

An Evaluation About Person - Organization Fit, Job Satisfaction, and Turnover Intention: A Case of Health Institution

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Abstract

Person-Organization fit is defined as consonance between aims, beliefs and values of employee and aims, beliefs and values of the organization. Because of the fact that person-organization fit has an important effect on business behaviors of the employee, the aim of this study is to examine the relationship of person-organization fit with job satisfaction and turnover intention. In this context a field study was conducted on the employees of a health institution operating in the province of Konya. As a result of this study, it is found that there is statistically significant relationship between person-organization fit, job satisfaction and turnover intention. Also, in the context of this study, it is found that the employees having person-organization fit have more job satisfaction and less turnover intention.

Keywords: *Person-Organization Fit, Job Satisfaction, Turnover Intention.*

1. Introduction

In today's business enterprises, in which human capital is an important component, in providing the organizational achievement, the employees play key roles. From this point of view, in the process of organizational socialization, compliance of the value, attitudes, and behaviors of employees with the aims and targets of organization has importance in providing this achievement. Person-organization fit, one of the psycho-sociological dynamics taking place in organization, is evaluated as complying of the values of employees with the values of organization. Person-organization fit, in terms of its behavioral and attitudinal outcomes, engenders positive results in terms of both employees and organization. Person-organization fit, in terms of its attitudinal and behavioral implications, engenders positive outcomes from the point of both employees and organization. While person-organization fit is effective, getting the values of employees approached to the organizational culture that will be able to define as the values of organization, on the attitudes to the job such as job behavior, job satisfaction, and turnover intention, it can also be used as an instrument in reaching of organization its targets. In this context, determining the level of person-organization fit, job satisfaction, turnover intention of those working in a health institution being active in the province Konya, the relationship between these concepts will be scrutinized.

2. Conceptual Framework

2.1 Person-Organization Fit

The concept of person-organization fit is generally evaluated in organizational literature as a concept most commonly

considered under the heading of person-environment fit (Kristof et. al., 2005). Person-organization fit is a concept beginning with the access of individual to organization and considering how the value, attitudes, and behaviors of individual are evaluated among the members of organization, in other words, socialization process of individual (Chatman, 1991: 459). In the most general, person-organization fit is defined as the congruence of individual values, and organizational values (Chatman, 1989: 339). Person-organization fit is defined as the agreeableness in the conditions, when among the humans and organizations, at least one part provides a need of the other part or they share similar radical qualities, or both phenomena exist together (Kristof, 1996: 4). That the individuals work in a job where their own values, attitudes, and behaviors with the values, attitudes, and behaviors of organization meets the career expectations of individuals and provides job satisfaction (Carless, 2005: 411).

2.2 Job Satisfaction

Job satisfaction is a multiple concept complex and changing from person to person. Therefore, job satisfaction is mostly behavioral and internal condition (Mullins, 2005: 700). Job satisfaction is defined in many ways in organizational literature, but the most general definition on job satisfaction is in the way that it is a satisfying and positive emotional state resulted from the assessment of person his/her job or job experience (Locke, 1976: 1300). Meglino and Ravlin (1998), in the study they carried out, they considered the job satisfaction as a result of the values of employees. From this point of view, there is a positive directional relationship between job satisfaction and person-organization fit (O'Reilly et al., 1991). Similarly, Yahyagil (2005) supports the conclusion that the relationship between person-organization fit and job satisfaction is positive. In addition, Wheeler and Sablinski (2007: 203) suggested that person-organization fit will reduce turnover intention while it increases job satisfaction.

2.3 Turnover Intention

The concept of turnover intention is expressed as "the conscious and deliberate decision and intention about leaving the organization" (Bartlett, 1999: 70). According to Jaros (1997), turnover intention reflects the continuous and also general cognitive arousal toward leaving the organization. This arousal states whether or not the employee thinks of leaving, searching for the opportunity of another employment, and the way of turnover intention (Ceylan ve Bayram, 2006: 106). Turnover intention, in case that the employees are unsatisfied from the work conditions, is defined as the subversive and active actions they showed (Çarıkçı and Çelikkol, 2009: 160). Considering that the cost of managerial mistakes conducted to keep well-trained and effective employees in hand, Mobley (1977) pioneered to the research trying to understand why humans leave their jobs (Çakar and Ceylan, 2005: 57). Mobley (1977) says that dissatisfaction caused the thought of leaving. Turnover intention stands out as one of the withdrawal behaviors of employees and is defined as "being alienated of the individual from the organization and his/her coming to the search for a new job" (Martin, 1979: 316; Mobley, 1982: 112; Moore, 2000: 145; Marsh and Mannari, 1977: 58).

