

# THE ANALYSIS OF THE PERSON-ORGANIZATION FIT ON EMPLOYEE ORGANIZATIONAL COMMITMENT AND TURNOVER INTENTION IN PRIVATE AND PUBLIC SECTOR IN GEORGIA

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**ABSTRACT.** Identifying employees who align well with the organization, commonly referred to as person-organization fit (P-O fit), is considered crucial for maintaining a productive and engaged workforce (Kristof, 1996). Although research has made significant progress in predicting important job outcomes through person-organization fit, there remains a lack of understanding regarding how employees experience this fit (Kristof-brown et al., 2005; Verquer et al., 2003) person-organization (PO). This study aimed to fill the existing research gaps by investigating the distinction between two perspectives of person-organization fit, namely supplementary and complementary fit across different working sectors. Furthermore, the study explored the connection between these two types of person-organization fit and three dimensions of organizational commitment. Lastly, the study evaluated how different types of organizational commitment influence employees' intentions to leave the organization.

The research methodology employed in this study utilized a structured and validated questionnaire to measure person-organization fit, organizational commitment, and turnover intention variables. Data for the survey was collected from a diverse group of 390 administrative employees working in different public and private organizations. The study employed quantitative approaches to ensure a comprehensive understanding and produce more robust results. The findings indicate that person-organization fit did not vary across different working sectors. Supplementary fit demonstrated a positive correlation with all three types of organizational commitment, whereas complementary fit showed a positive correlation only with affective commitment. The turnover intentions were found to have a negative correlation with each type of organizational commitment.

**KEYWORDS:** PERSON-ORGANIZATION FIT, ORGANIZATIONAL COMMITMENT, TURNOVER INTENTION.

## INTRODUCTION

In general, the selection of employees who align well with the organization, known as person-organization fit (P-O fit), has been recognized as a vital factor in maintaining a productive and motivated employees (Kristof, 1996). Despite the advancements in person-organization fit research, there remains a lack of comprehensive understanding regarding how employees experience this fit (Kristof-brown et al., 2005; Verquer et al., 2003) person-organization (PO). It is important to note

that person-organizational fit research focuses on the characteristics and consequences of individuals' compatibility with their organizations (Kristof, 1996).

The primary objective of the present study was to explore and compare various perspectives of person-organization fit within a sample of administrative staff in both the public and private sectors in Georgia. Additionally, the study aimed to examine the relationship between person-organizational fit, different types of organizational commitment, and the intention to leave the organization. It is worth mentioning

that the private sector faces intense local and international competition, while the public sector grapples with rising labor costs, sluggish productivity, federal budget cuts, and declining state income (Eskildsen et al., 2004). Generally, private organizations have more flexibility to meet the needs, requirements, or preferences of individuals compared to public organizations (Eskildsen et al., 2004). Therefore, both sectors need to closely examine personnel practices and issues (Ibid).

Considering the aforementioned, it was expected that individuals in the public sector would demonstrate supplementary fit, which occurs when a person adds to, enhances, or shares qualities that are similar to those of others in the work environment (Muchinsky & Monahan, 1987). Based on the literature review, the following hypotheses were proposed:

**Hypothesis 1:** In public organizations, there will be a positive relationship between employee-organization fit and supplementary fit.

**Hypothesis 2:** In private organizations, there will be a positive relationship between employee-organization fit and complementary fit.

It is worth noting that Piasentin and Chapman (2007) developed a scale to investigate complementary fit as a distinct type of congruence within the organizational context. The authors found that complementary fit was associated with employees' organizational commitment and turnover intention in a unique way. Therefore, based on previous findings, the following research hypotheses were proposed:

**Hypothesis 3:** Supplementary fit is positively related to (a) affective commitment, (b) continuance commitment, and (c) normative commitment.

**Hypothesis 4:** Complementary fit is positively related to (a) affective commitment, (b) continuance commitment, and (c) normative commitment.

Furthermore, previous studies have shown a negative correlation between organizational commitment and turnover intention (Schwepker, 2001; Vandenberghe & Tremblay, 2008). Additionally, a meta-analytic assessment by Tnay et al., (2013) found that organizational commitment is negatively associated with behavioral outcomes such as turnover intention. Therefore, based on previous findings, the following research hypothesis was proposed:

**Hypothesis 5:** (a) Affective commitment, (b) continuance commitment, and (c) normative commitment are negatively related to turnover intention.

The findings of this study could have implications for recruitment and selection procedures. Recruiters often make judgments about candidates' fit based on their impressions (Cable & Judge, 1996).

