

# Examination of the Prediction of Person-Job Fit on Person-Organization Fit from the Perspective of Academics

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Received: November 5, 2021      Accepted: December 1, 2021

Published: December 31, 2021

doi:10.5296/jei.v7i3.19276

URL: <https://doi.org/10.5296/jei.v7i3.19276>

## Abstract

Educational institutions show their activities in an intense environment and lead the generations that will be the architects of the future. Considering the importance of education, it is important for academics to transfer their knowledge and experience to students by blending them with scientific data in this intense environment. However, in order for educational process to work efficiently, it is thought that the harmony of the person with his job and organization is the main point to be emphasized. In this context, this research aimed to determine the person-organization and Person-Job Fit of academics, to determine the

relationship between these two variables, and to determine the predictive role of person-to-job fit on Person-Organization Fit working in the field of education. In this study, which was carried out in the relational screening model, the opinions of 403 academics were taken voluntarily. The “Personal Information Form” created by the researchers as a data collection tool in the research, and the “Person-Organization Fit Scale” developed by Netemeyer et al. (1997) and adapted to Turkish culture by Turunç and Çelik (2012) to measure the Person-Organization Fit and “Perceived Person-Job Fit Scale”, adapted to Turkish culture by Yaşar (2009) by benefiting from the researches of Cable and Judge (1996) and Saks and Ashforth (1997) was used to measure perceived Person-Job Fit. As a result of the analyzes made; It has been seen that there is a positive relationship between Person-Organization Fit and Person-Job Fit, and Person-Job Fit is a predictor of Person-Organization Fit. In addition, it was determined that the person-to-work and Person-Organization Fit of the academics were above the medium level. When the scale of Person-Organization Fit is examined, there is no difference in terms of gender, academic title and department of duty, but a significant relationship has been determined according to marital status. When the Person-Job Fit Scale was examined, it was determined that there was no relationship according to gender and the department, and there was a significant difference according to marital status and academic title.

**Keywords:** Education, Educational field, Person-Organization Fit, Person-Job Fit, Academician

## 1. Introduction

All organizations are people oriented. The field of education is also an organization where the human focus is felt at the highest level. Education level is a factor that affects a person’s outlook on life, especially his expectations from business life, and even his plans for the future. For this reason, it is seen that as the education level of the employees increases, their perspectives on business life, the meaning and expectations attributed to their work also increase (Ağralı-Ermiş & Şahin, 2019). Of course, the greatest responsibility in the field of education belongs to academics. Academics, who are the most important value of universities, give their efforts to their organizations by using their knowledge, skills and attitudes. By their nature, they are always open to development and communication, and they have an unstable structure. In this respect, the presence of academics with a high level of person-job and Person-Organization Fit not only increases the efficiency of universities, but also strengthens the educational basis of the country they live in. Because the performance criteria of academics working at the university, such as the number and quality of academic publications, directly affect the educational ranking of their universities in the world.

The fit between the personality, value judgments, goals and attitudes of academics and the culture, understanding and norms of the organization they serve is expressed as Person-Organization Fit (Andrews, Baker, & Hunt, 2011). On the other hand, the fit that emerges between the requirements of the job offered or its transfers to the person and the expectations or skills of the person doing that job is described as Person-Job Fit (Kristof, 1996). In our study, it was aimed to investigate the predictor of Person-Job Fit on

Person-Organization Fit.

## **2. Theoretical Framework**

### *2.1 Person-Job Fit*

Edwards (1991) defined Person-Job Fit as the fit between a person's skills and the requirements of the job, as well as the fit between personal expectations and what the job offers them. The point emphasized here is the contribution of the fit between the requirements of the job performed and the personal characteristics of the individual to the completion of the job. When this fit does not occur, the person feels more stressed and this can lead to psychological or mental problems that may arise in the person. This may make the employee inclined to take a day off, make mistakes, and exhibit unbalanced attitudes. Naturally, this will directly affect the productivity of the person (Shelton, McKenna, & Darling, 2002).