3. Methodology Of Study

In this section of the study, information will be given about the aim, hypotheses, method, and findings of study realized by using survey method. In addition, whether the findings obtained from the study are significant or not will be evaluated and whether the hypotheses are confirmed or not will be tested.

3.1 Method of Study and Sample

In forming the data set of this study, survey method was utilized and the study was carried out on the employees of a health institute being in active in the province Konya (Since the institute did not permit its name to be published, it took place in the study as the expression of health institute). The data of study were collected by means of a standard questionnaire prepared by taking into consideration likert scale via the interviews conducted face to face with the employees. The items in the scale were put in order as "1 = I definitely disagree with" and "5 = I definitely agree with". In determining the patients to be included in the sample, Kolayda sampling method used in the similar studies was prepared (Cui et. al., 2003; Zhou, 2004). Since convenience sampling provided the possibility to reach in the number of data rapidly, it is a preferred method (Nakip, 2003).

In calculating the sample size, Yazıcıoğlu and Erdoğan (2004: 50) were utilized. The authors, for confidentiality

value $\alpha= 0.05$ with equation error ± 0.05 , and in the condition that the rate of being observed and not being observed of each x variable in the universe is accepted equal, in case of having a sample size of 500 people, calculated the number of survey that should be conducted as 217. In this context, the rate of survey that should be returned is approximately 44%. In the health institution, where the study was carried out, 280 health personnel work and as a result of application made, 128 questionnaires, suitable to asses, were obtained. The return rate, obtained in this context, is approximately 45% and it can be said that this represents the main body.

3.2 The Aim and Hypotheses of Study

The aim of study is to identify the level of person-organization fit, the level of job satisfaction, and the levels of turnover intentions of those working in an institute being in active in health sector in the province Konya and to study the relationships between the level of person-organization fit, the level of job satisfaction, and the levels of turnover intentions. In the direction of this aim, the hypotheses developed in the scope of study are put in order as follows:

Hypothesis 1: "There is as statistically significant relationship between the level of person-organization fit and job satisfaction of health staff".

Hypothesis 2: "There is as statistically significant relationship between the level of person-organization fit and turnover intension of health staff".

3.3 The Scales Used in the Study

In the study, in order to identify the level of person-organization fir of the employees of health institutes "Scale of Person-Organization Fit", developed by Netemeyer vd. (1997) and Kristof vd. (2005) used in their studies; in order to identify the levels of job satisfaction, "Scale of Job Satisfaction", developed by Spector (1994); and in order to the levels of turnover intension, "Scale of Turnover Intension", developed by Mobley (1977), were used.

4. The Findings Of The Study

4.1 Specifications of the Sample

65.9% of those participating in the study is male, and 34.1% female. The mean age of participants is 35 and the youngest participator is 24 years old and the oldest participator is 58 years old. The academic titles of participants are: 42.1% Asst Dr., 9.5% specialist doctor, 20.6% Asst. Prof. Dr., 17.5% Assoc .Prof. Dr. and 10.3% Prof. Dr. 48.3% of participants are working on internal medicine, 44.2% on surgical medicine, and 7.5% on basic medicine.

4.2 The findings on Person-Organization Fit

In order to identify the levels of person-organization fit of those participating in the study, the items taking place in Table 1 were asked as 5-point likert scale. In the scale, 1 is in the meaning of disagreeing at all, 5 in the meaning of agreeing in very high level. The results are as follows:

Table 1. The Level of Person-Organization Fit

Person-Organization Fit	Mean	SD.
I can work in this institutes without giving up my principles	3,46	1,24
I believe that there is a strong congruence between my institute and my personal values.	3,27	1,07
In this institute, there are a lot of people we exhibit similar behavior related to the work	3,63	0,94
I can say that I share common feelings with my workmates on many points	3,61	0,96
The institute where I work meets my all expectations	3,18	1,18
The number of institutes to satisfy my needs better than our present institute is less	2,76	0,89
I have ability and skill that my institute demanded from me.	3,94	0,95
My education and personal skills about job are compatible with the needs of my institute.	3,96	0,89
I am very different from the profile of typical employee, but I believe that my principles creating difference added richness to the workplace.	3,40	1,08

I have a different personality, and I believe that, with this feature of mine, I consider that I fill a gap in the institute.	3,32	1,11
Total*	34,52	5,44

Notes: (i) n=123, (ii) in the scale, 1 is in the meaning of "I definitely disagree" and 5, in the meaning of "I definitely agree" (iii). According to two way Anova Test of Friedman, $\chi^2=484,275$; $p<0,001$; the results are statistically significant.

