



Person-Organization Fit: It's Relationships with Job Attitudes and Behaviors of Turkish Academicians

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ABSTRACT

Congruence between the employees and the organization which is often called the person-organization (P-O) fit is the main theme of this article. Previous research about P-O fit (Cable and De Rue, 2002; Hoffman and Woehr, 2006; Lauver and Kristof-Brown, 2001; Nelson and Billsberry, 2007; O'Reilly and Chatman, 1986; Sekiguchi, 2004) revealed that a high level of congruence creates positive outcomes for both employees and organizations. In this context, this study attempts to explore the relationships between the P-O fit and job attitudes and behaviors of Turkish academics (e.g., organizational commitment, organizational citizenship behaviors, and the intention to quit of Turkish academicians). In order to test the hypotheses empirically; data was collected from academicians of a State University located in Turkey. After the reliability, correlation and regression analysis, the study was concluded by discussing its implications, limitations, and future research concerning the P-O fit.

Keywords: Person-Organization Fit, Organizational Commitment, Organizational Citizenship Behaviors, Intention to Quit, Turkish Academicians, Turkey

JEL Classification: M10

1. INTRODUCTION

In recent years management scholars have expressed growing interest in the concept of person-environment (P-E) fit that refers to individuals' congruence with their work environment due mainly to its many benefits for job attitudes (e.g., individuals' career involvement, job satisfaction, subjective career success, organizational commitment [OC] and intentions to remain) and job behaviors (e.g., core task performance and citizenship behavior) of employees (Lauver and Kristof-Brown, 2001; Vogel and Feldman, 2009). Interesting research on P-E fit has revealed that there are benefits such as productivity, creativity and stability when the characteristics of individuals are compatible with the characteristics of their environment (Vilela et al., 2008). Because human behavior is a joint function of the P-E (Verquer et al., 2003), within the P-E fit framework, researchers have found that an individual may achieve congruence with the work environment on one or more levels: The job, the work group, the organization, and the broader vocation (Vogel and Feldman, 2009).

The most investigated subject within the fit construct is the person-organization (P-O) fit (Kristof, 1996) which is a sub-component

of the broader concept of P-E fit (Vilela et al., 2008) and is the main theme of this article. This domain of research captures the congruence between the characteristics of individuals (i.e., goals, skills, and values) and the characteristics of organizations (i.e., goals, values, resources and culture) (Bright, 2007). But, many P-O fit studies (Chatman, 1989; Kristof, 1996; O'Reilly and Chatman, 1986) have examined the match between people's values and those of the organization, because values that are conceived of as fundamental and relatively enduring represent conscious desires held by the person and encompass preferences, interests, motives and goals (Van Vianen et al., 2007).

Previous literature about P-O fit suggests that similarity in the values of the employee and the organization brings out positive outcomes for both of them. While past research examined various aspects and impacts of fit, we specifically focus on the relationship between P-O fit and five key attitudes, namely, OC, organizational citizenship behavior (OCB) directed at organization (OCBO), OCB directed at co-workers (OCBCW), OCB directed at students (OCBS) and intention to quit (ITQ) among Turkish academicians.

In Turkey, there are almost 79,555 academicians and 1,942,995 students in the state and private universities. Most of them are working in the large cities such as Ankara, Istanbul and Izmir. According to the results of a research, 73% of the academicians have excessive work load. The same research also shows that they must execute more than 8 h of course in a week. Such factors cause a decrease in the quality of education and self-growth of academicians (Yok, 2007. p. 93-97).

Academicians do complex work in an increasingly demanding environment. This is because universities are the only organizations focused on dual core functions of knowledge creation and knowledge transmission through the processes of research and teaching (Eker et al., 2007). In Turkey, the number of universities, both state and private have raised rapidly. As the capacity of higher education widened, the need for qualified and compatible staff increased proportionally, which thus, enabled the universities to advance as rapidly. Because P-O fit has influence on many job attitudes of employees, understanding the relationships between P-O fit and job related attitudes of academicians is critical to the efficiency of academic staff and to the success of universities. In this direction, in the framework of this study, firstly, a theoretical background and hypotheses will be given; secondly, the research method will be described; and finally, study findings and the future research directions will be presented.

