THE MODERATING ROLE OF ALIENATION ON THE RELATION BETWEEN SOCIAL DOMINANCE ORIENTATION, RIGHT-WING AUTHORITARIANISM, AND PERSON-ORGANIZATION FIT1, 2, 3

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Summary.—Right-Wing Authoritarianism and Social Dominance Orientation have been found to be related with Person-Organization fit. This study examined whether alienation also plays a role in the relation between Person-Organization fit and these two socio-political attitudes. Measures of Right-Wing Authoritarianism, Social Dominance Orientation, alienation, and Person-Organization fit were given to a sample of Officer Cadets (N = 99; M age = 22.8 yr., SD = 5.4). The findings suggest that when individuals felt alienated, Social Dominance Orientation and Right-Wing Authoritarianism were not related to Person-Organization fit. When alienation was low, Social Dominance Orientation and Right-Wing Authoritarianism interacted to predict Person-Organization fit. Therefore, feelings of alienation can influence the perception of fit within an organization and the relation between perception of fit with Social Dominance Orientation and Right-Wing Authoritarianism.

People prefer to work for organizations with which they experience a good fit in terms of their values, goals, needs, abilities, and personality (Muchinsky & Monahan, 1987; Schneider, 1987; Kristof, 1996; Kristof-Brown, Zimmerman, & Johnson, 2005). Kahn (1990) suggested that if this match or fit does not occur, employees’ performance will suffer because they will not be able to immerse themselves in their work as they become emotionally and cognitively preoccupied with this lack of fit. Empirical research on Person-Organization fit found numerous attitudinal (e.g., satisfaction and commitment) and behavioral (e.g., organizational citizenship behaviors, performance, and turnover) benefits to perceiving a good match (Verquer, Beehr, & Wagner, 2003; Kristof-Brown, et al., 2005; Hoffman & Woehr, 2006). Although there is substantial research evidence supporting the benefits of a good Person-Organization fit, less research has studied what creates the perception of a good match between the employee and his/her organization (e.g., Chatman, 1991; Li, 2006; Resick, Baltes, & Shantz, 2007; Saks, Uggerslev, & Fassina, 2007; Andrews, Baker, 2014, 115, 3, 710-724.

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This research explores some of the variables that may be implicated in creating a good match in order to gain a better understanding of the Person-Organization fit construct.

The Person-Organization fit literature credits its origins with Parsons (1909) whereby he acknowledged that in choosing a vocation it is necessary to have, “a clear understanding of yourself, your aptitudes, abilities, interests, ambitions, resources, limitations, and their causes,” (p. 5). Since Parsons, researchers have acknowledged that individual difference characteristics play a key component in matching the person to the organization. Most models of Person-Organization fit suggest either a direct link between the characteristics of the person and those of the organization (Jansen & Kristof-Brown, 2006) or suggest organizational selection or socialization as mediating or moderating variables influencing the perception of fit (Chatman, 1989; Edwards, 2008; Saks & Gruman, 2010). For instance, Jansen and Kristof-Brown’s model of multidimensional Person-Environment fit implies there is a direct relation between various types of fit assessment (e.g., fit with the vocation or job) and the personality traits of agreeableness and conscientiousness as well as social value and achievement. Nicol, et al. (2011) found evidence that two sociopolitical attitudes, Social Dominance Orientation and Right-Wing Authoritarianism, are related with Person-Organization fit. Although individual difference variables are acknowledged as playing a role in Person-Organization fit (e.g., Kristof, 1996; Barrick, Parks, & Mount, 2005), very little empirical research has examined the impact of individual difference variables on Person-Organization fit (e.g., Nicol, et al., 2011; Zhang & Gowan, 2012).

Importance of the Individual Difference Variables, Social Dominance Orientation and Right-Wing Authoritarianism, to Person-Organization Fit

Social Dominance Orientation and Right-Wing Authoritarianism reflect different social worldviews; the former reflecting that the world is competitive and the latter reflecting that the world is a dangerous place (Duckitt, Wagner, du Plessis, & Birum, 2002; Duckitt & Sibley, 2007; Sibley, Wilson, & Duckitt, 2007). Both of these social worldview indicators have been shown to emerge from different motivational goals (Duckitt, et al., 2002), predict different outcome variables (e.g., Altemeyer, 2004; Duckitt & Sibley, 2007), and have been shown to correlate only moderately with each other (Altemeyer, 2004). How people view and interact with others is influenced by those worldviews (Sidanius & Pratto, 1999) as they predict different attitudes and are correlated with different personality traits and social values (e.g., Ekehammar, Akrami, Gylje, & Zakrisson, 2004; Duckitt, 2006). Not only is an individual’s behavior guided by his or her worldview, but organizations also reflect the characteristics of those who run
them and work in them (Schneider, 1987), so how organizations operate may be partly determined by these worldviews (Haley & Sidanius, 2005).

