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AUTHORS: Aynur Akgül,Süleyman Murat Yıldız

PAGES: 224-237

ORIGINAL PDF URL: <https://dergipark.org.tr/tr/download/article-file/4087267>

The Effect of Person-Organization Fit on Organizational Citizenship Behavior in Sports Organizations*

Aynur AKGÜL^{1†}, Süleyman Murat YILDIZ²

¹Mugla Sıtkı Kocman University, Institute of Social Sciences, Mugla, Türkiye

²Mugla Sıtkı Kocman University, Faculty of Sport Sciences, Mugla, Türkiye

Original Article

Received: 22.07.2024

Accepted: 25.08.2024

DOI: 10.47778/ejsse.1520053

Online Published: 30.09.2024

Abstract

This study examined the effect of person-organization fit on organizational citizenship behavior in sports organizations. The data of the study was obtained from 192 employees working in various units of the Youth and Sports Provincial Directorate of İzmir, Turkey. Person-organization fit, and organizational citizenship behavior scales were used as data collection tools. The person-organization fit scale developed by Netemeyer, Boles, McKee, and McMurrian (1997) is one-dimensional and consists of 4 items. The organizational citizenship scale, developed by Podsakoff and MacKenzie (1997) and adapted into Turkish by Elçi (2005), consists of five dimensions and 20 items. The study's findings showed that person-organization fit significantly and positively affected organizational citizenship behavior ($\beta=0.258$; $p<0.01$). Additionally, the findings showed that person-organization fit significantly and positively affected the dimensions of altruism, sportsmanship, conscientiousness, and civic virtue. On the other hand, it was observed that person-organization fit did not have any effect on the courtesy dimension of organizational citizenship behavior.

Keywords: Person-organization fit, Organizational citizenship behavior, Sports organizations

* This paper was summarized from the first author's Master Thesis.

† **Corresponding Author:** Aynur Akgül, **E-mail:** akgulaynur@hotmail.com

INTRODUCTION

In recent years, in an intensely competitive environment, organizations are making more efforts to maintain their existence, develop, and increase their profitability. In this context, the performance of employees has an important place in the success of organizations. That's why organizations pay attention to all elements, from the recruitment of employees to their behavior in service production processes. The basis for this is that the employee's performance directly affects the organizational performance (Almatrooshi et al., 2016; Brewer, 2008). Many factors affect the performance of employees and organizations. In this context, our study addressed the issues of person-organization fit and organizational citizenship behavior.

Person-organization fit refers to the mutual satisfaction of expectations within the context of the employee and the organization, the parties having basic characteristics, and the resulting harmony (Morley, 2007). The basis of person-organization fit is based on Schneider's (1987) attraction-selection-attrition theory. According to this theory, people are attracted to organizations due to certain characteristics of the organizations. Afterward, organizations use selection methods to select those who are most compatible with the organization among the candidates they attract. Then, if the person adapts to the organization, he/she continues as an employee of the organization. Otherwise, if the person is not compatible with the organization, the person either leaves the organization voluntarily or is asked to leave by the organization. The other theory on which person-organization fit is based is Caplan's (1987) person-environment fit theory. This theory focuses on the fit between the person and the work environment. According to this theory, a person affects his environment on the one hand and is affected by the environment on the other. The person-environment fit can be rational fit (person-job fit and person-organization fit) or relational fit (person-manager fit and person-group fit). Person-job fit essentially refers to the employee's ability to fulfill the requirements of the job. Person-organization fit refers to the employee's suitability for the structure of the organization, as well as the employee's effort for the organization, and the organization's remuneration for the employee's effort. Person-manager fit essentially refers to the compatibility of personality, values, and behavioral styles between the employee and the manager, while person-group fit means the similarity of personality, attitude, value, purpose, and working style in the workgroup. As a result, if harmony between the employee and the organization is achieved, positive behavior occurs among the employees. If there is a good fit between the characteristics of the employees and the characteristics of the organization, high job satisfaction and performance (Akın & Göksel, 2024; Farooqui & Nagendra, 2014), low turnover intention and turnover rate appear in organizations (Abdalla et al., 2018).

