

## **THE EFFECT OF PERSON-ORGANIZATION FIT ON JOB STRESS AND CONFLICT: AN APPLICATION ON EMPLOYEES OF BUSINESSES IN DALAMAN INTERNATIONAL AIRPORT**

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### **Abstract**

*Person-organization fit, which is generally described as a degree of compatibility or similarity between the person's values and the organization's values, is one of the base factors required for an organization's success. Organizations should accomplish person-organization fit in their organizations by using employee selection and hiring process which is congruence-based in cultural values or by applying socialization tactics. We proposed finding a correlation in this study between person-organization fit and job stress and conflict. In this context, we have reached some findings about person-organization fit and its outcomes by conducting a survey on employees of Dalaman International Airport. The findings showed us there is a statistically negative correlation between person-organization fit and job stress and conflict.*

**Key Words:** *Person-organization fit, job stress and conflict.*

**Jel Classification:** M10.

### **1. INTRODUCTION**

Organizations are the communal systems which are formed to defeat their own inadequacies or get rid of them by people. The person, via organizations, has understood that blocking to reach most of their own goals, the most important factor results from the case of the unwillingness of working with the others or

non- working (Şimşek, 2010: 213-214). Working with others needs person and organization fit. There are restlessness, stress and conflict in working environment where there are people who can't work with each other in fit.

Organizations protect both the members' qualification of being different person in the whole, and try to guarantee their becoming integrated with the whole within the scope of the concept "fit". In this frame, the aim of this study is to present analytically that this fit causes what kind of effects on job stress and conflict by examining person and organization fit comprehensively. The application part of this study composes of the results of questionnaire applied to managers and employees of the companies which operate in different sectors in Dalaman International Airport.

### **1.1. Person-Organization Fit**

The idea "person-organization fit" is built on the theory "attraction-selection-attrition" which Schneider suggested in 1987. Schneider suggests that individuals feel more comfortable in the organizations where members have similar features, so they participate much more to this type of organizations. In the same way, organizations employ the people who are closer to the organization culture. After employing, both sides are trying to maintain this compatibility status. Later, the organization runs its own socialization processes for adapting its own traditions and values. The attractiveness of the organization for individual and the attractiveness of the individual for the organization must be permanent to maintain the compatibility as long as possible. Employers and employees review the degree of the compatibility between them regularly (Hauenstein et al., 2007: 4). According to Schneider, organizational climate is created by people and person-organization fit is dynamic and flexible. Because people show adaptation to organization climate as well as changing it. The person-organization researchers rely on values and needs while they classify the personality traits in terms of person and organization. (Vianen, 2001: 2).

Organizational norms and values are the product of group although all members don't have the same values. Most of the organization members accept these norms and values. The person-organization fit is described as the compatibility between the values of people and the values and norms of the organization (Chatman, 1989: 339-340). According to Kristof, the person-organization fit is the status of compatibility which can be determined when one supplies the needs and wills of the other or organization and employee have similar characteristics (Kwantes et

al., 2007: 96). According to Chatman, the person-organization fit is the compatibility between the unchangeable characteristics of the organization and the individual. There is a convenience between personal and organizational values in the centre of this compatibility. This compatibility status is related to employees' behaviours such as commitment, satisfaction and turnover intention (Ambrose et al., 2007: 324). The literature has proved that the person-organization fit has positive benefits on the employer's attitudes and behaviours. According to this, when the compatibility increases between the organization and individual, employees have become more satisfied, more committed and more productive (Bright, 2007: 364-365). According to Backhaus, researches on the person-organization fit reveal that the convenience in a high level between personal and organizational values, will have positive results for everybody. The researches on this subject show that people prefer working in the organizations where they can reflect their own personal values. The person-organization fit is related to the decrease of turnover, job satisfaction in higher level, organizational commitment and interpersonal appeal and so on (Backhaus, 2003: 21).