2. THE CONCEPT OF P-O FIT

The term P-O fit has been used to describe the congruence between individual and organizational goals; individual preferences or needs and organizational systems or structures; and individual personality and organizational climate (Parkes et al., 2001). In other words, P-O fit that emphasizes the extent to which a person and the organization share similar characteristics (Sekiguchi, 2004) is defined as the “congruency between patterns of organizational values and patterns of individual values” (Chatman, 1989). There are certain values that the individual carries over into his or her role, certain values that the organization imposes and certain values that the two share. The extent to which the role-related values of the organization and those of the individual are shared indicates the degree of the individual’s “fit” with the organization (Lopez, 1999).

P-O fit emphasizes the importance of fit between employees and work processes and the importance of creating an organizational identity through the institutionalization of consistent values that permeate an organization’s culture (Morley, 2007). Much of the recent literature on organizational culture acknowledges the guiding and directing role of values in the functioning of the organization. Because values that are considered a primary component of an organization’s culture (Enz, 1988), beliefs, and expected norms of behavior drive P-O fit, researchers commonly associate this construct with organizational culture and the role that culture plays in shaping the behavior of individuals within the organization (Wheeler et al., 2005).

Researchers and practitioners contend that P-O fit is the key to maintaining the flexible and committed workforce that is necessary

in the competitive business environment and a tight labor market (Cable and Parsons, 2001). And also, it is assumed that both individuals and organizations will be more effective when the values of the person and organization are congruent (Shin and Holland, 2004).

In the aggregate, empirical studies provide convincing evidence that P-O fit is an important determinant of long-term consequences for employees (e.g., work attitude, ITQ and turnover, prosocial behavior, self-reported teamwork, contextual performance and self-report work performance) and organizational entry (e.g., individual job search) (Huang, 2005; O’Reilly and Chatman, 1986; Sekiguchi, 2004). P-O fit, however, is related to a number of variables that includes job choice decisions by organizational applicants, organizational attraction of applicants, selection decisions made by recruitment interviewers, employee job tenure, career success (Goodman and Svyantek, 1999) and psychological well-being of employees (Kristof-Brown et al., 2005). In addition to this, the socialization literature has suggested that expressing fitting values and attitudes in an organization will help individuals gain entry and maintain preferred relationships. This implies that fit creates feelings of belonging, whereas misfit might engender feelings of social isolation. And also, by experiencing fit, individuals may reduce the stress felt by the strong pressures for conformity (Wheeler et al., 2005).

Interactionist research suggests that an employee’s satisfaction results from the relationship between the attributes of the job and the values required in that situation. In other words, jobs that the employee perceives as providing him or her with important values are satisfying, whereas jobs that the employee perceives as being incongruent with his or her values are dissatisfying (Judge et al., 1997; Lopez, 1999). Following this approach, if employees don’t have values that are consistent with those of their organization, and therefore lacks proper fit, they experience feelings of incompetence and anxiety (Chatman, 1989). However, P-O misfit minimizes the motivation in work environment (Cable and Judge, 1996; Chatman, 1989; McConnell, 2003; O’Reilly and Chatman, 1986; Papavero, 2007; Silverthorne, 2004; Van Vianen, 2000; Westerman and Cyr, 2004).

3. THE RELATIONSHIPS BETWEEN P-O FIT AND JOB ATTITUDES OF ACADEMICIANS

P-O fit is one of the most popular areas of research in the general management and organizational behavior fields (Bright, 2007) and is a key factor with great influence on employee outcomes (Sekiguchi, 2004). Previous studies indicate that the more employees fit into their organization, the more positive work-related outcomes will be achieved. In this direction, in the study we specifically focus on exploring the relationships between P-O fit and OC, OCB s and ITQ of Turkish academicians.

