

## MEDIATING ROLE OF PERSON-ORGANIZATION FIT IN PERSON-JOB FIT'S EFFECT ON JOB SATISFACTION

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### Abstract

The aim of this study is to investigate how person-job fit affects person-organization fit and job satisfaction and whether person-organization fit has a mediating role in this process. For this purpose, data were collected from 282 participants working in banks. Confirmatory factor analysis was performed in the analysis of the data, correlations between the variables were determined, and the structural equation and goodness of fit tests of the model and regression analysis were performed. In the analyses, it was determined that person-job fit had a significant positive effect on person-organization fit and job satisfaction. Person-organization fit was found to have a significant positive effect on job satisfaction. As a result of mediating analysis, person-organization fit found to have a partial mediator role in the relationship between person-job fit and job satisfaction.

**Key Words:** Person-job fit, Person-organization fit, Job satisfaction.

**Jel Codes:** M1, M10.

## KİŞİ-İŞ UYUMUN İŞ TATMİNİ ÜZERİNDEKİ ETKİSİNDE KİŞİ-ÖRGÜT UYUMUNUN ARACI ROLÜ

### Özet

Bu çalışmanın amacı kişi-iş uyumunun kişi örgüt ve iş tatmini nasıl etkilediği ve bu süreçte kişi-örgüt uyumunun bir aracılık rolü olup olmadığının araştırılması amaçlanmıştır. Bu amaçla banka çalışanı 282 katılımcıdan anket aracılığıyla veri toplanmıştır. Verilerin analizinde doğrulayıcı faktör analizleri yapılmış, değişkenler arası korelasyonlar tespit edilmiş ve yapısal eşitlik modeli ile modelin uyum iyiliği testleri ve regresyon analizi yapılmıştır. Yapılan analizlerde kişi-iş uyumunun kişi-örgüt uyumunu ve iş tatminini pozitif yönde anlamlı olarak etkilediği tespit edilmiştir. Kişi-örgüt uyumunun da iş tatminini pozitif yönde anlamlı olarak etkilediği tespit edilmiştir. Aracılık analizi neticesinde ise kişi-örgüt uyumunun kişi-iş uyumu ile iş tatmini arasındaki ilişkide kısmi aracı rolü olduğu tespit edilmiştir.

**Anahtar Kelimeler:** Kişi-iş uyumu, Kişi-örgüt uyumu, İş tatmini.

**Jel Kodları:** M1, M10.

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## 1. INTRODUCTION

In work life, there are many organizational variables directing attitudes and behaviors of employees. The changing and developing technology can lead to transformations in work life as in all areas of the life. In this context, a large number of organizational variables should be coordinated harmoniously to achieve a sustainable competitive advantage by obtaining the expected efficiency from labor force, one of the critical factors of organizational success (Turunc and Celik, 2012). In this respect, the effect of employee-job and -organization fit on employees' attitudes and behaviors comes to the forefront as an important variable in increasing the productivity of labor force. In fact, Sekiguchi and Huber (2011) argue that person-job fit and person-organization fit play an important role even in recruitment process. The present study focuses on the mediating effect of person-organization fit on the effect of person-job fit on job satisfaction. In the literature, there are studies of the effect of person-job fit on job satisfaction (Gul et al., 2018; Kristof-Brown et al., 2015; Warr and Inceoglu, 2012; Erdogan and Bauer, 2005) and the effect of person-organization fit on job satisfaction (Nguyen and Borteyrou, 2016; Gul et al., 2018; Alniaçik et al., 2013; Song and Chathoth, 2011; Risman et al., 2016). However, up to our knowledge, there is no study of the mediating effect of person-organization fit on the effect of person-job fit on job satisfaction, which increases the importance of this study. In this respect, this study will contribute to the literature.

This study aims to examine the mediating effect of person-organization fit on the effect of person-job fit on job satisfaction. The research questions are listed below:

- Does person-job fit affect person-organization fit and job satisfaction?
- Does person-organization fit affect job satisfaction?
- Does person-organization fit have a mediating effect on the effect of person-job fit on job satisfaction?

In the study, firstly, a literature review of the relationships between variables was presented. Then, the study universe and sample, the scales, the analysis, and the research results were mentioned in the method section. Finally, the results were discussed in the conclusion and implications section to provide an insight to practitioners and further studies.