## LITERATURE REVIEW

In general, individuals tend to seek and choose work environments that fulfill their specific needs and preferences, resulting in a match between the individual and the organizational environment (Diener et al., 1984). The theory of person-environment fit (P-E fit), which is significant in various managerial disciplines like organizational behavior, industrial-organizational psychology, and human resource management, focuses on this relationship (Edwards & Cooper, 1990; Kristof, 1996; Rounds et al., 1987). Different types of person-environment fit have been identified within this broad concept, although the distinctions between these forms are often unclear (Kristof, 1996). Individuals may feel a connection to their job and supervisor but experience misfit with their peers and the organizational culture (Van Vianen et al., 2010). Holland's (1959) vocational preference model exemplifies the idea of supplementary fit in vocational choices.

The next level of person-environment fit is person-job (P-J) fit, which pertains to the compatibility between an employee's skills, abilities, and the requirements of the job (Kristof, 1996). Person-team (P-T) fit, on the other hand, refers to the similarity between individuals and their work teams or groups (Kristof, 1996). Person-person (P-P) fit focuses on the congruence between an employee and their manager and is often examined in vertical relationship research (Kristof, 1996). Person-supervisor fit refers to the compatibility between an employee's traits and those of their supervisor (Van Vianen et al., 2010). Schneider's et al., (1995) attraction-selection-attrition (ASA "Attraction-Selection-Attrition (ASA)" theory, which emphasizes supplementary fit, suggests that individuals actively seek environments that align with their interests.

Complementary fit, also known as "needs-supplies" or "demands-abilities" fit, is another perspective on person-organization fit and occurs when an organization meets the needs, requirements, or preferences of individuals (Kristof's (1996). Goal alignment with company leaders or colleagues is another operationalization

of fit, as shown by Vancouver's and colleagues' (1994) and Vancouver and Schmitt's (1991) findings. Organizational goals play a critical role in determining whether individuals and organizations are a good fit, as claimed by Schneider (1987).

Despite the importance of distinguishing between supplementary and complementary fit in fit research, these distinctions are often overlooked or blurred (Shipp & Edwards, 2012). Some studies have focused on assessing the overall fit without differentiating between these types, while others have created summary indices that encompass multiple fit types (Bretz & Judge, 1994; Mitchell & Lee, 2001).

Furthermore, research has explored the impact of person-organization fit on various outcomes. Boxx and colleagues (1991) examined the effects of organizational values and value congruence on job satisfaction, organizational commitment, and cohesiveness in a non-profit context, finding that they significantly influence these variables. Chatman (1991) this study tracked the early careers of 171 entry-level auditors in eight of the largest U.S. public accounting firms and assessed the congruence of their values with those of the organization. Person-organization fit is shown to be created, in part, by selection (assessments of who the person is when he or she enters the organization compared the explanatory power of person-organization fit to individual and organizational variables and found that person-organization fit is a stronger predictor of job satisfaction, organizational commitment, desire to quit, and tenure. Other studies have investigated the impact of fit on selection procedures (Cable & Judge, 1996; Dineen et al., 2002; Judge & Bretz, 1992) job choice, work attitudes, and performance (Goodman and Svyantek 1999; Judge and Bretz 1992; Posner 1992)).

Furthermore, two studies explored the potential impact of the direction of congruence on outcomes, in addition to analyzing the relationship between congruence and outcome variables. Edwards (1996) conducted research that revealed a connection between incongruence and job discontent and strain. Specifically, insufficient supplies were associated with job dissatisfaction across all levels of value importance, while excessive supplies were only linked to dissatisfaction when values held moderate to high importance. Another study mentioned in the discussion, conducted by Edwards & Rothbard (1999) found that value congruence is positively related to individual well-being. Additionally, the

mentioned study found that an abundance of resources compared to one's personal values is associated with increased levels of happiness. These studies shed light on the nuanced effects of congruence in relation to various outcome variables and provide insights into the importance of considering the direction of congruence in understanding its impact.

## METHODOLOGY AND METHODS

The main objective of the current study was to understand and compare the presence of various types of person-organization fit among administrative staff working in the public and private sectors in Georgia. Additionally, the study aimed to assess the relationship between person-organizational fit, different forms of organizational commitment, and turnover intention. To achieve this, two conceptual models were developed within the study, representing the connections between the variables based on the theoretical framework and research hypotheses.

### Sample and Procedures

The primary objective of the research was to examine the type of compatibility existing in the private and public sectors in Georgia and its impact on employee organizational commitment and turnover intention. To achieve this, an online survey was designed and conducted within a specific period from February 10, 2022, to May 6, 2022. The survey employed a quantitative research method. In order to ensure a substantial variation in the factors of interest, the participants in the study were selected from diverse organizational and vocational backgrounds.

