0,71***		
My supervisor is an authority to me	3	0,65***	0,72***	
I experience satisfaction with my military service	4	0,24*	0,39***	0,31***

Note: *p < 0,05, **p < 0.01, ***p < 0,001.

Source: Author's research results.

The conducted analyses confirmed statistical relationships between all examined variables within the dimension of Person-Supervisor (PS) fit. The revealed relationships were positive in nature. The strongest correlations were observed between the variables: "My supervisor is an authority to me" and "My supervisor supports my professional development" (0.72), as well

as “I receive support from my supervisors in daily tasks” and “My supervisor supports my professional development” (0.71).

In the second analyzed dimension person-group fit, two statements were examined (see Table 5).

Table 5.
Relationship between PG fit and Job Satisfaction

Items	No.	1	2
I receive support from my coworkers	1		
I trust my coworkers	2	0,70***	
I experience satisfaction with my military service	3	0,30***	0,30***

Note: *p < 0,05, **p < 0.01, ***p < 0,001.

Source: Author's research results.

The analysis of the conducted research indicates that trust in colleagues is strongly correlated with receiving support from them ($r = 0.70$). Additionally, a weak relationship was confirmed between two dimensions of fit within the person-group domain and job satisfaction (both correlations at the level of $r = 0.30$).

The results of the analysis concerning the third dimension under investigation are presented in Table 6.

Table 6.
Relationships between Person-Organization Fit and Job Satisfaction

Items	No.	1	2	3	4
I am proud of serving in the military	1				
I fit into the military, this is the right workplace for me	2	0,44***			
Military service is the fulfillment of my professional aspirations	3	0,43***	0,59***		
Serving in the military allows me to develop my passions	4	0,35***	0,52***	0,54***	
I experience satisfaction with my military service	5	0,55***	0,55***	0,60***	0,55***

Note: *p < 0,05, **p < 0.01, ***p < 0,001.

Source: Author's research results.

The strongest relationship was identified between the variables: “I fit into the military, this is the right workplace for me,” and “Military service is the fulfillment of my professional aspirations” - with a moderate correlation strength of 0.59. Only in the case of variables related to pride in military service and the development of personal passions was a weak correlation observed (0.35).

When examining the relationship between job satisfaction and the analyzed variables, the highest correlation strengths were found within the person-organization fit dimension. A strong correlation was revealed between “Military service is the fulfillment of my professional aspirations” and job satisfaction ($r = 0.60$; $p < 0.001$), along with moderate correlations between “I am proud of serving in the military”, “I fit into the military, this is the right workplace for me”, and “Serving in the military allows me to develop my passions” ($r = 0.55$).

The second dimension, person-supervisor fit, showed weaker correlations, with the strongest relationship in this area observed between “My supervisor supports my professional development” and job satisfaction ($r = 0.39$). In contrast, person-group fit revealed a weak correlation between the variables ($r = 0.30$).

5. Discussion

The conducted research on person-environment fit (PE fit) in the context of military service demonstrated that person-organization fit plays a pivotal role in shaping soldiers' satisfaction with service. The findings confirm the possibility of establishing a hierarchy of importance among the various dimensions of fit, highlighting the significance of person-organization fit, particularly in terms of value and identity alignment, i.e., the congruence between individual values and organizational culture.

A high level of service satisfaction, declared by 76% of soldiers, can be interpreted both as an expression of organizational commitment and as an indicator of the durability of the relationship between soldiers and the military as their workplace. Trust and support from colleagues and supervisors also proved to be significant, underscoring the importance of nurturing interpersonal relationships within the work environment. A strong correlation between the fulfillment of professional aspirations and satisfaction with service (0.60) suggests that the realization of personal career goals is a key factor influencing soldiers' occupational well-being.

The findings indicate that person-organization fit plays a more significant role in shaping satisfaction with military service than person-supervisor or person-group fit. From the perspective of interpersonal relationships, the person-supervisor dimension appears to be more influential than person-group fit. The findings indicate that the quality of interpersonal relationships between commander and soldier can be assessed as positive and constructive. Recognizing the supervisor as an authority figure, receiving support in daily tasks, and in professional development are indicators of fit within the analyzed dimension. Additionally, the study revealed a statistically significant, albeit weak, relationship between various dimensions of person-supervisor fit and satisfaction with service. The research findings therefore correspond with the views of Wheeler et al. (2005), who stated that individual preferences or environmental cues may cause certain fit dimensions to become more salient than others. Additionally, as confirmed by Kristof-Brown and Guay (2011), identifying the reasons why certain fit dimensions are perceived as more salient is a crucial issue, especially now that the multidimensionality of person-environment fit (PE fit) has been recognized. Therefore, further research in this area is warranted.