## 2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

A wide range of studies has been examined in the field of organizational behavior within the scope of person-environment fit, including person-job fit, person-organization fit, person-group fit, and person-vocation fit (Risman et al., 2016).

The concept of person-environment fit is generally defined as the compatibility between an individual's characteristics and work environment (Nguyen and Borteyrou, 2016). In the literature, person-job fit and person-organization fit are the most frequently examined concepts to better understand the concept of person-environment fit (Kristof-Brown et al., 2005). Person-job fit is defined as the compatibility between an employee's personal information, skills, abilities and job requirements or the compatibility between a person's demands and job specifications (Deniz et al., 2015). Person-job fit takes place in two different ways. The first is demands-abilities (DA) fit, which describes the extent to which a person's knowledge, skills and abilities are sufficient to meet job demands. The second is needs-supplies (NS) fit, which describes the extent to which job specifications and benefits meet individual needs and preferences (Hecht and Allen, 2005; Chen et al., 2014). Person-job fit focuses on both individual demands, psychological needs, interests and values, and also general job characteristics and other qualities (Cetinkaya and Kurnaz, 2017). In general, if

individuals have necessary skills to fulfill the responsibilities of a specific job, they are considered to have high person-job fit (Yucel and Kocak, 2018).

The concept of person-organization fit, which deals with the compatibility between an employee's perceived personal values and organizational values (Farooqui & Nagendra, 2014), is defined in different ways within the scope of values-fit, goals-fit, needs-supplies fit and demands-abilities fit (Turunc and Celik, 2012). This definition refers to a compatibility based on the value between the employee and the organization. Person-organization fit deals with how an employee's values match organizational values, goals and mission (Alniachik et al., 2013). Person-organization fit is based on Schneider's (1987) Attraction-Selection-Attrition model. According to the model, employees consider organizations as entities chosen by themselves; and when they choose to be a part of an organization, they prefer to stay in the organization if they are compatible with the organization, or they prefer to leave the organization if they are not compatible with the organization (Farooqui and Nagendra, 2014).

Employees state that one of the most important factors taken into consideration while looking for jobs is the gain to be obtained by joining a particular organization (Deniz et al., 2015). In this respect, employees' feelings about job and organization will affect their attitudes and behaviors, including job satisfaction, organizational commitment, organizational citizenship behavior, performance and intention to quit (Farooqui and Nagendra, 2014; Deniz et al., 2015; Ozcelik and Findikli, 2014). Polatci et al. (2015) suggest that employees with compatibility between job and personality traits can easily be successful because of having necessary skills and abilities for the job, which makes them have high job satisfaction. Nguyen and Borteyrou (2016) argue that considering job satisfaction as a result of an individual's job perception, employees with person-job fit will have higher job satisfaction. In fact, studies report a positive relationship between person-job fit and job satisfaction (Gul et al., 2018; Kristof-Brown et al., 2015; Warr and Inceoglu, 2012; Erdogan and Bauer, 2005). Job satisfaction, which is both an important antecedent and a vital successor of employees' attitudes and behaviors, is a kind of reaction of individuals to their jobs (Turunc and Celik, 2012). Person-organization fit focuses on the compatibility between individual and organizational values. This compatibility can be explained by the fact that an employee adds similar skills, values and perspectives to an organization (a complementary fit), or that an employee brings new and unique skills, values and perspectives to an organization (Choi et al., 2017). Alniacik et al. (2013) argue that a high degree of person-organization fit is associated with high organizational commitment, high productivity and low intention to quit. Kristof (1996) and Jung et al. (2010) suggest that person-organization fit is among the antecedents of job satisfaction. In fact, studies report a positive relationship between person-organization fit and job satisfaction (Nguyen and Borteyrou, 2016; Gul et al., 2018; Alniacik et al., 2013; Song and Chathoth, 2011; Risman et al., 2016). In this regard, the following hypotheses were established;

H1. Person-job fit significantly positively affects job satisfaction.

H2. Person-organization fit significantly positively affects job satisfaction.