Social Dominance Theory (Sidanius & Pratto, 1999), in particular, suggests that Social Dominance Orientation may be an important determinant of a good Person-Organization fit. Social Dominance Orientation reflects a person’s preference for unequal hierarchies between various ethnic, gender, and social groups (Pratto, Sidanius, Stallworth, & Malle, 1994). Both individuals and organizations can be placed on a continuum of how much hierarchical differences are preferred. For example, Haley and Sidanius (2005) have suggested that organizations can be categorized as either hierarchy-attenuating or hierarchy-enhancing. Hierarchy-attenuating organizations, such as civil rights groups, tend to support equality regardless of a person’s gender, ethnicity, or age. On the other hand, hierarchy-enhancing organizations, such as corporate law firms, the military, or marketing firms, promote inequality among social groups through institutionalized hierarchically structured processes that tend to favor the dominant groups in society. Thus, whether an organization is hierarchy-attenuating or enhancing can influence how it operates, its policies and procedures regarding the employees it selects, and who is attracted to working in that organization. It is expected that individuals who score high on Social Dominance Orientation, preferring subordination over various ethnic, gender, and social groups, would be more attracted to hierarchy-enhancing organizations.

Right-Wing Authoritarianism may also be an important determinant of a good Person-Organization fit for certain organizations. Given that those scoring high on Right-Wing Authoritarianism are respectful of authority figures and social conventions (Altemeyer, 1988), they may feel a better fit within an organization that reinforces a traditional hierarchical organization structure. They may have a predilection for organizations wherein subordinates are expected to adhere to the orders set out by those in positions of authority, and where rules and standards regarding formal and informal operations of the organization are documented and followed, such as the military or law enforcement.

In Chatman’s (1989) work on Person-Organization fit, she suggested that certain characteristics of individuals may vary not only with respect to the “amount” of that characteristic, but also the importance or relevance of it to the person. Both Social Dominance Orientation and Right-Wing Authoritarianism have recently (for Social Dominance Orientation) and historically (for Right-Wing Authoritarianism) been ideologically linked to the military (Dorman, 1976; Genz & Lester, 1977; Pratto, et al., 1994; Pratto, Stallworth, & Conway-Lanz, 1998; McFarland, 2005; Lyall & Thorsteins-son, 2007; Nicol, Charbonneau, & Boies, 2007; Crowson, 2009). Haley and
Sidanius (2005) have labeled the military as a hierarchy-enhancing organization, and, in addition, the military has a traditional structure whereby individual responsibility is determined by position and written rules govern appropriate and inappropriate behaviours. Pratto, et al. (1994) and others (e.g., McFarland, 2005) demonstrated that those scoring high on Social Dominance Orientation are supportive of military programs, possibly “Because the military is a symbol of nationalism and can be one of the chief means of domination of one nation over others” (Pratto, et al., 1994, p. 743). McFarland (2005) and Crowson (2009) found that individuals scoring high on Right-Wing Authoritarianism also supported military action against Iraq. Indeed, Nicol, et al. (2011) found Social Dominance Orientation and Right-Wing Authoritarianism predicted satisfaction and commitment through Person-Organization fit, but this relation was moderated by the interaction between these two socio-political attitudes in an hierarchy-enhancing organization (a sample of Officer Cadets at a military college). Specifically, having high scores on Social Dominance Orientation decreased or dampened the relationship between Right-Wing Authoritarianism and Person-Organization fit, and low scores on Social Dominance Orientation increased the relationship between Right-Wing Authoritarianism and Person-Organization fit. Given the historical, theoretical, and empirical linkages between Social Dominance Orientation, Right-Wing Authoritarianism, and the military, a match between a person’s sociopolitical views with that of the military should be very important to the person’s perception of fit.