## **1.2. Job Stress**

That the relationships in the organization are consistent and healthy decreases the individual's problems about job partly. On the other hand, negative relations, the difficulties in distributing authority and responsibilities, being restricted in behaviours and policies which conflict with the aims make up important stresses in the organization. Unless individuals have the feeling of belonging to the organization where they work, they lose the trust which they feel to the their organization. Communications' channels'not working properly, informal communication's being spread and its depending on gossips and guesses effect the inner environment of the organization. And so, this situation reflects to the employees as stres. Also, French and Caplan have described the quality of people's relationships with their inferior and senior managers as an important tension resource related to organization (Özkalp & Kirel, 2001: 441). The focus of person-organization fit studies is revealing the interaction between the person and specific features of the organizational environment. In fact, person-organization fit in literature tells that the compatibility will form when there is a convenience between a person's characteristics and the values of the organization. On the contrary, the incompatibility status comes up when a person's characteristics don't correspond to the unchangeable values of the organization. In the study, Pervin has made the theory that the performance and satisfaction will be high and the stres will be low if there is a convenience between a person's characteristics

and the organization's features (Brigham et al., 2007: 1042). Kristof expresses that there is a relationship between the compatibility and lots of employees' attitudes and behaviours. Vancouver and Schmitt have found that there is a negative relationship between the compatibility and stress and trend in employee turnover (Autry et al., 2005: 60).

### **1.3. Conflict**

That the members of the organization communicate openly and correctly, satisfy from working together and coordinate themselves represents the compatibility, while the status of the coordinate difficulty, the inactive communication process and incompatibility represents the conflict (Öğüt, 2001: 241-242). The conflict is the controversions which come up as a result of the incompatibility between two or more people. In the organizations, people and groups can work in compatibility, but this compatibility can disappear in some situations and the conflict begins. Especially, that there are different ideas in solving problems and everybody insists on own idea can create the conflict (Özkalp & Kirel, 2001: 387). Katz and Kahn have proposed that the conflict will appear when one of the two systems (person/group, organization) compels the other to some results or goes towards the tendency of prevention. The conflict obliterate the behaviours which are in favor of the organization by being related to management. Family companies which digress from managerial behaviours such as trust, mutual sacrifice, mutual deal, nonfinancial family targets, tend to become conflict (Memili & Barnett, 2008: 3).

## **2. APPLICATIONS AND METHODOLOGY OF THE RESEARCH**

### **2.1. Scope of the Research**

In this section, person-organization fit and the variables which are affected by this compatibility are examined by depending on the findings of the research which is done on the employees and the managers in 20 companies which carry on a business in different sections in Dalaman International Airport. This study contributes to person-organization fit and understanding this convenience's effects on job stress and conflict.

In this study, the managers and the employees of the companies which carry on a business in "Dalaman International Airport" where is in Dalaman of Muğla are chosen as sample. Dalaman Airport is an extremely big organization which serves

as tourism gate of spreading from Marmaris to Fethiye, South Aegean with its passenger traffic over three millions annually in its domestic and international terminal and with its over 1500 staffs.

### Constraints of the Research

As in every social research, some constraints have been come across in this research, too. The constraints of this research are determined in terms of cost-benefit and being practical. According to this, the constraints of the research can be ordered like this;

- It needs to be considered that the research has been done on relatively small sample by paying attention to time lag and cost, so the research group is limited in representing the total and the conclusions cannot be generalised.
- The person-organization fit which makes up the subject of the research, is an intangible process and it is hard to both measure and reach generally accepted conclusions.

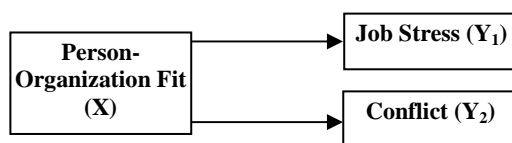
### 2.2. The Model of Survey

In this study, while the Person-Organization Fit is chosen as independent variable, Job Stres and Conflict are chosen as dependent variables. Here, the relationships (positive or negative) between dependent and independent variables are searched and measured. Some hypotheses are improved related to this subject and these hypotheses' accuracy and whether they are supported or not are searched. That whether the variables change together or not, if there is a change together, how this can be is tried to learn and the correlation type relations are looked for.

*Hypothesis 1: Person-Organization Fit has a negative effect on the employees' Job Stress.*

*Hypothesis 2: Person-Organization Fit has a negative effect on the employees' Conflict attitudes in the organization.*

As the research model, a symbolical model like below has been used.