Another issue that affects the performance of organizations is organizational citizenship behavior. To achieve their goals more effectively, organizations expect their employees to show extra behavior beyond the employment contract and voluntarily in favor of their organizations (Yildiz, 2011). These behaviors contribute positively to employees' own and other employees' work production processes, efficient use of resources, and the formation of a positive organizational image (Kumari & Thapliyal, 2017; Podsakoff & MacKenzie, 1997). Organ (1988), who defines

organizational citizenship behavior as “the individual in the work environment voluntarily showing more effort and extra-role behavior beyond the task and responsibility determined for him/herself”, divides these behaviors into five sub-dimensions named “altruism, conscientiousness, courtesy, sportsmanship, and civil virtue”. *Altruism* refers to sacrifices such as making sacrifices in tasks outside the scope of duty, taking on extra duties sometimes, and helping other colleagues. *Conscientiousness* refers to selfless efforts beyond job requirements (using resources efficiently, continuing to work to finish the job even after working hours, coming to work despite being sick, etc.). *Courtesy* refers to an employee volunteering to help another colleague experiencing work-related problems. *Sportsmanship* refers to being tolerant of difficulties encountered in the work environment and continuing to work without complaining even if there is a heavy workload. *Civic virtue* refers to supporting the policies implemented by the organization and participating in activities aimed at the organization's development (e.g. participation in organizational decisions, education, social, etc.). Organizational citizenship behavior has positive effects on the effectiveness and efficiency of organizations (Podsakoff & MacKenzie, 1997). There is ample evidence that the more employees exhibit organizational citizenship behavior, the more organizational success organizations will achieve (Duyan, 2021, Mackenzie et al., 2011; Walz & Niehoff, 2000, Yildiz, 2016).

No study has been found in the literature that examines the relationship between person-organization fit and organizational citizenship behavior in the context of sports organizations. Therefore, to contribute to the literature, our study focused on the relationship between person-organization fit and organizational citizenship behavior and revealed evidence from sports organizations.

METHOD

Research Model

The model of this study, which aims to determine the effect of person-organization fit on organizational citizenship behavior, is shown in Figure 1. In this model, the effect of person-organization fit on organizational citizenship behavior is shown.

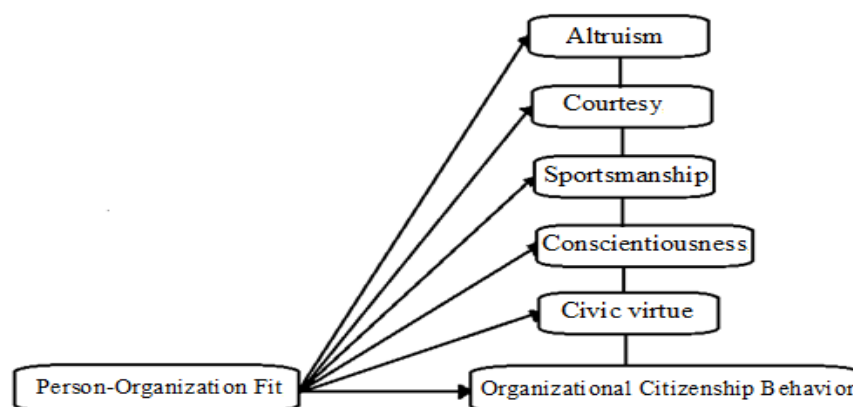


Figure 1. The effect of person-organization fit on organizational citizenship behavior

The following hypotheses were developed according to the model created within the framework of the purpose of the study.

H₁: Person-organization fit has a positive effect on the altruistic behavior of employees in sports organizations.