These results should be considered in light of the findings by Deschênes (2021), who identified person-group fit as the key dimension of fit for Generation Y employees. However, the present study contradicts this conclusion, which may be explained by the specific characteristics of the research group - professional soldiers. While the person-group dimension was acknowledged as important, person-supervisor fit was rated as more significant by the participants.

In the context of the broader concept of military service and the importance of vocational calling, the findings confirm that this sense of calling - understood as the fulfillment of professional aspirations and the belief in fitting into the organization - reinforces the relevance of person-organization fit.

It is also justified to emphasize that the obtained Cronbach's alpha coefficient for the PO fit subscale ($\alpha = 0.45$) indicates a low level of reliability, which may suggest limited internal consistency among the items comprising this subscale. Despite the low reliability, it is worth considering further exploratory research on the PO fit construct, taking into account the possibility of its redefinition or expansion with additional components that could enhance internal consistency.

Additionally, as emphasized throughout the article, longitudinal studies are recommended to analyze changes in fit and satisfaction over time. It is also advisable to examine both subjective and objective measures of fit, including complementary and supplementary fit, to gain a more comprehensive understanding of the phenomenon.

6. Conclusions

The findings contribute significantly to the development of knowledge on person-environment fit in the context of military service. They confirm the greater importance of person-organization fit compared to person-supervisor or person-group fit, which contradicts previous conclusions regarding Generation Y employees (Deschênes, 2021). This discrepancy may be explained by the specific characteristics of the professional soldier group, for whom the relationship with the supervisor and the organizational structure are of relevance. The data obtained may be used in further research on fit in hierarchical environments and in human resource management practices within uniformed institutions.

Despite the valuable findings, the study has several notable limitations. Most importantly, the research sample consisted primarily of officers of the Polish Armed Forces, which restricts the generalizability of the results to the broader population of professional soldiers, including non-commissioned officers and privates. Additionally, the low reliability of the person-organization fit (PO fit) subscale, indicated by a Cronbach's alpha coefficient of 0.45,

may suggest limited internal consistency among the items comprising this part of the instrument, warranting further methodological reflection.

The study provided important insights into the factors influencing satisfaction with military service. The high level of declared satisfaction (76%) may be interpreted as an expression of organizational commitment and the durability of the relationship between the soldiers and the military institution. The strong correlation between the fulfillment of professional aspirations and satisfaction with service ($r = 0.60$) indicates that achieving career goals plays a key role in soldiers' occupational well-being.

The conclusions drawn from the study are clearly and unambiguously linked to the results and highlight the need for further exploration of the person-organization fit construct, particularly in terms of its operationalization and measurement. Theoretical implications point to the necessity of considering occupational specificity in fit analyses, while practical implications emphasize the importance of supporting career aspirations and interpersonal relationships to enhance job satisfaction. It is also justified to stress the need for longitudinal studies and the inclusion of both subjective and objective measures of fit, which would allow for a more comprehensive understanding of this complex phenomenon. Such research may contribute to the development of effective human resource management strategies in the military, aimed at supporting professional development and well-being, as well as enhancing satisfaction with service. Broad-based studies may also reveal potential generational differences in fit, aligning with the military's need to identify and understand the impact of generational diversity on service dynamics and perceptions of the military's attractiveness as an employer.