The Role of Alienation in Person-Organization Fit

The relation between a person’s socio-political ideals and his or her perception of fit within the organization may not be a direct one-to-one relation. Whether people perceive a match with their organization depends not only on whether their individual characteristics match with the characteristics of their organization, but also on the extent to which they feel involved with or alienated from that organization. Alienation refers to a sense of disillusionment, dissatisfaction, and isolation from various aspects of one’s social environment: “It is an expression of non-belonging or non-sharing, an uneasy awareness or perception of unwelcome contrast with others” (Hajda, 1961, pp. 758–759). A person may feel alienated from their organization, other individuals, or society as a whole (Maddi, Kobasa, & Hoover, 1979). Very little research has studied alienation and its role within organizations. Efraty, Sirgy, and Claiborne (1991) found that greater feelings of alienation (sense of powerlessness, normlessness, and social isolation) were related with a lower sense of organizational identification. Hirschfeld, Field, and Bedeian (2000) found work alienation to be a unique predictor of workplace adjustment as measured
by outcome variables such as organizational commitment, job involvement, and absenteeism. Suarez-Mendoza and Zoghbi-Manrique-de-Lara (2007) found feelings of alienation (feelings of meaninglessness, powerlessness, and self-estrangement) were mediators between Person-Organization fit and several kinds of organizational citizenship behaviors. Nair and Vohra (2010) found work that was not perceived to be meaningful, providing poor relationships, and inhibiting workplace self-expression predicted workplace alienation. Feelings of alienation may make it difficult for someone to satisfy their needs or sense of worth at work, leaving them feeling detached from their organization (Suarez-Mendoza & Zoghbi-Manrique-de-Lara, 2007).

It is suggested here that the relation between Social Dominance Orientation, Right-Wing Authoritarianism, and the perception of fit can be strongly influenced by whether a person feels alienated from their environment. If people feel alienated from their work and environment, they may not be able to perceive that a match exists between themselves and the organization (Efraty, et al., 1991). Even if a person has high Social Dominance Orientation or Right-Wing Authoritarianism scores and works in a hierarchy-enhancing organization with a strong hierarchical structure, suggesting the potential for a good Person-Organization fit, if he feels alienated from his work, his organizational institution, and/or other people, he may subjectively not experience a good Person-Organization fit.

Current Research

In the current research, the extent to which the socio-political attitudes of Social Dominance Orientation and Right-Wing Authoritarianism influence perceptions of Person-Organization fit and how alienation may moderate that relation is studied. Using the work of Haley and Sidanius (2005) and their broad classification of organizations as either hierarchically enhanced or hierarchically attenuated, it is hypothesized that individuals who express high Social Dominance Orientation and/or high Right-Wing Authoritarianism will have higher Person-Organization fit in a hierarchy-enhancing organization such as the Royal Military College of Canada (RMCC). The RMCC is a military academic institution whereby Officer Cadets participate in academic, athletic, second language, and military training throughout the four years they are working toward their Bachelor’s degree. Those who graduate from RMCC receive their commission as an Officer in the Canadian Forces. Much of their time is spent in a military environment with their peers. Most of the Officer Cadets sleep in dorms on the military campus, exercise, and eat with their peers. Many weekends require remaining on campus in order to engage in military training and summers are spent on military training or in second language courses at a military location to upgrade their academic standing in their second
language (either English or French). They are required to follow the rules and regulations specified by the college and experience consequences for infractions (example infractions: drinking in the dorms, absenting themselves from military training or academic classes without permission, or insubordination). Therefore, because many of their professional, interpersonal, and personal experiences are tied to the military, feeling alienated from their environment could confound a correlation between Cadets’ sociopolitical views and the fit with the organization.

**Hypothesis 1.** The interaction effect of Social Dominance Orientation and Right-Wing Authoritarianism on Person-Organization fit found by Nicol, et al. (2011) will be replicated; i.e., the Right-Wing Authoritarianism × Social Dominance Orientation interaction will only occur for individuals who do not feel alienated.

**Hypothesis 2.** If an individual feels strongly alienated, then it is expected that the Social Dominance Orientation and Right-Wing Authoritarianism relation with Person-Organization fit will not be observed.

**Method**

**Participants**

Officer Cadets from the Royal Military College of Canada (RMCC) were asked via e-mail to complete an online anonymous survey. Of the 104 Officer Cadets who volunteered to complete the survey, only 99 completed all of the survey variables, and another 11 were excluded because they were missing covariate (demographic) data. Therefore, the final sample (N = 99) included Officer Cadets that had an average time at the military institution of 2.9 yr. (SD = 1.42). The average age was 22.8 yr. (SD = 5.4, range = 17 to 48) and included a majority of males (n = 68), English speakers (n = 75), and individuals who did not self-identify themselves as a member of an ethnic group (n = 74; missing = 8). These demographics are comparable to averages found at the RMCC.