H₂: Person-organization fit has a positive effect on employees' courtesy behavior in sports organizations.

H₃: Person-organization fit has a positive effect on the sportsmanship behavior of employees in sports organizations.

H₄: Person-organization fit has a positive effect on employees' conscientiousness behavior in sports organizations.

H₅: Person-organization fit has a positive effect on employees' civic virtue behavior in sports organizations.

H₆: Person-organization fit has a positive effect on employees' organizational citizenship behavior in sports organizations.

Samples

The study was a survey, and a convenience sampling method was used to reach the sample. An important advantage of survey research is that it provides the researcher with a lot of information obtained from a sample consisting of a large number of people (Büyüköztürk, 2011). The research model is the arrangement of the necessary conditions for the collection and analysis of data for the research and economically (Karasar, 2007). Data were collected from the individuals participating in the research with the help of scales within the framework of the purpose of the study.

The study population of this study was created by the Youth and Sports Provincial Directorate of Izmir. The sample consisted of 192 employees working in various units of this organization. Some of the employees participated in the research through electronic communication tools and the other part through face-to-face survey application.

Instruments

Person-organization fit and organizational citizenship behavior scales, whose validity and reliability have been proven many times before, were used in the study. The person-organization fit scale developed by Netemeyer et al., (1997) is one-dimensional and consists of 4 items. The organizational citizenship behavior scale, developed by Podsakoff and MacKenzie (1997) and adapted into Turkish by Elçi (2005), consists of five dimensions and 20 items. The dimensions and the items they contain are as follows: Altruism (1-4), Courtesy (5-8), Sportsmanship (9-12), Conscientiousness (13-16), Civil Virtue (17-20).

Ethical Approval

Ethical approval of the study was obtained from Mugla Sıtkı Kocman University Social and Human Sciences Research Ethics Committee on 31.01.2021 with protocol number 210010 and decision number 33.

Statistical Analysis

Descriptive, reliability, correlation, and hierarchical regression analysis were used in the statistical analysis of the data in the study. The scale's reliability coefficients and sub-dimensions were calculated with Cronbach's Alpha coefficient. The relationship between variables was determined by correlation analysis, and the effect of person-organization fit on organizational citizenship behavior was determined by hierarchical regression analysis.

FINDINGS

Demographic Properties

The average age of the study participants is 35.31 ± 7.85 . The amount of participants is equal in terms of gender. There are more married people (57.3%) than single people (42.7%). In terms of education level, 58.3% of the participants have an undergraduate degree. Considering the working period, most participants are between 1-5 years (32.3%) and 6-10 years (37.5%), (Table 1).

Table 1. Demographic characteristics

Variables	X	Sd
Age	35.31	7.85
Gender	f	%
Male	96	50
Female	96	50
Marital status	f	%
Married	110	57.3
Single	82	42.7
Education	f	%
Middle	2	1.0
Lycee	20	10.4
Associate degree	35	18.2
Undergraduate	112	58.3
Graduate	23	12.0
Tenure	f	%
Less than 5 years	62	32.3
6 to 10 years	72	37.5
11 to 15 years	20	10.4
16 to 20 years	30	15.6
21 to 25 years	5	2.6
More than 26 years	3	1.6

Test for Reliability

In the reliability analysis conducted to determine the internal consistency of the person-organization fit scale, Cronbach's alpha value was found to be 0.941. In the reliability analysis conducted to determine the internal consistency of the organizational citizenship behavior scale, Cronbach's alpha value was found to be 0.894. The reliability values of the two scales are quite high (Alpar, 2001).

Correlation Analysis

According to the correlation analysis, there is a significant and positive relationship between person-organization fit and organizational citizenship behavior ($r=0.242$; $p<0.01$), sportsmanship ($r=0.179$; $p<0.05$), conscientiousness ($r=0.201$; $p<0.01$), and civic virtue ($r=0.232$; $p<0.01$), (Table 2).