References

1. Alvinius, A., Johansson, E., Larsson, G. (2017). Job satisfaction as a form of organizational commitment at the military strategic level: A grounded theory study. *International Journal of Organizational Analysis*, 25(2), 312-326. <https://doi.org/10.1108/IJOA-10-2015-0919>
2. Alzubi, K.M., Alkhateeb, A.M., Hiyassat, M.A. (2023). Factors affecting the job satisfaction of construction engineers: Evidence from Jordan. *International Journal of Construction Management*, 23(2), 319-328. <https://doi.org/10.1080/15623599.2020.1867945>
3. Ambrose, M., Arnaud, A., Schminke, M. (2007). Individual Moral Development and Ethical Climate: The Influence of Person-Organization Fit on Job Attitudes. *Journal of Business Ethics*, 77(3), 323-333, <https://doi.org/10.1007/s10551-007-9352-1>
4. Andysz, A. (2011). Dopasowanie człowieka – środowisko pracy z perspektywy zarządzania ryzykiem psychospołecznym w organizacji. In: D. Merecz (ed.), *Profilaktyka*

- psychospołecznych zagrożeń w miejscu pracy – od teorii do praktyki. Podręcznik dla psychologów* (pp. 117-141). Łódź: Oficyna Wydawnicza Instytutu Medycyny Pracy.
5. Aprillina, V.N., Rizky, Y.B., Rievan, M.A., Alwi, M. (2024). The Influence of Leadership Style on Employee Satisfaction and Commitment. *International Journal of Social Service & Research (IJSSR)*, 4(7), 1-6. <https://doi.org/10.46799/ijssr.v4i7.851>
 6. Borucki, Z. (1977). Krytyczna analiza teorii przystosowania zawodowego R.V. Dawisa, L.H. Lofquista i D.J. Weissa. *Przegląd Psychologiczny*, 20(3), 469-481.
 7. Brief, A.P. (1998). *Attitudes in and around organizations*. Thousand Oaks: SAGE.
 8. Bsoul-Kopowska, M. (2023). Determinants Shaping the Sense of Work Satisfaction in Uniformed Services. *Scientific Papers of Silesian University of Technology. Organization & Management*, 169, 157-172. <https://doi.org/10.29119/1641-3466.2023.169.9>
 9. Chatman, J.A. (1989). Improving interactional organizational research: A model of person-organization fit. *Academy of Management Review*, 14(3), 333-349.
 10. Czarnota-Bojarska, A. (2010). *Dopasowanie człowiek – organizacja i tożsamość organizacyjna*. Warszawa: Scholar.
 11. Czarnota-Bojarska, A. (2012). Dopasowanie człowieka – organizacja i tożsamość organizacyjna a wykonanie pracy. *Czasopismo Psychologiczne*, 18(2), 255-258.
 12. Dagher, J., Boustani, N.M., Khneyzer, C. (2024). Unlocking HRM Challenges: Exploring Motivation and Job Satisfaction within Military Service (LAF). *Administrative Sciences*, 14(4), 63. <https://doi.org/10.3390/admsci14040063>
 13. Deschênes, A.-A. (2021). Satisfaction with work and person-environment fit: are there intergenerational differences? An examination through person-job, person-group and person-supervisor fit. *International Journal of Organization Theory & Behavior*, 24(1), 60-75. <https://doi.org/10.1108/IJOTB-02-2020-0025>
 14. Edwards, J.R. (2008). Person-environment fit in organizations: An assessment of theoretical progress. *Academy of Management Annals*, 2(1), 167-230. <https://doi.org/10.1080/19416520802211503>
 15. Edwards, J.R., Cable, D.M. (2009). The value of value congruence. *Journal of Applied Psychology*, 94(3), 654-677. <https://doi.org/10.1037/a0014891>
 16. Edwards, J.R. (1991). Person-job fit: A. Conceptual integration, literature review and methodological critique. In: C.L. Cooper, I.T. Robertson (Ed.), *International Review of Industrial/Organizational Psychology* (VI, 283-357). New York: Wiley.
 17. Fors Brandebo, M., Österberg, J., Berglund, A.K. (2019). The Impact of Constructive and Destructive Leadership on Soldier's Job Satisfaction. *Psychological Reports*, 122(3), 1068-1086. <https://doi.org/10.1177/0033294118771542>
 18. Furnham, A. (1991). Work and leisure satisfaction. In: F. Strack, M. Argyle, N. Schwarz (Eds.), *Subjective wellbeing. An interdisciplinary perspective* (pp. 235-259). Oxford: Pergamon Press.