When the table is examined and the answers of participants about each dimension are predominantly assessed, it can be generally said that the individuals in the health institute fit to the organization.

4.3 Findings about Job Satisfaction

In order to identify the levels of job satisfaction of those participating in the study, the items taking place in Table 2 were asked in the form of 5 point likert scale. In the scale, 1 is in the meaning of disagreeing at all, and 5 in the meaning of agreeing in very high level. The results are as follows:

Table 2. The levels of Job Satisfaction of the Employees

Scale od Job Satisfaction	Mean.	SD
I consider that I acquired a fair wage in response to work I conducted	2,73	1,32
My raising chance in may job is low.	2,49	1,27
My manager is quite sufficient about the work he performed	3,73	1,04
I am not satisfied with the rights and subsidies provided for me	3,24	1,21
When I perform my task, I am appreciated	3,43	1,05
The rules in the workplace makes it difficult for me to do work thoroughly	2,94	1,23
I like the people I work together	3,93	1,08
I sometimes feel that the work I do is very meaningless.	2,66	1,35
I think that my communication in workplace is well	3,69	0,98
The increase of wages in the workplace is less	3,65	1,10
The chance to upgrade justly is given to that doing his/her task well	3,11	1,27
My manager is not equitable to me	2,56	1,39
The rights and subsidies given in my work place is better than many of the other business enterprises	2,88	1,13
I think of that I am not satisfied with the work I perform	2,69	1,38
The efforts I spent for performing a good work are rarely impeded by formal works	2,86	1,26
. Since the people I work together is insufficient, I have to work much more on my work.	2,96	1,27
I like the works I performed in the workplace	3,66	1,14
The targets of this workplace does not seem to be clear and certain	2,79	1,33
I feel that I am not appreciated when I consider the wage given to me	3,07	1,28
The people in this work place upgrade as fast as the people in the other work places	2,89	1,23
My manager is very little interested in the feelings of employees	2,55	1,33
The rights and subsidies we had in the workplace is equitable	2,81	1,17
The employees of this workplace are very little being rewarded.	3,08	1,19
. I have a lot of things to be done in the work place.	3,38	1,07
I like my workmate	3,66	1,15
I feel mostly feel that I do not know what happen in the work place.	2,85	1,24
. I am pride of the work I perform	3,87	1,18
I am satisfied the increases in may wage rate.	3,01	1,33
There are rights and subsidies we did not receive even if we have to receive them	3,02	1,36
I like my manager.	3,52	1,21
I have to engage in a number of correspondence and similar things.	3,18	1,21
I think that my efforts are necessarily rewarded.	3,04	1,21
I think that I have enough of chance to upgrade	3,40	1,19
There are a number of confliction and quarrel	2,73	1,27
I like my job.	3,67	1,15

* Cronbach's alpha values of the variables examined after added points related to variables. Cronbach's alpha value of the scale is 0.706. The Cronbach's alpha values show that the scale was highly reliability and possible to use total score by related to item scores of variables.

The tasks I have to do is sufficiently clear and net.	2,87	1,25
Total*	112,57	14,96

Notes: (i) n=108, (ii) in the scale, 1 is in the meaning of "I definitely disagree" and 5, in the meaning of "I definitely agree" (iii) According to two way Anova Test of Friedman, $\chi^2=732,516$; $p<0,001$; the results are statistically significant. When the table is examined, it can be said that the levels of individuals working in the health institutes are in the medium level, in other words, that the employees are satisfied with their works.