The concept of OC refers to a person’s emotional reactions towards the characteristics of the organization for which he works and is

concerned with a belief in the goals and values of that organization (Cook and Wall, 1980). Given that values play such an important role in the definition of commitment, it stands to reason that a person whose personal values matched the operating values of the organization would be more committed to the organization than a person whose personal values differed from the organization's (O'Reilly et al., 1991; Finegan, 2000; Huang et al., 2005). The recent meta-analysis conducted by Kristof-Brown et al. (2005) confirmed that P-O fit is significantly linked to OC of employees. In fact, the authors concluded that attitudes towards various aspects of the environment were most strongly related to the corresponding type of fit and that OC was most strongly influenced by P-O fit (Vilela et al., 2008). In this direction the following hypothesis is proposed:

P₁: P-O fit will be positively related to OC of Turkish academicians

OCBs are defined as behaviors that: (a) Are above and beyond those formally outlined in the job description; (b) are not compulsory; (c) are not rewarded by the organization; and (d) are essential for the organization's success (Organ, 1988). A high level of P-O fit is likely to increase motivation of employees toward task performance and their engagement in good and lasting relationships such as mentoring relationships and OCBs with their employers (Ballout, 2007), which in turn will result in positive job attitudes in the work environment. The job descriptive index of Smith et al. (1999) indicates five key facets that define favorable attitudes at work: The job itself, supervision, co-workers, pay and promotion. According to university OB literature, the most frequent internal and external core evaluations are the attitudes toward: One's self, colleagues, bosses, one's job and students. Previous research on the university OB literature indicates that unfavorable attitudinal perceptions from the teaching and non-teaching employee may reduce OCB, decreasing commitment either toward the organization or toward other individuals (co-workers and students) (Zoghbi et al., 2007). In this direction the following hypotheses are proposed:

P₂: P-O fit will be positively related to OCBs of Turkish Academicians directed at organization.

P₃: P-O fit will be positively related to OCBs of Turkish Academicians directed at co-workers.

P₄: P-O fit will be positively related to OCBs of Turkish Academicians directed at students.

P-O misfit would lead to disconnected personal values for the organization, work tension, absenteeism, and burnout, bringing out emotion of low self-esteem and lack of trust (Kristof, 1996; Kuczmariski and Kuczmariski, 1995; Saks and Ashforth, 1997; Van Vianen, 2000; Zoghbi and De Lara, 2008). In addition to this, past research results indicated that the lower the perceived subjective match between own and organizational values, the more likely it was that someone left the organization over time, making P-O fit a good predictor of turnover (De Cooman et al., 2009). In this context, when employees' values and priorities match those of their organization, they are happier and more likely to stay (Ostroff et al., 2005; Kristof-Brown et al., 2005). In this direction the following hypothesis is proposed:

P₅: P-O fit will be negatively related to ITQ of Turkish academicians.

4. METHOD

4.1. Participants and Procedures

Because fit perceptions influence attitudes, behaviors, knowledge, skills and abilities of individuals as well as organizational outcomes, in this study, we focused on the relationships between perceived P-O fit level of academicians and their job attitudes. In order to test the hypotheses empirically, data was collected from academicians of a state university that is located in Turkey. The university has 10 faculties, 3 high schools, and 10 vocational schools. In this context, the population for the study comprised 725 academic staff from all of these units. This research was conducted with 276 randomly selected academicians in all units except the faculty of medicine.

Data were collected by administering a questionnaire to participants. The questionnaire measured P-O fit, OC, OCBO, OCBCW, OCBS and ITQ along with demographic variables (gender, age, tenure and position) of academicians. The questionnaire which contained these measures was applied to academicians during normal working hours. Academicians were chosen from faculties, high schools and vocational schools based on the weighted ratio from the related population of the university. Participation was voluntary, and respondents were assured of the anonymity of their responses. In the survey, academicians reported the congruence between their personal values and the values of their university which is called P-O fit and also reported the OC, OCBO, OCBCW, OCBS and ITQ.

At the end of the survey 210 questionnaires were received back, with a response rate of 76%. The sample consists of 57.1% men (120) and 42.9% women (90), 95.2% of whom fall in the age group between 18 and 52 years. The majority of (76%) respondents' tenure was between 1 and 15 years. 19% (40) of respondents' academic qualifications are professors and associate professors, 25.2% (53) of respondents are assistant professors, 20.5% (43) are lecturers, 2.4% (5) are lectureships, 31% (65) are research assistants and 1.9% (4) is specialist staff.