Table 2. Results of correlation analysis

Variables	1	2	3	4	5	6
1. Age	1					
2. Gender	-.175*	1				
3. Marital status	-.269**	-.084	1			
4. Education	-.076	-.098	-.041	1		
5. Tenure	.811**	-.141	-.272**	-.183*	1	
6. Person-organization fit	-.022	-.054	.031	-.030	-.064	1
7. Altruism	-.036	.187**	-.102	.091	-.065	.129
8. Courtesy	-.087	-.038	.075	.176*	-.119	.057
9. Sportsmanship	-.198**	.285**	.065	-.046	-.169*	.179*
10. Conscientiousness	-.097	.253**	-.114	-.108	-.086	.201**
11. Civic virtue	.005	.325**	-.172*	-.148*	.004	.232**
12. Organizational citizenship behavior	-.105	.315**	-.097	-.035	-.111	.242**

* $p<0.05$; ** $p<0.01$

Table 2. Results of correlation analysis (Continued)

Variables	7	8	9	10	11	12
1. Age						
2. Gender						
3. Marital status						
4. Education						
5. Tenure						
6. Person-organization fit						
7. Altruism	1					
8. Courtesy	.557**	1				
9. Sportsmanship	.296**	.280**	1			
10. Conscientiousness	.345**	.244**	.465**	1		
11. Civic virtue	.348**	.145*	.243**	.556**	1	
12. Organizational citizenship behavior	.721**	.576**	.624**	.779**	.735**	1

* $p<0.05$; ** $p<0.01$

Hierarchical Regression Analysis

The Effect of Person-Organization Fit on Altruism

The hierarchical regression analysis conducted to determine the effect of person-organization fit on the altruism dimension is presented in Table 3. The analysis result showed that person-organization fit significantly and positively affected the altruism dimension ($\beta=0.144$; $p<0.05$). According to this result, Hypothesis 1 was accepted.

Table 3. Results of hierarchical regression analysis between person-organization fit and altruism

Independent Variables	Altruism					
	Step 1			Step 2		
	Beta	t	p	Beta	t	p
1. Age	.039	.313	.755	.026	.209	.835
2. Gender	.187	2.541	.012	.196**	2.681	.008
3. Marital status	-.096	-1.216	.225	-.098	-1.260	.209
4. Education	.091	1.224	.223	.099	1.342	.181
5. Tenure	-.088	-.701	.484	-.067	-.531	.596
6. Person-organization fit	-	-	-	.144*	2.018	.045
F		2.213			2.554	
R ²		.056			.076	
Adjusted R ²		.031			.047	

Note: Standardized beta values were used, ** $p < 0.01$, * $p < 0.05$

The Effect of Person-Organization Fit on Courtesy

The hierarchical regression analysis conducted to determine the effect of person-organization fit on the courtesy dimension is presented in Table 4. The analysis result indicated that person-organization fit did not have any effect on the courtesy dimension. According to this result, Hypothesis 2 was rejected.

Table 4. Results of hierarchical regression analysis between person-organization fit and courtesy

Independent Variables	Courtesy					
	Step 1			Step 2		
	Beta	t	p	Beta	t	p
1. Age	.013	.105	.916	.008	.066	.948
2. Gender	-.023	-.314	.754	-.020	-.268	.789
3. Marital status	.111	1.415	.159	.110	1.400	.163
4. Education	.169	2.273	.024	.172*	2.307	.022
5. Tenure	-.061	-.483	.630	-.053	-.417	.677
6. Person-organization fit	-	-	-	.053	.738	.461
F		1.965			1.724	
R ²		.050			.053	
Adjusted R ²		.025			.022	

Note: Standardized beta values were used, ** $p < 0.01$, * $p < 0.05$

The Effect of Person-Organization Fit on Sportsmanship

The hierarchical regression analysis conducted to determine the effect of person-organization fit on the sportsmanship dimension is presented in Table 5. The analysis result showed that person-organization fit significantly and positively affected the sportsmanship dimension ($\beta=0.189$; $p<0.01$). According to this result, Hypothesis 3 was accepted.