4.4 The Findings about Turnover Intention

In order to identify the levels of job satisfaction of those participating in the study, the items taking place in Table 3 were asked in the form of 5 –point likert scale. In the scale, 1 is in the meaning of disagreeing at all, and 5 in the meaning of agreeing in very high level. The results are as follows:

Table 3. Turnover Intention of Employees

Scale of Turnover Intention	Mean.	SD
I generally like work here.	2,07	1,30
I can say that I do not like my work, when I take into consideration everything.	2,28	1,27
I am not satisfied with the job I perform.	2,03	1,20
I do not think of continuing to work in this business enterprise.	2,15	1,31
Total*	8,54	4,18

Notes: (i) n=124, (ii) in the scale, 1 is in the meaning of "I definitely disagree" and 5, in the meaning of "I definitely agree" (iii) According to two way Anova Test of Friedman, $\chi^2=354,923$; $p<0,001$; the results are statistically significant. When the results taking place in the table, it can be said that the levels of turnover intention of employees are low. This situation can be interpreted that the employees do not want to leave their jobs.

4.5 Hypotheses

The assessment on the hypotheses developed in the scope of study will be done in this section. In the scope of the first hypothesis of study, the relationship between the level of person- organization fit and job satisfaction of health staff will be assessed, while in the scope of the second hypothesis, the relationship between the levels of person-organization fit and turnover intension of health staff. For assessing this situation, the employees participating in the study in similar way to the method applied by Dean and Snell (1996) are divided into two groups according to median rule as the level of person organization fir, low; and the level of person organization fir, high. The effect of the level of person- organization on job satisfaction is like seen in Table 4.

Table 4. The Effect of the Level of Person-Organization Fit of Employees on Job Satisfaction

Job Satisfaction	Person- Organization Fit				Mann Whitney U Test	
	Low (n=74)		High (n=52)			
	Mean.	SD	Mean	SD	Z	P
Total*	108,17	27,23	109,46	13,05	-0,272	p < .05

Notes: (i) n=128; (ii) I is in the meaning of "I definitely disagree" and 5, in the meaning of "I definitely agree"

When Table 4 is examined, the levels of job satisfaction of the employees, whose person-organization fit is high, are also high and the results are statistically significant. It is seen that Hypothesis, developed as "there is a statistically significant

* Cronbach's alpha values of the variables examined after added points related to variables. Cronbach's alpha value of the scale is 0.782. The Cronbach's alpha values show that the scale was highly reliability and possible to use total score by related to item scores of variables.

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* Cronbach's alpha values of the variables examined after added points related to variables. Cronbach's alpha value of the scale is 0.782. The Cronbach's alpha values show that the scale was highly reliability and possible to use total score by related to item scores of variables.

relationship between the level of person-organization fit of health staff and job satisfaction of health staff" 1 is supported. In the scope of second hypothesis developed, the effect of the level of person-organization fit of the employees on turnover intention is seen on Table 5.

Table 5. The Effect of the Level of Person-Organization Fit of the Employees on Turnover Intention

Turnover Intension	Person-Organization Fit				Mann Whitney U Test	
	Low (n=73)		High (n=52)			
	Mean.	SD	Mean.	SD	Z	P
Total*	9,55	4,56	6,54	3,22	-4,192	p <.05

Notes: (i) n=125; (ii) 1 is in the meaning of "I definitely disagree" and 5, in the meaning of "I definitely agree"

When Table 5 is examined, the levels of job satisfaction of the employees, whose person-organization fit is low, are high and the results are statistically significant. It is seen that Hypothesis, developed as "there is a statistically significant relationship between the level of person-organization fit of health staff and job satisfaction of health staff" Hypothesis 2 is supported.

5. Conclusion

One of the studies of fir taking an important place in the literature of organizational behavior is also congruence with organization. In this frame, in this study, the relationships between person –organization fit, job satisfaction and turnover intension were examined. According to the results of study, it was determined that the levels of person-organization fit and levels of job satisfaction of the employees of heath institute were low. In addition, in the scope of study, it was reached the conclusion that the job satisfactions of employees will increase, as their levels of person-organization fit. This conclusion is in quality supporting the studies carried out in the literature (Martin, 1979; Mobley, 1982; Moore, 2000; Marsh and Mannari, 1977, Wheeler and Sablynski, 2007). In this context, but the further studies, due to the fact that there are some limitations in health sector, are carried out in the different sectors or that they are carried out on the same sector in the different sample sizes can be suggested from the point of generalizability of study.

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