5. MEASURES AND ANALYSES

The questionnaire consists of two major sections. One section includes P-O fit, OC, OCBO, OCBCW, OCBS and ITQ scales and the other section includes demographic variables. The individual demographic variables appeared first on all surveys, asking basic demographic information including age, gender, tenure, and academic position. In this study all items except demographic variables were measured on a five-point Likert-type scale, where "1 = strongly agree" and "5 = strongly disagree." All variables (P-O fit, OC, OCBO, OCBCW, OCBS and ITQ) were measured with scales adapted from existing scales. All scales used in this study were originally written in English and then underwent a back-translation process. It was first translated into Turkish and then back-translated into English. This translation procedure is in compliance with the framework established by Brislin (1980) regarding the equivalence of language translations.

5.1. P-O Fit

Previous P-O fit (three items) researchers suggested that subjective fit measures have been more strongly related to attitudinal outcomes and are more predictive of people's decisions than objective measures of congruence (Cable and Parsons, 2001; Verquer et al., 2003). The measure of fit was considered subjective when the individuals were directly asked to provide a rating of how well they fit in with the organization. In this context, we choose to measure P-O fit was using self-report, or a subjective measure of fit, to evaluate the extent to which academicians perceive themselves to be compatible with their university. In this direction, three-item measure based on questions used by Cable and Judge (1996) was used to assess P-O fit. Items included "The values and personality of this university reflect my own values and personality," "My values match those of current in this university" and "I feel my values fit this university and the current colleagues in this university." Cronbach's alpha for the scale was 0.83.

5.2. OC

OC (six items) was obtained by using a scale developed by Mathews and Shepherd (2002). Six-items assessed academicians' loyalty with their university. A sample item included "I am quite proud to be able to tell people that I work for this university." Cronbach's alpha for the scale was 0.89.

5.3. Organizational Citizenship Behaviors

OCBO (eight items), OCBCW (eight items) and OCBS (four-items) were measured scales developed by Lee and Allen (2002). These scales were used to ask academicians to determine their OCBO, OCBCW and OCBS. A sample item for OCBO included "I keep up developments in the university." Cronbach's alpha for this scale was 0.89. A sample item for OCBCW included "I give up time to help my colleagues who have work or non-work problems." Cronbach's alpha for this scale was 0.90. A sample item for the OCBS included "I help students with their problems." Cronbach's alpha for this scale was 0.79.

5.4. Intention to Quit

Intention to quit was assessed with the three-item developed by Seashore et al. (1982). A sample item is "I will probably look for a new job in the next year." Cronbach's alpha for the scale was 0.94.

All statistical procedures were performed using SPSS (The Statistical Package for Social Sciences) 15.0 for Windows. We used correlation and regression analyses to test our hypotheses regarding the relationships between P-O fit and job attitudes. All scales were centered at their means before we computed interactions or conducted analyses.

6. RESULTS

6.1. Statistical Results

Table 1 summarizes the mean scores, variances, and reliability indices.

After the reliability analyses, one item is omitted from OCBO variable seen in Table 1. All scales reliability estimates ranged

Table 1: Mean scores, variances and Cronbach's alpha coefficients (α)

Scale	Mean	Variance	Cronbach's alpha (α)
P-O fit (3 items)	2.75	0.80	0.83
Organizational commitment (6 items)	1.91	0.61	0.89
OCB directed at work, OCBO (7 items)	2.03	0.40	0.89
OCBCW (8 items)	1.97	0.31	0.90
OCBS (4 items)	1.71	0.33	0.79
ITQ (3 items)	4.32	0.81	0.94

P-O: Person organization, OCB: Organizational citizenship behavior, OCBO: Organizational citizenship behavior directed at organization, OCBCW: Organizational citizenship behavior directed at co-workers, OCBS: Organizational citizenship behavior directed at students, ITQ: Intention to quit

from 0.79 to 0.94, exceeding the criterion of 0.70 typically judged as acceptable (Nunnally, 1983). These results indicate that the internal consistency for all of the scales is reasonable. The means and variances are within the expected ranges.