19. Furnham, A., Schaeffer, R. (1984). Person environment fit, job satisfaction and mental health. *Journal of Occupational Psychology*, 57(4), 297-307. <https://doi.org/10.1111/j.2044-8325.1984.tb00170.x>
20. Gargallo-Castel, A.F., Marzo-Navarro, M. (2024). Job satisfaction in the armed forces: Differences among ranks. *Economics and Sociology*, 17(1), 36-48. <https://doi.org/10.14254/2071-789X.2024/17-1/3>
21. George, D., Mallery, P. (2016) *IBM SPSS statistics 23 step by step: A simple guide and reference*. New York: Routledge.
22. Hogg, M., Turner, J. (1985). Interpersonal attraction, social identification and psychological group formation. *European Journal of Social Psychology*, 6(1), 35-45.
23. Klaic, A., Burtcher, M.J., Jonas, K. (2018). Person-supervisor fit, needs-supplies fit, and team fit as mediators of the relationship between dual-focused transformational leadership and well-being in scientific teams. *European Journal of Work and Organisational Psychology*, 27(5), 669-682. <https://doi.org/10.1080/1359432X.2018.1502174>
24. Kristof, A.L. (1996). Person-organization fit: An integrative review of its conceptualizations, measurement and implications. *Personnel Psychology*, 49(1), 1-49.
25. Kristof-Brown, A.L., Guay, R.P. (2011). Person-environment fit. In: S. Zedeck (Ed.), *American Psychological Association handbook of industrial and organizational psychology*, 3 (pp. 3-50). Washington, DC: American Psychological Association.
26. Kristof-Brown, A., Stevens, C. (2001). Goal congruence in the project teams: Does the fit between members' personal mastery and performance goals matter? *Journal of Applied Psychology*, 86(6), 1083-1095. <https://doi.org/10.1037/0021-9010.86.6.1083>
27. Kurek, D. (2024). Wyzwania employer brandingu w instytucjach bezpieczeństwa. In: J. Wolas-Trębacz, M. Zakrzewska (Eds.), *Zarządzanie informacjami w społeczeństwie informacyjnym* (pp. 273-285). Toruń: TNOiK – Dom Organizatora w Toruniu.
28. Lipińska-Grobelny, A., Głowacka, K. (2009). Zadowolenie z pracy a stopień dopasowania do zawodu. *Przegląd Psychologiczny*, 52(2), 181-194.
29. Locke, E.A. (1976). The nature and causes of job satisfaction. In: M.D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297-1343). Chicago, IL: Rand McNally.
30. Lopes, S., Chambel, M.J., Castanheira, F., Oliveira-Cruz, F. (2015). Measuring job satisfaction in Portuguese military sergeants and officers: Validation of the job descriptive index and the job in general scale. *Military Psychology*, 27(1), 52-63. <https://doi.org/10.1037/mil0000060>
31. Makhathini, T.N., Van Dyk, G.A.J. (2018). Organisational climate, job satisfaction, and leadership style influences on organisational commitment among South African soldiers. *Journal of Psychology in Africa*, 28(1), 21-25. <https://doi.org/10.1080/14330237.2018.1438834>