The dimensions of Person-Job Fit directly include need-supply and desire-skills fit. The components of the need-supply approach include the needs of the person and the features of the job done to meet these needs. Among these expectations of people, especially reaching psychological satisfaction, goals, expectations and values are included. Those offered to the person are defined as the general lines of the duties undertaken, salary and other job qualifications. The desire-skill approach, on the other hand, includes the demands necessary for the fulfillment of the tasks given to the job and the skills that the individual will use to meet these requirements (Sekiguchi, 2004). It is thought that if the characteristics of the person directly meet the job, s/he performs better while performing his/her job, meets the expectations of the job better and the drive to leave the job is lower (Li & Hung, 2010). Job requirements are typically considered to be the knowledge, skills and competence required to perform the job at an acceptable level. This fit is the fit of the person's abilities with the environment, and it can be defined as the meeting of the knowledge, skills and abilities of the individuals with the requirements of the job. In this respect, when Holland theory is examined within the framework of complementary fit, personality traits, skills, job characteristics, knowledge, abilities and professional interests can be listed as the antecedents of Person-Job Fit (Inkaya-Horoz, 2019). In other words, according to the theory in question, there is a significant relationship between personality and the organization in which the professions are performed or the activities brought about by professional needs. This is interpreted as a part of the personality of the professional interest. As a result, although there are sometimes coincidences, the choice of profession is considered as a reflection of the personality of the individual rather than a random event (Ivancevich, 2003).

An individual's abilities refer to his/her education, experience, knowledge and inclination. Accordingly, Person-Job Fit can be defined as the fit between the abilities of the individual and the requirements of the job, or the fit between the individual's wishes and the qualities of the job (Sekiguchi, 2004).

The underlying premise of Person-Job Fit is that person and job characteristics work together to determine individual outcomes. The second conceptualization of this fit is to evaluate it from the perspective of the organization rather than the individual. Desire-skill matching

occurs only if the individual has the skills (skills, knowledge, time, energy) to meet the job demands (Wong & Tetrick, 2017).

In the academic community, an individual's career planning is a process inherent in the job. Therefore, this emerging career commitment appears in every academic. Career commitment reinforces the positive effect of Person-Job Fit on job engagement and innovation behavior. This stronger bond suggests that employees are more willing to participate in job and achieve higher job performance than those with low career commitment (Lee et al., 2000).

Person-Job Fit is the degree to which the desires and needs of individuals meet the requirements of the job, and the coincidence of their abilities with the requirements of the job. Although Person-Job Fit can positively affect the attitudes and behaviors of employees, this process can be hindered if employees do not identify with their current profession. At the same time, Person-Job Fit contributes to encouraging employee engagement, which in turn encourages innovation behavior (Cable & DeRue, 2002).

When the studies on Person-Job Fit in the literature are examined, it is seen that Person-Job Fit is an important predictor of task performance behavior (Li & Hung, 2010), directly increases organizational citizenship and job satisfaction (Chuang et al; 2016) and creates an inverse correlation with intention to quit (Cable & DeRue, 2002).

### *2.1 Person-Organization Fit*

In its most general definition, Person-Organization Fit is defined as the fit between the person and the organization (Kristof, 1996). With different expressions, it is seen that Person-Organization Fit is also expressed as the fit between the value judgments of the person and the norms and values of the organization (Chatman, 1989), the level of fit between the person and the organization in terms of beliefs, values, personality and goals (Andrews, Baker, & Hunt, 2011), the compatibility between the values of the person and the organization (Cable, 1995).

In that case, the fit between the value patterns of organizations and the value patterns of individuals is accepted as the basis of Person-Organization Fit. In organizations, if there is a fit between the employees and the organization, the performance of the employees in the organization increases, their absenteeism decreases and accordingly the productivity of the organization increases (Tahiroğlu, 2003). In addition, meeting the expectations, wishes and needs of the employees increases the motivation level in the workplace and increases the productivity of the employees (As cited, Şahin et al., 2019).

Although there are various definitions about Person-Organization Fit, it is expected that if there are three expected situations between person-organization, there will be fit (Sezgin, 2006);

- The person and the organization share major characteristics that are similar to each other.
- In Person-Organization Fit, the person meets the needs/expectations of the organization or the organization meets the needs/expectations of the person.

- In summary, Person-Organization Fit occurs when the organization and the person meet each other's needs and desires.