Pearson correlations and regression analyses serve to answer the hypotheses. Correlation coefficients between research variables are seen in Table 2.

The pattern of correlations supports four of our hypotheses. That is, correlation coefficients between P-O fit and OC, OCBO and OCBCW is significant and in the predicted direction (positively related). For example, P-O fit correlate with OC 0.52, with OCBO 0.44, and with OCBCW 0.23. Correlation coefficients between P-O fit and OCBS is non-significant. Correlation coefficient between P-O fit and ITQ is significant and in the predicted direction (negatively related). So that findings support all of our hypotheses except hypothesis 4.

In addition to correlation analyses, the relationships between P-O fit and OC, OCBO, OCBCW, OCBS and ITQ of academicians were tested in regression models that included the P-O fit measure as an independent variable. Enter method regression analyses between P-O fit and research variables are summarized in Table 3.

In Table 3 we see R^2 , beta coefficient (β) and P values of dependent and independent variables. Models with OC, OCBO, OCBCW and P-O fit were found statistically significant, but models with OCBS as a dependent variable were found statistically non-significant ($P > 0.05$).

In the first model R^2 is 0.27, beta coefficient is 0.45 and P value is 0.00. The first model indicates that 0.27% of OC is dependent to the P-O fit. In the model beta coefficient ($\beta = 0.45$) point to how P-O fit affects OC. The model also shows that P value is below the 0.05, so that P-O fit was found to be significantly related to OC. Therefore results support proposed hypothesis P_1 , it means that P-O fit is positively related to OC of Turkish academicians.

In the second model R^2 is 0.20, beta coefficient is 0.31 and P value is 0.00. The second model indicates that 0.20% of

Table 2: Pearson correlations among all research variables

Research variables	1	2	3	4	5	6
1 P-O fit	1.00					
2 OC	0.52 (**)	1.00				
3 OCBO	0.44 (**)	0.65 (**)	1.00			
4 OCBCW	0.23 (**)	0.32 (**)	0.45 (**)	1.00		
5 OCBS	0.01	0.24 (**)	0.36 (**)	0.64 (**)	1.00	
6 ITQ	-0.21 (**)	-0.43 (**)	-0.33 (**)	-0.21 (**)	-0.13	1.00

**Correlation is significant at the 0.01 level (two-tailed). OC: Organizational commitment, OCBO: Organizational citizenship behavior directed at organization, OCBCW: Organizational citizenship behavior directed at co-workers, OCBS: Organizational citizenship behavior directed at students, ITQ: Intention to quit, P-O: Person-organization

Table 3: Variables identified by enter method regression analysis as predicting different types of job attitudes and behaviors

Model	Variable	Unstandardized coefficient (B)	Standardized coefficient (β)	<i>t</i>	<i>P</i>	<i>R</i> ²	Adjusted <i>R</i> ²	Standard error of the estimate	<i>F</i>	VIF	CI
Model 1											
	OC (b)	(Constant)	0.66	4.44	0.00	-	-	-	-	-	-
	P-O fit	0.45	0.52	8.78	0.00	0.27	0.27	0.67	77.039	1.000	6.320
Model 2											
	OCBO (b)	(Constant)	1.17	9.21	0.00	-	-	-	-	-	-
	P-O fit	0.31	0.44	7.09	0.00	0.20	0.19	0.57	50.244	1.000	6.320
Model 3											
	OCBCW (b)	(Constant)	1.58	13.0	0.00	-	-	-	-	-	-
	P-O fit	0.14	0.23	93.36	0.00	0.05	0.05	0.54	11.280	1.000	6.320
Model 4											
	OCBS (b)	(Constant)	1.54	11.9	0.00	-	-	-	-	-	-
	P-O fit	0.062	0.01	11.39	0.17	0.01	0.00	0.57	1.940	1.000	6.320
Model 5											
	ITQ (b)	(Constant)	4.91	24.91	0.00	-	-	-	-	-	-
	P-O fit	-0.21	-0.21	-3.13	0.00	0.05	0.04	0.88	9.804	1.000	6.320

a: Predictors: (Constant), P-O fit, b: Dependent variables: OC, OCBO, OCBCW, OCBS and ITQ, Significant at $P < 0.05$. CI: Condition index, OC: Organizational commitment, OCBO: Organizational citizenship behavior directed at organization, OCBCW: Organizational citizenship behavior directed at co-workers, OCBS: Organizational citizenship behavior directed at students, ITQ: Intention to quit, P-O: Person-organization