Kristof (1996) suggests that many job requirements should reflect organizational features, implying an interdependence between perceived person-job fit and person-organization fit. In addition, Lauver and Kristof-Brown (2001) and Gul et al. (2018) reported a positive relationship between person-job fit and person-organization fit. Based on the fact that the job cannot be independent from the organization, person-organization fit is considered to have an increasing mediating effect on the effect of person-job fit on job satisfaction. In this respect, the following hypotheses were established;

H3. Person-job fit significantly positively affects person-organization fit.

H4. Person-organization fit has a mediating effect on the relationship between person-job fit and job satisfaction.

### 3. METHOD

In this study, which aims to determine the mediating role of person-organization fit in the effect of person-job fit on job satisfaction, firstly, information about samples and scales is given. Then, the model was analyzed in the light of the data obtained from the sample. In this context, factor analysis was carried out, then correlations between variables were determined, and the structural equation model related to the current model and the goodness of fit of the model were tested. While the goodness of fit tests were conducted, regression analysis results and hypothesis test results were also presented.

Within the scope of the research, the model shown in Figure 1 was created in order to reveal the relationships between variables.

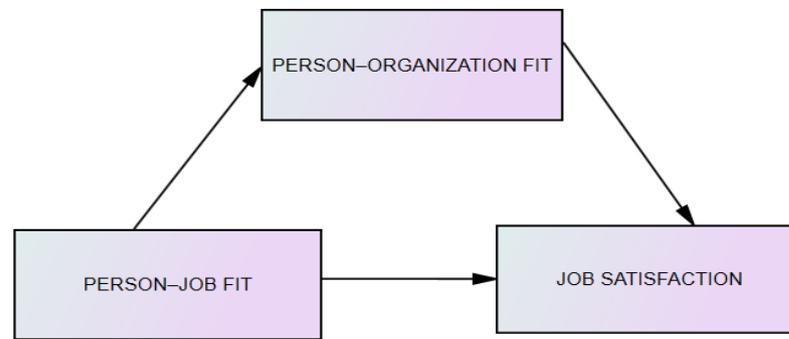


Figure 1: Research model

#### 3.1. Universe and Sample

The universe of this research consists of service companies. The sample consists of banks in Adana province which are selected via convenience sampling. Due to time and cost constraints, a survey was planned for 300 people in 20 randomly selected banks. 11 questionnaires were not answered and 7 questionnaires were incomplete. Therefore, the sample of the study was determined as 282. Of the participants, 108 were female and 174 were male. 64 of the participants were between 18-25 y/o, 178 were between 26-40 y/o, and 40 were 41 and over. 84 of the participants have 1-5 years' experience, 137 have 6-10 years' experience and 61 have 11 years and more experience working in the banks.

#### 3.2. The Research Scales

**Person-Job Fit Scale:** In the research, a scale developed by Brkic vd. (2002) was used. Keser (2018) for Turkish version used the scale consisting of a single dimension and nine expressions, and the reliability of the scale was reported as 0.91. The first level confirmatory factor analysis was conducted for the scale and the goodness of fit values of the scale were presented in Table 1 together with the other scales. As a result of the reliability analysis, the Cronbach's alpha reliability coefficient of the scale was found to be 0.94.

**Person-Organization Fit Scale:** The scale, which was developed by Neteyemer vd.(1997) was used in the study. Turunç and Çelik (2012) for Turkish version used the scale consisting of a single dimension and four expressions, and the reliability of the scale was reported as 0.88. The first level confirmatory factor analysis was conducted for the scale and the goodness of fit values of the scale were presented in Table 1 together with the other

scales. As a result of the reliability analysis, the Cronbach's alpha reliability coefficient of the scale was found to be 0.92.

**Job Satisfaction Scale:** The scale, which was developed by Chen vd. (2009) was used in the study. Turunç and Çelik (2012) for Turkish version used the scale consisting of a single dimension and four expressions, and the reliability of the scale was reported as 0.90. The first level confirmatory factor analysis was conducted for the scale and the goodness of fit values of the scale were presented in Table 1 together with the other scales. As a result of the reliability analysis, the Cronbach's alpha reliability coefficient of the scale was found to be 0.94.

In the study, all measurements were performed with a 5-point Likert-type scale (1 = Strongly Disagree, 5 = Strongly Agree).