But it should not be forgotten that only the fit of the person may not be enough to get efficiency. The fit of the organization to the person is also important in terms of productivity (Sekiguchi & Huber, 2011). At this point, Başaran (2004) emphasizes that the organization has responsibilities such as the following in terms of making the task, which it deems appropriate for the person, ready for the person:

- Employee and tool relationship (the machinery and equipment that the employee will work with must be ergonomic and not endanger the health).
- Employee-product relationship (the product created by the employee should not harm the employee's health).
- Job environment (safe work environment should be prepared so that the employee can work with pleasure).
- Facilitating creativity (organizations that support employee productivity must be attractive to employees).
- Community relations (supporting employees working alone or in groups but unable to relate to them to overcome this problem makes the task attractive);
- Participation in management (employee involvement in making employee-related decisions will help make the task self-appropriate).

Various contributions to the universalization of the fit between the person and the organization may contribute to a clearer and distinct understanding of the approach. The integral dimension of Person-Organization Fit refers to the fit between the goals that employees and managers want to achieve, that is, between individual and organizational goals. Basic factors such as productivity and organizational commitment are taken into account in the selection of employees for the organization in an integrative fit. The main factor here is the inclusion of employees who have the qualifications to complete the features that the organization deems lacking in its own structure (Henderson, 2010). The goals of the organization reflect the values, vision and mission of the leaders.

In case of a possible lack of fit between the person and the organization, it can lead to a series of negative situations ranging from the person's negative attitude towards the organization to leaving the job, and in the opposite case, ensuring a high level of Person-Organization Fit will lead to positive organizational outcomes (Sekiguchi, 2004).

When the literature is reviewed, it has been revealed that the employees want to work in organizations that reflect their own values and they adapt to such structures more easily. Therefore, it reflects the conclusion that the results such as the increase in the job satisfaction and organizational commitment levels of the individuals with whom the organizations work together, the decrease in the turnover rate of job changes and the increase in the satisfaction of the end customers, will only be possible as a result of the individuals being compatible

with the organization (Backhaus, 2003).

### **3. Research Method**

#### *3.1 Data Collection*

In this study, which was carried out in the relational survey model, the opinions of 403 academics were taken voluntarily. In the research, the “Personal Information Form” created by the researchers and the “Person-Organization Fit Scale” developed by Netemeyer et al. (1997) and adapted to Turkish culture by Turunç and Çelik (2012) and “Perceived Person-Job Fit Scale”, adapted to Turkish culture by Yaşar (2009) by benefiting from the researches of Cable and Judge (1996), and Saks and Ashforth (1997) were used as a data collection tool. The findings obtained as a result of the data collection process were transferred to the computer environment, and Skewness and Kurtosis values were checked to determine the normal distribution suitability of the scales used. Descriptive statistics (frequency, arithmetic mean, standard deviation), t-test, ANOVA, Pearson correlation test and regression analysis were preferred in the analysis and interpretation of the data. This research was designed in the survey model, which is one of the quantitative research methods.

The research was carried out with the voluntary participation of 403 academics working in the field of Physical Education and Sports of both state and foundation universities throughout Turkey. 32% (n = 130) of the participants were female and 68% (n = 273) were male. 18.1% of the academics work in coaching, 33.7% in PE teaching, 26.4% in sports management and 21.8% in the recreation department.

#### *3.2 Scale*

*Perceived Person-Job Fit Scale:* In order to measure perceived Person-Job Fit, A 4-item “Perceived Person-Job Fit Scale”, adapted to Turkish culture by Yaşar (2009) by benefiting from the researches of Cable and Judge (1996) and Saks and Ashforth (1997) was used. A 5-point Likert-type scale was used in this survey. Participants were asked to mark the varying intervals between 1 strongly disagree and 5 strongly agree. In this study, the Cronbach’s alpha coefficient for was 0.79.