**Measures**

**Social Dominance Orientation.**—The Social Dominance Orientation scale (Sidanius & Pratto, 1999) is a 16-item measure of people’s beliefs in group dominance and intergroup relations. Participants respond on a 5-point scale with anchors 1: Strongly disagree and 5: Strongly agree. A sample item is, “Some groups of people are simply inferior to other groups.” Higher scores indicate greater social dominance orientation. The internal consistency of the Social Dominance Orientation scale was good (α = .88).
Right-Wing Authoritarianism.—The Right-Wing Authoritarianism scale (Passini, 2008) measures agreement with authoritarian ideology and principles (e.g., “Our country would be great if we respected our traditions”). Participants indicated agreement on a 5-point scale with anchors 1: Strongly disagree and 5: Strongly agree. Internal consistency of the Right-Wing Authoritarianism scale was good (\(\alpha = .86\)).

Alienation.—The Maddi, et al. (1979) Alienation scale is a 60-item scale that measures four different contexts in which alienation could occur. Only 3 contexts were relevant: (1) the Social Institutions subscale consisted of 12 items and measured attitudes related to being marginalized by society (e.g., “Our laws are so unfair that I want nothing to do with them”), (2) the Work subscale consisted of 12 items tapping feelings of frustration and non-significance at work (e.g., “I find it difficult to imagine enthusiasm concerning work”), and (3) the Interpersonal Relations subscale consisted of 6 items and measured feelings related to social isolation (e.g., “I am better off when I keep to myself”). The social institutions subscale was relevant, as the military is an important component of a country’s social structure, the work subscale measured the direct role of how Officer Cadets feel about what they are doing, and interpersonal relations was deemed very relevant to the military sample because in addition to academic work at the college Officer Cadets are required to do military training on weekends and in the summer, whereby teamwork and experiencing the omnipresence of one’s peers is extremely salient. Participants were asked to respond to each question using a scale with anchors 0: Not at all true and 100: Completely true. Scores are summed for each subscale with higher subscale scores indicating greater feelings of alienation for that particular context. Internal reliability estimates for each dimension were good (\(\alpha_s \geq .80\)). For the analyses, a total alienation score was used, adding the items across the three subscales. Internal reliability estimate for this total alienation scale was very good (\(\alpha = .87\)).

Person-Organization Fit.—This dependent variable was measured using a 3-item scale adapted from Cable and DeRue (2002). This scale measures participants’ agreement in the concordance between their values and beliefs and those of the RMCC. The three items were: (1) “The things that I value in life are very similar to the things that the Royal Military College of Canada values,” (2) “My personal values do NOT match the Royal Military College of Canada’s values and culture” (reverse scored), and (3) “The Royal Military College of Canada’s values and culture provide a good fit with the things that I value in life.” Participants responded to these items on a 7-point scale anchored by 1: Strongly disagree and 7: Strongly agree. Higher sum scores were indicative of a greater Person-Organization fit. The scale exhibited excellent internal consistency (\(\alpha = .86\)).
Procedure

Participants were recruited for an online study via e-mails sent by an administrative assistant to approximately 1,000 RMCC personnel. Willing participants clicked on the link in the e-mail directing them to a SurveyMonkey website. Once they read the letter of information and provided informed consent, participants completed the Right-Wing Authoritarianism and Social Dominance Orientation scales in random order, followed by the Alienation scale, and finally completed the questions pertaining to Person-Organization fit. Before exiting the survey, participants were asked to complete the demographic questionnaire; this was followed by the debriefing. Participants were not compensated for participating in this study. The demographics of this sample were comparable to the demographics of the entire Officer Cadet population.

Results

First, the zero-order correlations for the predictors revealed that both Right-Wing Authoritarianism and Alienation were significantly correlated with Person-Organization fit scores, whereas Social Dominance Orientation was not. Right-Wing Authoritarianism was related to both age and years in the RMCC whereas Social Dominance Orientation was only related to participant sex. Of these demographic variables (i.e., age, sex, and years at RMCC), only years in the RMCC correlated with Person-Organization fit; however, these were statistically controlled for in the model. See Table 1 for descriptive statistics, reliability estimates, and correlations.