OCBO is dependent to the P-O fit. In the model beta coefficient ($\beta = 0.31$) point to how P-O fit affects OCBO. The model also shows that *P* value is below the 0.05, so that P-O fit was found to be significantly related to OCBO. Therefore results support proposed hypothesis P_2 , it means that P-O fit is positively related to OCBS of Turkish academicians directed at organization.

In the third model R^2 is 0.05, beta coefficient is 0.14 and *P* value is 0.00. The third model indicates that 0.05% of OCBCW is dependent to the P-O fit. In the model beta coefficient ($\beta = 0.14$) point to how P-O fit affect OCBCW. The model also shows that *P* value is below the 0.05 so that P-O fit was found to be significantly related to OCBCW. Therefore results support proposed hypothesis P_3 , it means that P-O fit is positively related to OCBS of Turkish academicians directed at organization. But we can say that this is a weak relation.

In the fourth model R^2 is 0.01, beta coefficient is 0.06 and *P* value is 0.17. The model indicate that *P* value ($P = 0.17$) is over the 0.05 so that P-O fit and OCBS was found to be non-significant. Therefore results do not support proposed hypothesis P_4 , it means that P-O fit and OCBS is non-significant, so P_4 was not supported.

In the fifth model R^2 is 0.05, beta coefficient is -0.21 and $P = 0.00$. The fifth model indicates that 0.05% of ITQ is dependent to the P-O fit. In the model beta coefficient ($\beta = -0.21$) point to how P-O fit affects ITQ. The model also shows that *P* value is below

the 0.05, so that P-O fit was found to be significantly related to OC. Therefore results support proposed hypothesis P_5 , it means that P-O fit is negatively related to ITQ of Turkish academicians.

In order to increase confidence in our findings and results we done regression analyses between P-O fit (as predictors) and OC, OCBO, OCBCW, OCBS and ITQ (as dependent variables) of academicians with including control variables (age, gender, tenure and academic position as predictors).

In above model we used all dependent and control variables (age, gender, tenure, position) in analyses but we only showed influential and significant control variables in Table 4. In the first model R^2 is 0.37, beta coefficients for predictors are P-O fit = 0.46, age (53+) = 0.76 and tenure (16-20 years) = -0.53. Beta coefficients indicate that P-O fit and age (53+) positively affects OC. Tenure (16-20 years) affects OC negatively and *P* values are 0.00, 0.02 and 0.02 consecutively. They are below the 0.05 so that P-O fit was found to be significantly related to OC.

In the second model R^2 is 0.30 (in Table 3 it is 0.20), beta coefficients for predictors are P-O fit = 0.32 (it is 0.31 in Table 3) and, age (53+) = 0.58. Beta coefficients indicate that P-O fit with age (53+) positively affects OCBO and *P* values are 0.00 and 0.03 consecutively. They are below the 0.05 so that P-O fit and age (53+) was found to be significantly related to OCBO.

Table 4: Variables identified by stepwise method regression analysis as predicting different types of job attitudes and behaviors (include control variables) among Turkish academics