*Person-Organization Fit Scale:* In order to determine the level of Person-Organization Fit in enterprises, A 4-item scale developed by Netemeyer et al. (1997) and adapted to Turkish culture by Turunç and Çelik (2012) was used. In this study, the Cronbach’s alpha coefficient for was 0.89. Reliability analyses by Netemeyer et al. (1997) found the Cronbach alpha reliability coefficient to be 0.88. In order to test the construct validity of the scale, exploratory factor analysis was first performed in the study. As a result of the analysis, it was determined that the data conformed to the single-factor structure of the scale. As a result of the continued analysis, it was determined that the factor loads of the 4-item scale were between 0.71 and 0.85.

#### 4. Findings and Evaluations

Table 1. Distribution of Person-Organization Fit and Person-Job Fit Scale scores

Dimensions	No. of Items	n	Mean	Sd	Skewness	Kurtosis	Min	Max
Person-Organization Fit	4	403	12.70	4.02	-0.355	-0.451	4.00	20.00
Person-Job Fit	4	403	16.49	2.51	-0.698	0.381	9.00	20.00

Table 1 shows the distribution of the scores of the measurement tools used. According to the findings in the table, the mean values obtained by the participants from the Person-Organization Fit Scale were determined as  $12.70 \pm 4.02$ . When looking at the Person-Job Fit Scale, which is the second measurement tool, the values obtained were determined to be  $16.49 \pm 2.51$ . When the skewness and kurtosis values of the scores obtained from the measurement tool used in the research were examined, it was seen that the data ranged from -1.5 to +1.5. Therefore, it can be said that the data are normally distributed (Table 1). In this direction, parametric tests were used in the analysis of the data.

Table 2. Results of the t-Test to analyze whether the Person-Organization Fit and Person-Job Fit Scale scores differ according to gender

Dimensions	Gender	n	Mean	Sd	Sd	<i>t</i>	<i>p</i>
Person-Organization Fit	Male	273	12.65	4.08	401	0.416	0.67
	Female	130	12.83	3.91			
Person-Job Fit	Male	273	16.41	2.57	401	0.911	0.36
	Female	130	16.66	2.37			

The analyses show that the scores of the participants from the Person-Organization Fit Scale ( $t = 0.416$ ,  $p > 0.05$ ) and Person-Job Fit Scale ( $t = 0.911$ ,  $p > 0.05$ ) did not differ significantly according to the gender of the participants (Table 2).

Table 3. Results of the t-Test to analyze whether Person-Organization Fit and Person-Job Fit Scale scores differ according to marital status

Dimensions	Marital Status	n	Mean	Sd	Sd	<i>t</i>	<i>p</i>
Person-Organization Fit	Married	270	13.10	4.05	401	2.824	0.00
	Single	133	11.90	3.85			
Person-Job Fit	Married	270	16.70	2.46	401	2.374	0.01
	Single	133	16.07	2.57			

The analyses show that the scores of the participants from the Person-Organization Fit Scale ( $t = 2.824$ ,  $p < 0.05$ ) and the Person-Job Fit Scale ( $t = 2.374$ ,  $p < 0.05$ ) differ significantly according to marital status. In other words, a difference was found in favor of married participants in both measurement tools (Table 3).

Table 4. The Results of the t-Test to analyze whether the Person-Organization Fit and Person-Job Fit Scale scores differ according to academic title status

Dimensions	Title	n	Mean	Sd	Sd	<i>t</i>	<i>p</i>
Person-Organization Fit	Dr.	203	12.87	4.04	401	0.815	0.41
	Other	200	12.54	4.00			
Person-Job Fit	Dr.	203	16.74	2.58	401	2.040	0.04
	Other	200	16.24	2.42			

The analyses show that the scores obtained from the Person-Organization Fit Scale ( $t = 0.815$ ,  $p > 0.05$ ) do not differ significantly according to the academic title of the participants. When the Person-Job Fit Scale ( $t = 2.040$ ,  $p < 0.05$ ) was examined, it was determined that the scores obtained differed significantly (Table 4).



Table 5. ANOVA results to determine whether Person-Organization Fit and Person-Job Fit Scale scores differ according to department

Dimensions	Factor	KT	sd	KO	<i>F</i>	<i>p</i>	SD
Person-Organization Fit	Intergroups	105.231	4	26.308	1.634	0.16	
	Ingroups	6407.801	398	16.100			
	Total	6513.032	402				
Person-Job Fit	Intergroups	23.084	4	5.771	.913	0.45	
	Ingroups	2515.661	398	6.321			
	Total	2538.744	402				

*Note.* SD: Significant Difference.