Table 5. Results of hierarchical regression analysis between person-organization fit and sportsmanship

Independent Variables	Sportsmanship					
	Step 1			Step 2		
	Beta	t	p	Beta	t	p
1. Age	-.120	-.992	.323	-.138	-1.152	.251
2. Gender	.257	3.589	.000	.269**	3.815	.000
3. Marital status	.025	.329	.743	.022	.289	.773
4. Education	-.035	-.485	.628	-.024	-.343	.732
5. Tenure	-.033	-.268	.789	-.004	-.036	.972
6. Person-organization fit	-	-	-	.189**	2.752	.007
<i>F</i>		4.409			5.066	
<i>R</i> ²		.106			.141	
<i>Adjusted R</i> ²		.082			.113	

Note: Standardized beta values were used, ***p* <0.01, **p* <0.05

The Effect of Person-Organization Fit on Conscientiousness

The hierarchical regression analysis conducted to determine the effect of person-organization fit on the conscientiousness dimension is presented in Table 6. The analysis result indicated that person-organization fit significantly and positively affected the conscientiousness dimension ($\beta=0.212$; $p<0.01$). According to this result, Hypothesis 4 was accepted.

Table 6. Results of hierarchical regression analysis between person-organization fit and conscientiousness

Independent Variables	Conscientiousness					
	Step 1			Step 2		
	Beta	t	p	Beta	t	p
1. Age	-.051	-.421	.674	-.071	-.592	.554
2. Gender	.213	2.964	.003	.227**	3.217	.002
3. Marital status	-.156	-2.032	.044	-.160*	-2.130	.035
4. Education	-.116	-1.604	.110	-.105	-1.470	.143
5. Tenure	-.093	-.756	.451	-.061	-.506	.614
6. Person-organization fit	-	-	-	.212**	3.089	.002
<i>F</i>		3.957			5.040	
<i>R</i> ²		.096			.140	
<i>Adjusted R</i> ²		.072			.113	

Note: Standardized beta values were used, ***p* <0.01, **p* <0.05

The Effect of Person-Organization Fit on Civic Virtue

The hierarchical regression analysis conducted to determine the effect of person-organization fit on the civic virtue dimension is presented in Table 7. The analysis result showed that person-organization fit significantly and positively affected the civic virtue dimension ($\beta=0.251$; $p<0.01$). According to this result, Hypothesis 5 was accepted.

Table 7. Results of hierarchical regression analysis between person-organization fit and civic virtue

Independent Variables	Civic Virtue					
	Step 1			Step 2		
	Beta	t	p	Beta	t	p
1. Age	.050	.418	.676	.027	.232	.816
2. Gender	.303	4.327	.000	.319**	4.707	.000
3. Marital status	-.164	-2.190	.030	-.168*	-2.331	.021
4. Education	-.137	-1.944	.053	-.123	-1.804	.073
5. Tenure	-.078	-.651	.516	-.040	-.347	.729
6. Person-organization fit	-	-	-	.251**	3.800	.000
<i>F</i>		6.298			8.035	
<i>R</i> ²		.145			.122	
<i>Adjusted R</i> ²		.207			.181	

Note: Standardized beta values were used, ** $p < 0.01$, * $p < 0.05$

The Effect of Person-Organization Fit on Organizational Citizenship Behavior

The hierarchical regression analysis conducted to determine the effect of person-organization fit on organizational citizenship behavior is presented in Table 8. The analysis result indicated that person-organization fit significantly and positively affected organizational citizenship behavior ($\beta=0.258$; $p<0.01$). According to this result, Hypothesis 6 was accepted.