The research questionnaire was specifically developed and distributed to different groups of current employees, including those in administrative staff roles responsible for office management activities. The sample consisted of 390 individuals who completed the online questionnaires. Among the participants, 274 were females and 116 were males, representing 70% and 30% of the total sample, respectively. Additionally, 326 employees (84%) reported working at a consistently full rate. It is worth noting that employees with one to five years of tenure accounted for 40% of the sample

### Measurements

In relation to the research inquiries at hand, the questionnaire designed for this study aimed to encompass several concepts. It sought to capture a wide range of potential factors that influence perceptions of fit, including various types of perceived similarity or complementarity such as values, personality, and knowledge, skills, and abilities. Additionally, to test the proposed hypotheses, the questionnaire aimed to assess employee organizational commitment and measure turnover intention.

To address the broad range of antecedents related to fit perceptions, the research utilized a scale developed by Piasentin and Chapman's (2007). This scale consisted of 17 items (with a Cronbach's alpha coefficient of 0.80) to assess both supplementary and complementary fit. The construct of "perceived complementarity" was examined using eight items (with a coefficient alpha of 0.79). The same questionnaire, developed by the aforementioned authors, was adapted for the Georgian population in the work of Nino Torotadze, a PhD student at Tbilisi State University's Faculty of Psychology and Education.

To evaluate organizational commitment, the research employed Allen and Meyer's (1990) Organizational Commitment Questionnaires (OCQ) with a coefficient alpha of 0.80. Originally, the research intended to measure employees' turnover using actual data obtained from organizations. However, it became apparent that this was not possible as Georgian organizations do not typically gather or disclose such statistical information. Instead, the study opted to measure employees' turnover intention within each organization. This was assessed using two items: "I frequently think about quitting my job" and "I doubt that I will be here in a few months" (with a coefficient alpha of 0.90) as developed by Piasentin & Chapman (2007). Additionally, one item created by Wayne et al., (1997) was used: "I think I will be working at this company five years from now" (reversed score) with a coefficient alpha of 0.89.

## RESULTS AND DISCUSSION

To establish the reliability of the survey, an initial step involved determining the margin of error, which was found to be 5%. Additionally, the accuracy of the collected information was assessed by examining the minimum and maximum values of each variable. A

principal components analysis with varimax rotation was conducted on the 17 items designed to measure perceived similarity and complementarity. This analysis aimed to determine if the items capturing perceived similarity and complementarity would yield distinct factors. The results showed a consistent underlying factor structure, with the first factor consisting of nine items (Cronbach's Alpha = 0.80) representing perceived similarity, and the second factor comprising eight items (Cronbach's Alpha = 0.87) representing perceived complementarity.

At the outset, the main aim of the survey was to conduct a comparative analysis of employee compatibility across various sectors and determine the prevalence of either supplementary or complementary fit in the public and private sectors. However, the results revealed no significant differences between the sectors in terms of perceived similarity and complementarity. Both factors were equally presented in both sectors. Although supplementary fit tended to be slightly more typical in the private sector, the difference was not statistically significant ( $0.83 > 0.05$ ;  $f = 0.05$ ). Similarly, complementary fit was more common in the private sector, but the difference was not statistically significant either. Furthermore, based on the means (0.01 and 0.03, respectively), complementary fit appeared to be more prevalent. Nonetheless, the differences in means for both types of fit were not statistically significant ( $0.60 > 0.05$ ;  $f = 0.27$ ).

Based on the findings, it can be deduced that there is no difference in employee compatibility across different working sectors. As a result, Hypothesis 1, which posited that compatibility between employees and organizations would be reflected in supplementary fit for public organizations, is rejected. Likewise, Hypothesis 2, which suggested that compatibility between employees and organizations would be manifested in complementary fit for private organizations, is also rejected.

Intercorrelations were examined to explore the relationships between tenure and the major variables. The correlation analysis revealed a positive correlation between tenure at the current organization and both complementary fit and continuance commitment. This can be attributed to the fact that the longer individuals work at their current organization, the higher their level of compatibility, as indicated by complementary fit. Additionally, the longer individuals work, the greater their sense of responsibility towards the organization, as reflected in continuance commitment. Furthermore,



gender did not exhibit any significant differences and was not statistically significant.