The analyses show that the scores of the participants from the Person-Job Fit Scale ( $F_{4,398} = 1.634$ ,  $p > 0.05$ ) and the Person-Organization Fit Scale ( $F_{4,398} = 0.913$ ,  $p > 0.05$ ) do not differ significantly according to their department (Table 5).

Table 6. The relationship between Person-Organization Fit and Person-Job Fit Scale scores

Dimensions		Person-Organization Fit	Person-Job Fit
Person-Organization Fit	Pears. Kor.	1	
	P		
Person-Job Fit	Pears. Kor.	.294**	1
	P	.00	

Pearson Correlation Coefficient was used to analyze the relationship between the Person-Organization Fit levels of the participants and their Person-Job Fit levels. In line with the findings obtained, a positive, low-level significant relationship was found between the Person-Organization Fit Scale and the Person-Job Fit Scale ( $r = .294$ ;  $p < 0.05$ ).

Table 7. Multiple regression analysis of Person-Job Fit as a predictor of Person-Organization Fit

	$\beta^1$ (%95 CI)	Std. Error	$\beta^2$	t	p	Zero-order	Partial
Constant	4.165	1.263		3.298	< 0.001		
Person-Job Fit	0.518	0.076	0.323	6.844	< 0.000	0.323	0.323

*Note.*  $F = 46.840$ ;  $p < 0.001$ ;  $R^2 = 0.105$ ; <sup>1</sup>: Non-Standardized Coefficient; <sup>2</sup>: Standard Coefficient.

The calculated regression model was found to be statistically significant ( $F_{1,401} = 46.840$ ,  $p < 0.001$ ) and obtained to be  $R^2 = 0.10$ . When there is a 1 unit increase in Person-Organization Fit, there is an increase of 0.518 in Person-Organization Adjustment. Only 10.5% of Person-Organization Fit is explained by the model created.

## 5. Discussion

In the working life where globalization is increasing rapidly, the relationship of the individual with his/her job and the organization to which s/he belongs also shows an increasing parallelism. Therefore, in today's world where education and knowledge are so important, the "individual" factor, who has knowledge and follows it, will of course gain even more importance. The ability of individuals to make a difference in the workforce they create for the organizations they are involved in includes some issues. These factors include a number of factors such as having a well-founded education, developing organizational commitment, being able to achieve the highest level of performance, experiencing job satisfaction or having a minimum feeling of leaving the job/organization. The basic element that will provide them is considered to be directly related to the individual's compliance with both the organization he works for and the job s/he does.

The most fundamental point in the development of the individual is education. The fact that this fit of academics, who also have the most effective and important place in education, is high, will of course reveal a positive reflection. The effect of the job of the person and the organization s/he works for on the individual and the predictor of his/her job to the organization s/he works for constituted the basis of our study.

From this point of view, it was determined that the Person-Job Fit of the academics included in the research was very high, and the Person-Organization Fit was at a high level. According to these results, it can be stated that the fit between the individual characteristics of the participants (psychological and biological needs, goals, values, personality and abilities) and the characteristics of the specific job they will have is very high. Academics, who are the most important value of education, give their efforts to their organizations by using their knowledge, skills and attitudes. In this respect, the presence of academics with a high level of person-job and Person-Organization Fit can also increase the efficiency of universities. This increase can be interpreted that the education quality of the countries will increase in parallel.

Based on these results, it can be said that the academics included in the research have a high belief that they can use their knowledge and skills in their profession, that their job meets their expectations, and that they work in a job that is compatible with their abilities (Tohan, 2019). This result shows the belief that the academics who will provide expansion in education will take a healthier path in this field.

In our study, it was determined that the gender criterion did not have an effect on both fits, and the data did not differ significantly. However, in the study by Uysal-Irak (2014), a different conclusion was reached and it was stated that the individual-organization fit scores of female employees are significantly higher than male employees. When we look at the details of the study, it is remarkable that the participants consist of different sectors rather than a single sector. This can be interpreted as the fact that there is an effect of various sectors on gender that the participants working in the academic community show a compatibility regardless of gender, the people working in the education sector feel the responsibility of raising and developing individuals at a higher level, creating job and organizational fit by ignoring gender.