#### 4. FINDINGS

According to the goodness of fit values obtained and presented in Table 1, the scales and the research model were found to be good fit with the data (Meydan & Şeşen, 2015; Gürbüz & Şahin, 2016). SPSS 21 and Amos program were used for analysis. Confirmatory factor analysis was conducted to examine the scales and the structural validity of the measurement model.

Table 1. Goodness of fit statistics of scales and research model

Goodness of Fit Values	$\chi^2$	df	CMIN /DF	SRMR	IFI	CFI	TLI	RMSEA
Person-Job Fit	59.02	23	2.566	.012	.990	.990	.984	.072
Person-Organization Fit	6.03	2	3.016	.004	.998	.998	.984	.078
Job Satisfaction	12.16	5	2.433	.011	.995	.995	.991	.069
Scaling Model	267.378	132	2.026	.018	.982	.982	.979	.058

As a result of the CFA, it is seen that the scales provide good fit values and show good fit.

The means, standard deviations and correlation values obtained as a result of the analysis are given in Table 2. As kurtosis and skewness values were found in the range of -2 to +2, data distribution was accepted as normal. Furthermore, significant relations were found between all dependent and independent variables in the study. Therefore, it is possible to predict important interactions between variables.

Table 2. Descriptive statistics and correlation coefficients of variables

	Mean	SD	Skewness	Kurtosis	Person-Job Fit	Person-Organization Fit	Job Satisfaction
Person-Job Fit	3.27	1.38	-.40	-1.45	(.94)		
Person-Organization Fit	3.61	1.53	-.71	-1.27	.529**	(.92)	
Job Satisfaction	3.48	1.21	-.71	-.76	.586**	.636**	(.94)

\*\* p < .001, n = 282, the Cronbach's Alpha reliability values are shown in parentheses.

In order to investigate the causal relationships and mediating effect in line with the hypotheses of the study, the causal structural equation model presented in Figure 2 was analyzed. In order to test the mediating role, the significance of indirect effects was examined using the bootstrap method. The highest likelihood method was used in the 95% confidence interval of 5000 samples and the monte carlo parametric bootstrap option was selected. Bootstrap confidence interval lower bounds and confidence interval upper bounds, bootstrap standardized effects indirect effects data are presented in Table 3.