**Figure 1: The Relations Between Person-Organization Fit, Job Stress and Conflict**

### **2.3. The Method of Data Collection**

A questionnaire form has been used as the basic tool of the research. The answers given to the questions have been taken with the help of 5 point Likert type scale (1: certainly disagree; ...; 5: certainly agree). The question list has been prepared by starting from the conceptual model of the research. The large part of the questions in the list have been made up the questions used before in literature. The questionnaire forms have been distributed by hand to 500 people in the level of manager and employee and 383 forms of them have returned. 16 of the forms which returned have not been included in the analysis, because they have been filled by chance and there are many questions which haven't been marked, so the number of the questionnaire forms totally used is 367. Accordingly, the turn over rate of the questionnaire forms which have been evaluated is 73.4 %.

### **2.4. Data Analysis**

The data which have been attained from totally 367 questionnaire forms in the sample in the research have been subjected to various statistical analysis in the direction of the aims of the study and hypothesis by being used SPSS 15.0 statistic program. Before being subjected to these analysis, some necessary conversions related to reverse questions, have been done in the sake of the answers of the questionnaire's being well and later the analysis have been done.

## **3. RESULTS**

### **3.1. Factor and Reliability Analysis**

In factor analysis, the dependent and independent variables were considered separately and variables were analyzed in this way. Total variance explained is 62.514 %. According to the factor analysis, it can be said that scale has structural validity.

In reliability analysis, alpha coefficients of each variable are checked. Alpha coefficients obtained were accepted because they were higher than 0.50 and 0.70 defined by Bagozzi & Yi (1988) and Nunally (1978) respectively in the literature.

**Table 1: The Factor Loadings of Dependent Variable and The Results of Reliability Analysis**

Independent/Dependent Variables	Questions	Component	Reference	Alfa ( $\alpha$ ) Coefficients
<b>Person-Organization Fit (X)</b>	<b>POF.1</b>	.619	Aumann (2007), Vilela et al. (2008) & Piasentin (2007).	.719
	<b>POF.2</b>	.645		
	<b>POF.5</b>	.682		
	<b>POF.6</b>	.669		
<b>Job Stress (Y<sub>1</sub>)</b>	<b>JS.1</b>	.750	Staples and Ratnasingham.	.875
	<b>JS.2</b>	.770		
	<b>JS.3</b>	.737		
	<b>JS.4</b>	.774		
	<b>JS.5</b>	.604		
<b>Conflict (Y<sub>2</sub>)</b>	<b>C.1</b>	.623	Wright (2008)	.785
	<b>C.2</b>	.745		
	<b>C.3</b>	.502		
	<b>C.4</b>	.754		
	<b>C.5</b>	.752		

Rotation Method: Varimax with Kaiser Normalization.  
 Rotation converged in 6 Iterations

### 3.2. Correlation, Regression Analysis and Hypotheses Tests

Pearson correlation coefficients are shown in Table 2. In table, relationship between dependent variables and independent variable; and one to one relationship of dependent variables are examined.

**Table 2: The Values of Correlation and Regression Analysis**

Variables		X	Y <sub>1</sub>	Y <sub>2</sub>
<b>X</b>	<b>Person-Organization Fit (X)</b>	<b>1.000</b>		
<b>Y<sub>1</sub></b>	Job Stress	-.392**	<b>1.000</b>	
<b>Y<sub>2</sub></b>	Conflict	-.164**	.597**	<b>1.000</b>

Pearson Corr. and Significance.  
 \*\*. Corr.,  $\rho=0.01$ . / \* . Corr.,  $\rho=0.05$ .

Independent Variable	Beta ( $\beta$ )	Sig. ( $\rho$ )
Person – Organization Fit (X)	-.392**	.000

$R^2 = .153$ , F= 66.174 (Anova Test)  
 \*\*. Corr. is significant at the .01 level (2-tailed) \* . Corr. is significant at the .05 level (2-tailed)

Independent Variable	Beta ( $\beta$ )	Sig. ( $\rho$ )
Person – Organization Fit (X)	-.164**	.000

$R^2 = .027$ , F= 10.060 (Anova Test)

When looking at Table 2, it can be seen that;

- There is a significant relation ( $\rho=0.01$  and  $\beta= - .392$ ) in a negative way between person-organization fit and job stress.