Main Analysis

To examine the moderating effects of alienation on the interactional relationship of Right-Wing Authoritarianism and Social Dominance Orientation on Person-Organization fit scores, a moderated regression analysis was conducted by regressing Person-Organization fit scores onto the centered scores for all of the predictors, and all 2- and 3-way interactions between these variables. Due to the relationship of age, sex, and years at the RMCC with the predictor and outcome variables, these variables were included as covariates in all models. Results showed the same patterns when these covariates were not included.

There was a significant main effect of Right-Wing Authoritarianism ($B = 0.206$, $t_{88} = 3.83$, $p < .001$) and alienation ($B = -0.005$, $t_{88} = -4.03$, $p < .001$), and a significant interaction between Right-Wing Authoritarianism and Social Dominance Orientation ($B = -0.013$, $t_{88} = -2.36$, $p = .021$). However, each of these effects were qualified by the predicted and significant 3-way interaction between Right-Wing Authoritarianism, Social Dominance Orientation, and alienation ($B = 0.00$, $t_{88} = 2.35$, $p = .021$).
To interpret the significant 3-way interaction, the simple 2-way interaction between Right-Wing Authoritarianism and Social Dominance Orientation was examined at higher (+1SD) and lower (-1SD) values on alienation (see Cohen, Cohen, West, & Aiken, 2003). Supporting the contention that alienation would mute the effects of sociopolitical attitudes on Person-Organization fit scores, at higher levels of alienation the simple 2-way interaction between Right-Wing Authoritarianism and Social Dominance Orientation was not significant ($B = -0.005$, $t_{88} = -1.36$, $p = .178$). However, as anticipated and replicating previous results (Nicol, et al., 2011), the 2-way interaction between Right-Wing Authoritarianism and Social Dominance Orientation was significant at lower levels of alienation ($B = -0.021$, $t_{88} = -2.50$, $p = .014$). Next, because the main effect of Right-Wing Authoritarianism was significant, the simple main effect of Right-Wing Authoritarianism was examined at lower scores on alienation across both higher (+1 SD) and lower (-1 SD) scores of Social Dominance Orientation (see Cohen, et al., 2003 for a discussion about choosing the simple main effect). At lower (-1 SD) scores on alienation and higher scores on Social Dominance Orientation, Right-Wing Authoritarianism was not associated with Person-Organization fit ($B = -0.048$, $t_{88} = -0.41$, $p > .68$). But at lower scores on both alienation and Social Dominance Orientation, higher levels of Right-Wing Authoritarianism were related to higher Person-Organization fit scores ($B = 0.380$, $t_{88} = 3.18$, $p = .002$) (Fig. 1).

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$\alpha$ coefficients: .86, .88, .87, .86

$^*$p < .05, $^*$p < .01.
In sum, aligned with the hypotheses presented here, these results suggest that when Officer Cadets do feel alienated, no relation between Social Dominance Orientation, Right-Wing Authoritarianism, and Person-Organization fit is observed. However, when Officer Cadets do not feel alienated, the interaction between their socio-political attitudes helps predict Person-Organization fit scores, such that only when authoritarianism is low do those with a social dominance orientation feel a Person-Organization fit. When authoritarianism is high, there is no relationship between Social Dominance Orientation and Person-Organization fit scores. Conversely, when not feeling alienated, only when Officer Cadets were less oriented towards social dominance was authoritarianism a significant predictor of Person-Organization fit scores.

**DISCUSSION**

This study examined whether alienation moderated the relation of Social Dominance Orientation and Right-Wing Authoritarianism with Officer Cadets’ perception of fit within a military organization. There was a significant three-way interaction between Alienation, Social Dominance Orientation, and Right-Wing Authoritarianism such that when individuals did not experience alienation, only when Social Dominance Orientation was low was there a significant positive relationship between Right-Wing Authoritarianism and Person-Organization fit. Similarly, when feelings of alienation were low and Right-Wing Authoritarianism beliefs were low, there was a significant positive relationship between Social Dominance Orientation and Person-Organization fit. This was consistent with other research examining Social Dominance Orientation, Right-Wing Authoritarianism, and Person-Organization fit.
with certain organizational outcome variables (Nicol, et al., 2011). This supported the first hypothesis, such that the interaction effect between Right-Wing Authoritarianism and Social Dominance Orientation only occurred for individuals who did not feel alienated. There was also support for the second hypothesis, as this interaction disappeared when alienation was high, such that neither Social Dominance Orientation nor Right-Wing Authoritarianism was related with Person-Organization fit when feelings of alienation were high.