Table 8. Results of hierarchical regression analysis between person-organization fit and organizational citizenship behavior

Independent Variables	Organizational Citizenship Behavior					
	Step 1			Step 2		
	Beta	t	p	Beta	t	p
1. Age	-.012	-.100	.920	-.036	-.306	.760
2. Gender	.290	4.076	.000	.307**	4.454	.000
3. Marital status	-.106	-1.399	.164	-.111	-1.514	.132
4. Education	-.032	-.446	.656	-.018	-.253	.801
5. Tenure	-.105	-.857	.393	-.066	-.556	.579
6. Person-organization fit	-	-	-	.258**	3.843	.000
<i>F</i>		4.753			6.715	
<i>R</i> ²		.113			.179	
<i>Adjusted R</i> ²		.089			.152	

Note: Standardized beta values were used, ** $p < 0.01$, * $p < 0.05$

DISCUSSION AND CONCLUSION

Our study examined the effect of person-organization fit on organizational citizenship behavior in the context of sports organizations. There is a gap in the literature as there is no study on the relationship between these two variables in sports organizations, so the findings of our research will contribute to filling this gap.

The findings of our study showed that person-organization fit significantly and positively affects organizational citizenship behavior ($\beta=0.258$; $p<0.01$). Additionally, the findings indicated that person-organization fit significantly and positively affected the altruism dimension ($\beta=0.144$; $p<0.05$), sportsmanship dimension ($\beta=0.189$; $p<0.01$), conscientiousness dimension ($\beta=0.212$; $p<0.01$), and civic virtue dimension ($\beta=0.251$; $p<0.01$). On the other hand, it was observed that person-organization fit did not have any effect on the courtesy dimension.

In the literature, there are studies in various sectors examining the relationships between person-organization fit and organizational citizenship behavior. Studies conducted in the manufacturing company (Akbaş, 2011), banking sector (Can & Kerse, 2020), service sector (Afsar & Badir, 2016; Bozdoğan, 2023), and health sector (Polatcı & Cindiloğlu, 2013) have found a significant and positive relationship between person-organization fit and organizational citizenship behavior. Similarly, a significant and positive relationship was found between person-organization fit and all sub-dimensions of organizational citizenship behavior. Therefore, these studies show that there is a consensus that person-organization fit positively affects organizational citizenship behavior. Unlike these studies, our study showed that only person-organization fit did not have any effect on the courtesy dimension. Accordingly, it can be said that sports sector employees have problems being tolerant of the difficulties encountered in the work environment and continuing to work without complaining even if there is an intense workload. This situation may be due to employees and organizational policies, such as employees not being able to fully meet job requirements and remuneration. For this reason, future studies may be recommended to include variables that may be the source of this situation.

As a result, our study has revealed empirical evidence from the sports sector that person-organization fit has a positive effect on organizational citizenship behavior. Many studies have similarly demonstrated that person-organization fit is an important factor that increases employee performance (Farooqui & Nagendra, 2014; Lauver & Kristof-Brown, 2001; Kristof-Brown et al., 2005; Rajper et al., 2020; Schwepker, 2015; Silverthorne, 2004; Sorlie et al., 2022). Therefore, for organizations to achieve positive gains such as performance and organizational citizenship behavior, they must first recruit employees with adaptable characteristics. Then, they need to implement other mechanisms that will ensure person-organization harmony. Since the sample of our study was limited to a certain region and employees, the results cannot be generalized to the entire sector. Since the sports sector consists of a wide variety of subfields, future research can be recommended in different areas and on different samples.

Conflict of Interest: There is no personal or financial conflict of interest between the authors in this article.

Authors' Contribution: Research Design-AA; SMY, Data Collection-AA; Statistical Analysis-AA; SMY, Manuscript Preparation-AA; SMY.

Ethical Approval

Ethics Committee: Mugla Sıtkı Kocman University Social and Humanities Research Ethics Committee

Date: 31.01.2021

Desicion No: 33

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