Model	Variable	Unstandardized coefficient (B)	Standardized coefficient (β)	t	P	R ²	Adjusted R ²	Standard error of the estimate	F	VIF	CI
Model 1	(Constant)	0.66		4.63	0.00						1.000
OC (b)	P-O fit	0.45	0.51	9.09	0.00	0.36	0.35	0.63	28.962	1.011	1.555
	Age (60+)	1.01	0.15	2.74	0.01				1.009	7.038	
	Tenure 2 (11-15 year)	0.32	0.16	2.85	0.01				1.048	2.133	
	Tenure 3 (16-20 year)	-0.43	-0.18	-3.09	0.00				1.042	1.555	
Model 2	(Constant)	1.23		9.84	0.00						1.000
OCBO (b)	P-O fit	0.32	0.45	7.48	0.00	0.25	0.24	0.55	22.951	1.002	1.514
	Position 3 (Lecturer)	0.58	0.19	2.17	0.03				1.007	6.852	
	Position 6 (Specialist)	-0.27	-0.18	-2.81	0.01				1.005	1.862	
Model 3	(Constant)	1.56		12.97	0.00						1.000
OCBCW (b)	P-O fit	0.13	0.22	3.22	0.00	0.07	0.06	0.54	7.734	1.006	1.860
	Tenure 2 (11-15 year)	0.19	0.14	2.00	0.05				1.006	6.820	
Model 4	(Constant)	1.72		36.19	0.00						1.000
OCBS (b)	Position 2 (Assistant Professor)	-0.25	-0.19	-2.65	0.01	0.08	0.06	0.56	5.598	1.131	1.926
	Tenure 2 (11-15 year)	0.31	0.22	3.09	0.00				1.127	1.379	
	Tenure 5 (26+year)	-0.41	-0.14	-2.02	0.05				1.018	2.068	
Model 5	(Constant)	5.05		24.91	0.00						1.000
ITQ (b)	P-O fit	-0.23	-0.23	-3.36	0.00	0.07	0.06	0.87	8.000	1.007	2.008
	Position 5 (Research Assistant)	-0.32	-0.16	-2.44	0.02				1.007	7.088	

a: Predictors: (Constant) P-O fit, gender, age, tenure, position, b: Dependent variables: OC, OCBO, OCBCW, OCBS, ITQ, Significant at $P < 0.05$. P-O: Person-organization, CI: Condition index, OC: Organizational commitment, OCBO: Organizational citizenship behavior directed at organization, OCBCW: Organizational citizenship behavior directed at co-workers, OCBS: Organizational citizenship behavior directed at students, ITQ: Intention to quit, P-O: Person-organization

In the third model R^2 is 0.01 (in Table 3 it is 0.05), beta coefficients for predictors are P-O fit = 0.14 (it is 0.14 in Table 3). Beta coefficient indicates that P-O fit positively affects OCBCW and $P = 0.002$. It is below the 0.05 so that P-O fit was found to be significantly related to OCBCW. All control variables are non-significant in this model.

In the fourth model R^2 is 0.13 (in Table 3 it is 0.01), beta coefficients for predictors are P-O fit = 0.07 (it is 0.06 in Table 3), age (39-45 years) = -0.37, age (46-52 years) = -0.52 and tenure (11-15 years) = 0.46. Beta coefficients indicate that age (39-45 and 46-52 years) negatively, tenure (11-15 years) positively affects OCBS and P values are 0.10, 0.03, 0.02 and 0.00 consecutively. They are below the 0.05 except P-O fit, so that age and tenure variables were found to be significantly related to OCBS.

In the fifth model R^2 is 0.13 (in Table 3 it is 0.05), beta coefficients for predictors are P-O fit = -0.20 (it is -0.21 in Table 3) and, position (research assistant) = -0.97. Beta coefficients indicate that P-O fit with position (research assistant) negatively affects ITQ and P values are 0.00, 0.00 and 0.01 consecutively. They are below the 0.05, so that P-O fit with position (research assistant) was found to be significantly related to ITQ.

6.2. Limitations and Implications

There are almost 80,000 academicians in Turkey, most of them working in state universities. This research was done only on academic staff in a state university and reflects Turkish cultural context so it makes an important contribution to the literature, but is limited by two key issues. First, the results are based on a single sample. Thus an important consideration is whether the findings of this study will be generalized across jobs and organizations. In this context, more research is needed to explore the varying

relationships between P-O fit and employee job attitudes. In this study we examined perceived congruence between organizational and academicians' values. Recent studies have confirmed that both perceived and actual fit with the organization have independent and interactive relationships with job attitudes (Ravlin and Ritchie, 2006). The other limitation of this study is that it is a cross-sectional study and relies on self-report data to measure OC, OCBO, OCBW, OCBS and ITQ. Future researches should examine the relationships between subjective and objective P-O fit and various job attitudes in the same study. And also future researchers should ideally try to gather those data from students, co-workers, and supervisors in universities.