In terms of the relationship among the dependent variables, all types of organizational commitment showed strong positive correlations with each other. The correlation coefficients between affective and continuance commitment, affective and normative commitment, and continuance and normative commitment were found to be  $r = 0.42$ ,  $p < 0.05$ ,  $r = 0.33$ ,  $p < 0.05$ , and  $r = 0.40$ ,  $p < 0.05$ , respectively. The correlation between affective and continuance commitment exhibited a significantly higher value compared to the correlation between continuance and normative commitment. Moreover, the association between affective and normative commitment was the least pronounced.

Furthermore, a hierarchical regression analysis was conducted to examine the relationship between complementary fit and three factors: affective, continuance, and normative commitment. The analysis revealed that complementary fit had a statistically significant relationship only with affective commitment (0.04). Moreover, it was found that there was no statistically significant association between continuance commitment and normative commitment (0.29; 0.12, respectively).

To assess the impact of supplementary and complementary fit on different types of organizational commitment, a stepwise regression analysis was conducted to select the independent variables for the final model. The results indicated that the independent factors accounted for 40% of the variation in the dependent variable in the second model ( $R$ -square = 0.40).

Additionally, a logistic regression model was utilized to identify the variables that were characteristic of the public and private sectors. The  $R$ -square value for the model was 0.13. The findings revealed that complementary fit was somewhat more prevalent in the private sector, while continuance commitment and working experience at the current organization were more typical in the public sector. Gender did not exhibit any significant effects. Furthermore, although working rate was more typical in the private sector, it was not statistically significant. Therefore, the model presented is not applicable to a broader context.

Regarding the correlation among the independent and dependent variables in the survey, each type of person-organization fit exhibited significant positive connections with all three types of organizational commitment (affective, continuance, and normative). Particularly, supplementary fit demonstrated a significant

and positive correlation with affective commitment ( $r = 0.62$ ,  $p < 0.05$ ), as well as with continuance commitment ( $r = 0.29$ ,  $p < 0.05$ ) and normative commitment ( $r = 0.29$ ,  $p < 0.05$ ). Notably, the correlation between supplementary fit and affective commitment was found to be stronger than the correlations with the other types of organizational commitment. Thus, Hypothesis 3, which posited a positive relationship between supplementary fit and affective, continuance, and normative commitment, was supported.

Regarding the relationship between complementary fit and all types of organizational commitment (affective, continuance, and normative), only affective commitment exhibited a significant connection with complementary fit ( $r = 0.11$ ,  $p < 0.05$ ). However, complementary fit showed no significant correlation with continuance commitment ( $r = 0.05$ ,  $p > 0.05$ ) or normative commitment ( $r = 0.08$ ,  $p > 0.05$ ). Therefore, a connection was found between complementary fit and affective commitment, but not with the other two types of organizational commitment.

When examining the relationship between different types of organizational commitment and turnover intention, it was observed that affective commitment had a strong negative correlation with intention to leave ( $r = -0.62$ ,  $p < 0.05$ ). Continuance commitment also showed a significant negative correlation with turnover intention ( $r = -0.41$ ,  $p < 0.05$ ), as did normative commitment ( $r = -0.35$ ,  $p < 0.05$ ). Thus, Hypothesis 5, which stated that affective, continuance, and normative commitment are negatively related to turnover intention, was fully supported. Hypothesis 4, which suggested a positive relationship between complementary fit and affective, continuance, and normative commitment, was partially supported, specifically in relation to affective commitment.

## CONCLUSION AND RECOMMENDATIONS

The research conducted aimed to examine different types of person-organization fit among administrative staff in the public and private sectors of Georgia. It also sought to explore the relationship between person-organization fit, various types of organizational commitment, and turnover intention. The quantitative analysis of the data revealed that there were no significant differences in types of fit between the working sectors in Georgia. Moreover, the results indicated a positive cor-

relation between supplementary fit and different types of organizational commitment, particularly affective commitment. Complementary fit, however, showed a positive connection only with affective commitment. By establishing reliable connections between person-organization fit and significant individual outcomes in organizational settings, this study made a valuable contribution to the existing literature.

Nevertheless, the study has certain limitations. Firstly, the data was collected exclusively from the public and private sectors in Georgia, limiting the generalizability of the findings. To overcome this constraint, future research has the potential to expand its scope by gathering survey data from a wider array of organiza-

tions and industries. This broader approach would enable a more extensive evaluation of the validity of the findings across diverse work contexts. Additionally, data collection was conducted at a single time point, making it challenging to assess any potential changes in the compatibility of person-organization fit and individual outcomes over time. Furthermore, the research focused solely on person-organization congruence in the Georgian context, and future studies could explore other dimensions of person-environment fit, for instance, an aspect worth exploring in future research is person-job fit, which relates to the alignment between an employee's skills, abilities, and the demands of their job.

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