- There is a significant relation ( $p=0.01$  and  $\beta= - .164$ ) in a negative way between person-organization fit and conflict attitudes in workplace.

Except for "person-organization fit" independent variable, the main subject of this research, one to one relationships of dependent variables were also examined. It is understood that there is a positively significant ( $p=0.01$  and  $\beta=.597$ ) relation between "Job Stress" and "Conflict attitudes in workplace". Hypotheses in model are tested by regression analyses. The independent variable X represents person-organization fit. Similarly,  $Y_1$  (dependent variable) represents Job Stress and  $Y_2$  (dependent variable) represents Conflict. At the end of the regression analysis, our hypotheses will be accepted or rejected according to variables'  $\beta$  coefficients and significance ( $p$ ) levels. The elements shown in these tables are dependent variables, independent variable, beta coefficients ( $\beta$ ), significance ( $p$ ),  $R^2$  and F values. Findings of linear regression analysis, done with the aim of examining the effect of person-organization fit on job stress and conflict, are as follows: As shown in Table 4, "Job Stress" was taken as dependent variable in analysis and "Person-Organization Fit" was chosen as independent variable effecting the job stress; and regression analysis was done in this way. In this regression model;  $R^2 = .153$ ;  $p= .000$  and  $F=66.174$  values were obtained. The obtained values,  $R^2$  and F, show that the variable used in the model explains "Job Stress".

According to regression analysis results in Table 2, participators' attitude change caused by job stress results from person-organization fit. In this context,  $R^2$  determination coefficient indicates that 15.3 % of the employees' attitude change caused by job stress results from person-organization fit. When employees' person-organization fit increases 1 unit, that causes 0.392 unit fall on their job stress.  $H_1$  hypothesis is supported by this result. In other words, person-organization fit reduces the job stress. As it's seen in Table 2, "Conflict" is taken as dependent variable and "person-organization fit" is taken as independent variable in the regression analysis. In this regression analysis following values were obtained;  $R^2 = .027$ ;  $p= .000$  and  $F=10.060$ . The obtained values,  $R^2$  and F shows that the variable used in the model explains "Conflict". According to the regression analysis results in Table 2, participators' attitude change caused by conflict results from person-organization fit. In this context,  $R^2$  determination coefficient indicates that 2.7 % of the employees' attitude change caused by conflict may result from person-organization fit. When employees' person-organization fit increases 1 unit, that causes 0.164 unit fall on their job stress.  $H_2$  hypothesis is supported by this result. In other words, person-organization fit reduces the employees's conflict attitude in their workplaces. The results concerning hypotheses are shown in Table 3. All the hypotheses in the model are



one-sided; there is no bi-directional hypothesis. There are 2 hypotheses in total, and the result criterias are as follows;  $R^2$ , Beta ( $\beta$ ), Significance ( $\rho$ ) and Accepted/Rejected status (A/R). As a result, 2 hypotheses are accepted as they are significant at the rate of 1 %.

**Table 3: The Results of Hypothesis**

No	Hypothesis	R <sup>2</sup>	$\beta$	$\rho$	A/R
H <sub>1</sub>	<i>Person-Organization fit has a negative effect on the employees' job stress.</i>	.153	-.392**	.000	A
H <sub>2</sub>	<i>Person-Organization fit has a negative effect on the employees' attitudes conflict in the organization.</i>	.027	-.164**	.000	A

#### 4. CONCLUSIONS AND RECOMMENDATIONS

In this study, it is aimed to search whether there is a significant relationship between person-organization fit and job stress and conflict in respective organizations. The results of our research show that probable compliance problem in organization causes stress and, as a result, organizations experience stress related problems. Lovelace and Rosen's (1996) research findings also support that result. The findings of this research state that conflict affects person-organization fit adversely and in organizations with high conflict level, compatibility level will be low. Organizations, capable of keeping employees' compatibility level under control, can protect themselves from the adverse outcomes like stress, conflict, etc. caused by incompatibilities.

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