In the literature there is a vast amount of research on P-O fit that has been already done, but there are still a lot of research opportunities to investigate the impact of P-O fit on individuals and organizational outcomes. Future research is expected to include the simultaneous effects of P-O fit on many other work attitudes such as motivation, stress, job tenure, career success, contextual and task performance and socialization. However, for continued progress to be made on fit construct, more integrative theoretical and empirical work is needed to better articulate the dynamics of fit and the impacts on organizations and individuals from a cross-cultural perspective. Future researches should also consider the multidimensional nature of the fit construct and examine the impacts of multiple types of fit on organizational and individual outcomes at other jobs and organizations within the same study.

7. CONCLUSION

In recent years P-O fit has become an important construct for organizational researchers and practitioners to predict a variety of workplace attitudes and behaviors. While previous researches

have examined various aspects of fit, we specifically focus on the relationships between perceived P-O fit and OC, OCBO, OCBCW and OCBS and the ITQ of academicians.

Perceptions of P-O fit appear particularly important, as they affect both employees' intentions to quit the organization and the degree to which they engage in extra role behaviors (Lauver and Kristof-Brown, 2001), and OC (Kristof-Brown et al., 2005). According to the past research results, increased compatibility between person and organization has positive effects and dissimilarity increases the likelihood of negative outcomes for both of them. Thus, as the congruence between individuals and organizations increases, employees become more satisfied, committed and productive and are likely to choose to remain in that organization. On the other hand, when employees do not "fit" into their organization, they experience feelings of incompetence, anxiety and stress.

The research results show that P-O fit was positively related to individuals' commitment, OCBO, and OCBCW which is consistent with previous research. According to this, we can state that the closer the congruence between academicians' values and their universities' values, the high P-O fit causes high job satisfaction and performance. The other result shows that there is a non-significant relation between P-O fit and OCB directed at student so it is inconsistent with the literature. Therefore, the consequences partially reinforce the findings from earlier research (Chatman, 1991) that the concept of P-O fit plays an important role for academicians in a variety of organizational settings. Another result is that P-O fit is negatively related to ITQ but this is not perfectly significant according to correlation and regression analysis, this is inconsistent with literature. Finally, this research provides empirical support for the importance of P-O fit in organizations (Silverthorne, 2004) and also indicates the incongruity between P-O fit and OCBS in Turkish State University. Regression analysis (include control variables such as gender, age, tenure and position) indicates that tenure and age affects OCBS. Academicians who are between 39 and 52 ages have negative correlations with P-O fit and OCBS. Consistent with regression results young academicians are eager to close contact with students and their problems.

Empirical facts have shown that a high level of P-O fit is related to academicians work behavior. Fit has been positively related to individuals' commitment, OCBO, and OCBCW. This empirical research shows that P-O fit results were in the estimated direction in Turkish State University, as compared with literature for OC, OCBO, and OCBCW. On the other hand P-O fit and results about OCBS and ITQ were inconsistent with the literature so cultural context should be considered in P-O fit research.

Research results indicate that some demographic variables are important on the relationship between P-O fit and academicians' work behavior. The academicians' (who are over 53 year's age) OC are affected by P-O fit positively. And also the academicians' (tenure 16-20 years) OC are affected by P-O fit negatively. The other result is that the academicians' OCBO behaviors (who are over 53 year's age) are affected by P-O fit positively. The other important result is that research assistant's ITQ are very high

related with P-O fit in universities. So that demographic variables such as; age, tenure and position must take into consideration in future researches. In our observation, Turkish academicians have not only work related but also family related conflict. In accordance with Kilic et al. (2008) work-family conflict has positive correlation with job stress and negative correlation with OC and job satisfaction. In view of that the future researchers should take into consideration the affects of work-family conflict within P-O fit studies in universities.

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