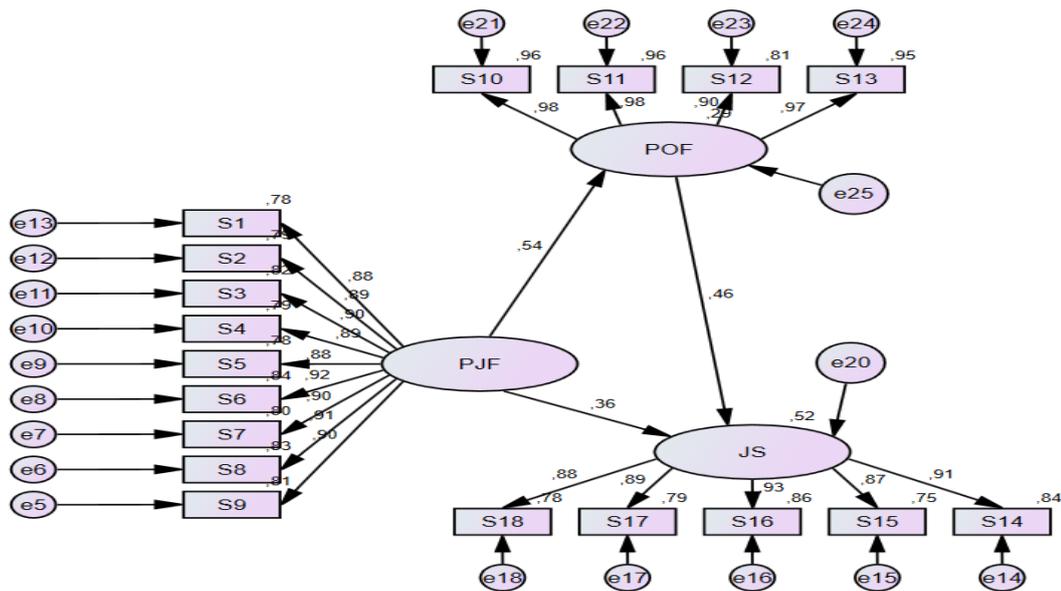


Figure 2: Structural equation modelling

The research hypotheses were tested on the structural model with latent variables. The research model provides goodness of fit values. ( $\chi^2/df=2.02$ ; SRMR= 0.18 ; IFI=0.98; TLI =0.98; CFI =0.98; RMSEA=0.06). As a result of the analysis, person-job fit has a total ( $\beta = .540$ ,  $p < .001$ , %95 CI [.51, .69]) and direct ( $\beta = .357$ ,  $p < .001$ , %95 CI [.27, .47]) significant positive effect on job satisfaction. In this case, the H1 hypothesis is supported. In addition, person-job fit has a positive effect on person-organization fit ( $\beta = .540$ ,  $p < .001$ , %95 CI [.43, .63]). In this case, the H2 hypothesis is supported. Person-organization fit, which is a mediating variable, has a significant positive effect on job satisfaction ( $\beta = .464$ ,  $p < .001$ , %95 CI [.35, .59]). In this case, the H3 hypothesis is supported. Person-job fit was found to have a significant indirect effect ( $\beta = .250$ ,  $p < .001$ , %95 CI [.17, .34]) on the job satisfaction. In this case, the H4 hypothesis is supported. According to these findings, person-organization fit has

a partial mediating role in the impact of person-job fit on job satisfaction. Because Bootstrap confidence interval values obtained do not include 0 (zero) value.

Tablo 3. Mediating analysis

Test Edilen Yol			$\beta$	SE	BC %95 CI	
					LB	B
Person-Organization Fit	<---	Person-Job Fit	0,540***	0,51	.43	.63
Job Satisfaction	<---	Person-Organization Fit	0,464***	0,61	.35	.59
Job Satisfaction	<---	Transformational leadership				
<b>Total Effect (c)</b>			0,607	0,46	.51	.69
<b>Direct Effect (c')</b>			0,357***	-	.22	.47
<b>Indirect Effect (axb)</b>			0,250***	-	.17	.34

Note: n= 282 (5.000 Bootstrap sample), YD %95 BC = Bias corrected %95 Confidence interval, X= Person-Job Fit, Y= Job Satisfaction, M= Person-Organization Fit, a= the effect of X on M, b= the effect of M on Y, c= the total effect of X on Y, c'= the effect of X on Y. \*\*\*p<.001

## 5. RESULT

The aim of this study is to investigate whether person-organization fit has a mediating role in the impact of person-job fit on job satisfaction. For this purpose, the data collected from 282 people were analyzed.

As a result of the analysis, it is seen that person-job fit has a positive effect on job satisfaction and person-organization fit. These findings are consistent with the results of the study examining the relationship between person-job fit and job satisfaction (Gul et al., 2018; Kristof-Brown et al., 2015; Warr & Inceoglu, 2012; Erdogan & Bauer, 2005) and person-job fit and person-organization fit (Lauver and Kristof-Brown, 2001; Gul et al., 2018). These findings show that person-job fit increases the job satisfaction and person-organization fit. In the analysis conducted to determine the relationship between person-organization fit and job satisfaction it was seen that person-organization fit positively affected job satisfaction. These findings are consistent with the results of the study examining the relationship between person-organization fit and job satisfaction (Nguyen & Borteyrou, 2016; Gul et al., 2018; Alniaçik et al., 2013; Song & Chathoth, 2011; Risman et al., 2016). These findings show that person-organization fit increases the job satisfaction.

In the mediating analysis conducted to determine the mediating role of person-organization fit in the effect of person-job fit on job satisfaction it was found that person-organization fit had a partial mediating role in the effect of person-job fit on job satisfaction. This finding shows that person-organization has both a direct and an indirect effect on the impact of person-job fit on job satisfaction.

In this context, in order to increase the job satisfaction of the employees, it is necessary to employee's values match and the general characteristics of the job, and in this process there must be a harmony between the values of the employees and the values of the organization. . However, all findings should be evaluated within the framework of the selected sample, preferred questionnaire method, and cross-sectional research limitations.

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