The literature suggests that individuals with high Social Dominance Orientation scores will be attracted to hierarchy-enhancing organizations and will consequently experience a good Person-Organization fit (Haley & Sidanius, 2005; Nicol, et al., 2011). Similarly, individuals scoring high on Right-Wing Authoritarianism would be more attracted to the rigid, hierarchical, rule-based structure of the military and should subsequently experience a good fit (Dorman, 1976; Genz & Lester, 1977; Lyall & Thorsteins-son, 2007). The study presented here suggests that if a person is feeling alienated from their environment, then no relation exists between Social Dominance Orientation and Person-Organization fit (or between Right-Wing Authoritarianism and Person-Organization fit). Therefore, feeling alienated from work, social institutions, and interpersonal relations can influence whether Social Dominance Orientation and Right-Wing Authoritarianism are actually relevant to experiencing a good Person-Organization fit.

Alienation has not received a lot of attention in the social attitude literature or the person-organization literature, but this research suggests that feeling part of one’s work and a sense of well-being with other human beings and social institutions is important for people to be able to appreciate existing similarities between themselves and their work. The military can find ways to reduce that sense of alienation in order to obtain a better perception of fit for the individuals who work for them. For instance, by making practices and policies more formalized, alienation has been found to decrease (e.g., Organ & Greene, 1981; Podsakoff, Williams, & Todor, 1986). People within the military may expect strict regulations, and gaps in the system may contribute to an increased sense of alienation. This needs to be further evaluated.

More broadly, the organizational literature has suggested that a Person-Organization match occurs when there is a fit between a person’s characteristics and that of the organization (Kristof, 1996). The interaction effect found here highlights the limitations of existing Person-Organization fit models. By presenting individual characteristics in models as directly influencing the perception of fit (Jansen & Kristof-Brown, 2006), the interactions between various individual differences are lost. Models need to incorporate the potential
for interaction effects between various individual difference variables. These findings suggest a perceived match may actually be a complicated set of interactions between relevant variables. Therefore, determining a good Person-Organization fit requires more than simply matching personal characteristics to those of the organization. For instance, one manner in which Person-Organization fit has been assessed in the literature is through difference scores. Values, for instance, are measured separately for individuals and organizations; the extent to which those values match has been used as an indicator of the extent to which a person experiences a Person-Organization fit (actual or objective fit; Kristof, 1996; Kristof-Brown & Billsberry, 2013). Although this measure of Person-Organization fit was not assessed, this research suggests a potential problem with this approach. Given that alienation moderates the relation between the sociopolitical attitudes measured here and Person-Organization fit, this suggests that some variables interact to create a perception of fit, which a difference score of values would not measure. By merely assessing a person’s values and an organization’s values and using a difference score to measure fit, other elements that could actually affect those values or the experience of fit with the organization would not be captured. This research thus provides preliminary evidence as to why actual and perceived fit have been found not to be related (Ravlin & Ritchie, 2006).

Limitations and Conclusions

There were several limitations to this research. The use of a military academic institution limits the generalizability of these findings. Research in other hierarchy-attenuating and hierarchy-enhancing organizations should be conducted to explore the role of these variables in Person-Organization fit. Common method bias is a concern, as all variables were measured from the same people at the same time using similar methodology. Marginalizing this as a potential confound is the fact that these findings were consistent with other research examining the relation of Social Dominance Orientation and Right-Wing Authoritarianism with Person-Organization fit (Nicol, et al., 2011).

In conclusion, this study provides initial empirical evidence for the moderating role of alienation and the interaction of Social Dominance Orientation and Right-Wing Authoritarianism on Person-Organization fit. It suggests that even though a relation between Person-Organization fit and these two variables is expected because the military is categorized as a hierarchy-enhancing organization that espouses traditional views and respect for authority, the relation between Social Dominance Orientation and Right-Wing Authoritarianism with Person-Organization fit is more complicated than previously hypothesized (e.g., Haley & Sidanius, 2005) and may depend on the extent to which a person feels alienated from the institution and its people. More research is needed to examine the role
of alienation on Person-Organization fit to determine whether alienation plays a role in perceptions of fit in different hierarchy-enhancing organizations and within hierarchy-attenuating organizations, and what elements within an organization can be modified to reduce feelings of alienation.

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