According to the marital status of the participants, we see that the scores they got from the Person-Organization Fit and Person-Job Fit Scale differed significantly. In other words, a difference was found in favor of married participants in both measurement tools. It can be accepted that the participants, who are married and more active in terms of responsibility, have less problems in the fit and their drive to leave the job may be lower. When we look at the literature, unlike our study, the fact that marital status does not reveal a significant difference in person-job and Person-Organization Fit brings to mind the necessity of revealing the effect of sub-expansions such as age, income level, etc.

It was observed that the scores obtained from the Person-Organization Fit Scale did not differ significantly according to another dimension, academic title. However, when we look at the scores of the title obtained from the Person-Job Fit Scale, it was determined that there is a significant difference. According to these results, academic title can be characterized as an important variable in Person-Job Fit. According to the relevant literature, it can be interpreted that the status of individuals in the institution they work in can affect their beliefs, attitudes and perceptions towards organizational behaviors by determining their opportunities and advantages in the workplace.

An important pillar of Person-Organization Fit is the determination of status. The status that emerges as a result of education refers to the unequal distribution of power and control among individuals, in addition, status in the organization appears as an important determinant in the hierarchical levels, whose subordinate and superior relations are organized in a certain culture and systematically. Accordingly, their status in the institution they work for will determine their opportunities and advantages in the workplace and will also shape their beliefs, attitudes and perceptions towards organizational behaviors. In addition, the “Cumulative Superiority Effect”, which Merton (1968) summarizes as the state of being appreciated and rewarded higher than the current status, and “Social Exchange Theory”, which focuses on power and dependency relations, includes the situations such as being

respected and being considered and consists of assets that individuals have and are valued by others, support the idea that the status of individuals in the organization will have an impact on their perception, attitude and behavior (Bordia et al., 2017; Ertürk & Beduk, 2015; Kim-Rhee, 2014; Peffer, 1997).

In line with the findings obtained in our study, we stated that we found a positive, low-level significant relationship between the Person-Organization Fit Scale and the Person-Job Adaptation Scale. In this sense, it was concluded that the more a person's fit with his/her job increases, the higher his/her fit with the organization will be. A parallel explanation was also made in Katz's (1964) study on the classification of employee behavior. According to Katz, an employee's perceived fit between his/her own needs and abilities and the benefits of the job/or job's advantages will increase the person's compatibility to the organization. Because while the person is motivated to be a member of the organization, s/he will be more willing to fulfill the organization and the tasks expected from him/her in the organization.

The calculated regression model of Person-Job Fit as a Predictor of Person-Organization Fit, which is the starting point of our research, was found to be statistically significant ( $F_{1,401} = 46.840$ ,  $p < 0.001$ ) and was obtained to be  $R^2 = 0.10$ . When there is a 1 unit increase in Person-Organization Fit, there is an increase of 0.518 in Person-Organization Fit. In other words, we can say that the established model is significant, but the predictor of Person-Job Fit on Person-Organization Fit is low in the established model.

## 6. Conclusion

As a result, in this study, it has been seen that there is a positive relationship between Person-Organization Fit and Person-Job Fit, and Person-Job Fit is a predictor of Person-Organization Fit. In addition, it was determined that the person-to-work and Person-Organization Fit of the academics were above the medium level. When the scale of Person-Organization Fit is examined, there is no difference in terms of gender, academic title and department of duty, but a significant relationship has been determined according to marital status. When the Person-Job Fit scale was examined, it was determined that there was no relationship according to gender and the department, and there was a significant difference according to marital status and academic title. Based on the findings in general, it is possible to say that the positive compatibility of academics with their work will also affect their harmony with their organizations positively. In this context, it is thought that it is important to improve the harmony of academicians with their work and organization so that they can transfer their knowledge and experience to students who will shape our future in the educational environment in an effective and efficient way. In addition this study, which draws attention to the importance of the human factor, which is the basis of every sector, in the field of education with a universal approach, emphasizes the importance of the effectiveness of the individual together with the fit of person-job and person-organization.

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