32. Molesztak, A. (2013). Satysfakcja z pracy zawodowej u żołnierzy szeregowych. In: B. Jakimiuk (Ed.), *Między wychowaniem a karierą zawodową* (pp. 435-455). Lublin: Wydawnictwo KUL.
33. Muchinsky, P.M., Monahan, C.J. (1989). What is person-environment congruence? Supplementary versus complementary model of fit. *Journal of Vocational Behavior*, 31(3), 268-277.
34. Nair, P.K. (2007). *A Path Analysis of Relationship among Job Stress, Job Satisfaction, Motivation to Transfer, and Transfer of Learning: Perceptions of Occupational Safety and Health Administration Outreach Trainers*. Dissertation, Submitted to the Graduate Studies of Texas A&M University.
35. Newstrom, J. (2015). *Organizational Behavior: Human Behavior at Work* (14th ed.). NY: McGraw-Hill Education.
36. Nystedt, L., Sjöberg, A., Hägglund, G. (1999). Discriminant validation of measures of organizations commitment, job involvement, and job satisfaction among Swedish army officers. *Scandinavian Journal of Psychology*, 40(1). <https://doi.org/10.1111/1467-9450.00097>
37. Robbins, S.P., Judge, T.A. (2017). *Organizational Behavior* (17th ed.). Harlow: Pearson Educación.
38. Sanchez, R.P., Bray, R.M., Vincus, A.A., Bann, C.M. (2004). Predictors of Job Satisfaction Among Active Duty and Reserve/Guard Personnel in the U.S. Military. *Military Psychology*, 16(1), 19-35. https://doi.org/10.1207/s15327876mp1601_2
39. Schneider, B. (1987). The people make the place. *Personnel Psychology*, 40(4), 437-453.
40. Shah, S., Ayub, M. (2021). The Impact of Person-Job Fit, Person-Organization Fit on Job Satisfaction. *Journal of Entrepreneurship Management and Innovation*, 3(1), 57-76, <https://doi.org/10.52633/jemi.v3i1.51>
41. Skłodowski, H. (2002). Podstawy teoretyczne przystosowania zawodowego i ich praktyczne wykorzystanie do tworzenia narzędzi badawczych oraz diagnozy. In: H. Skłodowski, T. Kucharski (Eds.), *Kwestionariusze do badania predyspozycji i umiejętności zawodowych. Niezbędne przy wyborze zawodu i kierunku studiów*. Toruń: Adam Marszałek.
42. Smith, P.C., Kendall, L.M., Hulin, C.L. (1969). *Measurement of satisfaction in work and retirement*. Rand McNally. Chicago, IL: Rand McNally.
43. Soni, K., Chawla, R., Sengar, R. (2017). Relationship between Job Satisfaction and Employee Experience. *Journal of General Management Research*, 4(2), 41-48.
44. Spector, P.E. (1997). *Job satisfaction*. Thousand Oaks: SAGE.
45. Spokane, A.R., Meir, E.I., Catalano, M. (2000). Person-environment congruence and Holland's theory: A Review and reconsideration. *Journal of Vocational Behavior*, 57(2), 137-187. <https://doi.org/10.1006/jvbe.2000.1771>

46. Subramanian, S., Billsberry, J., Berrett, M. (2023). A bibliometric analysis of person-organization fit research: significant features and contemporary trends. *Management Review Quarterly*, 73, 1971-1999. <https://doi.org/10.1007/s11301-022-00290-9>
47. Topa, G., Moriano, J.A. (2012). Tácticas de socialización, satisfacción laboral y abandono entre los soldados españoles: El papel mediador del aprendizaje. *Revista Mexicana de Psicología*, 29(1), 57-72.
48. Turner, J.C. (1987). *Rediscovering the Social Group. A Self-Categorization Theory*. Oxford: Basil Blackwell.
49. Vleugels, W. (2024). Person-environment fit. In: M. Bal (Ed.), *Elgar Encyclopedia of Organizational Psychology* (pp. 491-497). Edward Elgar Publishing Ltd.
50. Vleugels, W., Flatau-Harrison, H. (2023). Curvilinear relationships in person-environment fit research: Is there evidence for a too-much-of-a-good-thing effect? *Journal of Occupational and Organizational Psychology*, 96(3), 669-677. <https://doi.org/10.1111/joop.12432>
51. Williams, M. (2001). In whom we trust: Group membership as an affective context for trust development. *Academy of Management Review*, 26(3), 377-396. <https://doi.org/10.5465/amr.2001.4845794>
52. Yang, H., Miao, D., Zhu, X., Sun, Y., Liu, X., Wu, S. (2008). The Influence of a Pay Increase on Job Satisfaction: A Study with the Chinese Army. *Social Behavior & Personality: An International Journal*, 36(10), 1333-1340. <https://doi.org/10.2224/sbp.2008.36.10.1333>
53. Yang, H., Miao, D., Zhu, X., Sun, Y., Liu, X., Wu, S. (2008). The Influence of a Pay Increase on Job Satisfaction: A Study with the Chinese Army. *Social Behavior & Personality: An International Journal*, 36(10), 1333-1340. <https://doi.org/10.2224/sbp.2008.36.10.1333>
54. Zalewska, A. (2003). *Dwa światy – emocjonalne i poznawcze oceny jakości życia i ich uwarunkowania u osób o wysokiej i niskiej reaktywności*. Warszawa: Wydawnictwo Szkoły Wyższej Psychologii Społecznej AKADEMICA.
55. Zheng, F., Jin, X., Hahm, S.W. (2008). Hahm The effect of person-job and person-supervisor fit on job satisfaction. *Opcion* 34(17), 597-605.