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**RELATIONSHIP BETWEEN PERSON-ORGANIZATION FIT AND  
ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE MEDIATING ROLE  
OF JOB SATISFACTION**

*KİŞİ-ÖRGÜT UYUMU İLE ÖRGÜTSEL VATANDAŞLIK DAVRANIŞI İLİŞKİSİ: İŞ  
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**ABSTRACT**

This study aims to investigate how person-organization fit perceived by bank employees affects the organizational citizenship behavior and whether there is a mediating effect of job satisfaction in person-organization fit and organizational citizenship behavior relationship. Data for the sample was collected from 184 bank employees working in Karabük, Turkey. The hypotheses were tested by hierarchical regression analyses. The results show that job satisfaction partially mediated the relationship between person-organization fit and dimensions of organizational citizenship behavior (altruism, conscientiousness, courtesy, sportsmanship, civic virtue). By examining the relationship between person-organization fit, organizational citizenship behavior and job satisfaction, this study allows bank managers to predict why person-organization fit perceived by employees results in increased organizational citizenship behavior.

**Keywords:** Person-Organization Fit, Organizational Citizenship Behavior, Job Satisfaction

**Jel Codes:** D23, J28

**ÖZET**

Bu çalışmanın amacı, banka çalışanları tarafından algılanan kişi-örgüt uyumunun örgütsel vatandaşlık davranışını nasıl etkilediğini ve kişi-örgüt uyumu ile örgütsel vatandaşlık davranışı ilişkisinde iş tatmininin herhangi bir aracılık etkisinin olup olmadığını belirleyebilmektir. Analizlerde kullanılan veri, Karabük ilindeki 184 banka çalışanından toplanmıştır. Hipotezler, hiyerarşik regresyon analizi ile test edilmiştir. Analizler sonucunda, kişi-örgüt uyumu ile örgütsel vatandaşlık davranışı boyutları (özgecilik, vicdanlılık, nezaket, sportmenlik, sivil erdem) arasındaki ilişkiye iş tatmininin kısmen aracılık ettiği belirlenmiştir. Kişi-örgüt uyumu, örgütsel vatandaşlık davranışı ve iş tatmini arasındaki ilişkilerin incelenmesi ile bu çalışma, çalışanlarının algıladığı kişi-örgüt uyumunun neden daha fazla örgütsel vatandaşlık davranışıyla sonuçlandığını anlamalarında banka yöneticilerine yardımcı olmaktadır.

**Anahtar Kelimeler:** Kişi-Örgüt Uyumu, Örgütsel Vatandaşlık Davranışı, İş Tatmini

**Jel Kodları:** D23, J28

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## INTRODUCTION

Person-organization fit (P-O fit) is defined as “the compatibility between people and organizations that occurs when at least one entity provides what the other needs, or they share similar fundamental characteristics, or both” (Kristoff, 1996:4). P-O fit is a holistic tool that can be used to examine the linkages between employees and their organizations (Chatman, 1989). Previous research shows that P-O fit is related to various positive outcomes for both employees and organizations (Verquer et al., 2003; Kristof-Brown et al., 2005; Hoffman and Woehr, 2006).

One of the important behavioral outcome P-O fit is organizational citizenship behavior (Kristoff, 1996; Hoffman and Woehr, 2006; Wei, 2013; Jawad et al., 2013; Farzaneh et al., 2014; Tugal and Kilic, 2015; Afsar and Badir, 2016). Organizational citizenship behavior (OCB) is defined as “those behaviors that are discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” (Organ, 1988:4). Organ (1988) classifies OCB into the five dimensions: (1) altruism; taking initiative to help other employees to solve their problems, (2) conscientiousness; in addition to conforming to organizational rules, working hard to make more of requirements, (3) sportsmanship; voluntarily tolerating undesirable situations and unavoidable incompatibilities without complaint, (4) courtesy; taking precautions for the problems that may arise between members of the organization and to inform them about issues that may affect them and (5) civic virtue; actively participate in organizational activities and effectively monitor the opportunities and threats surrounding the organization.

OCB is seen as an important individual outcome and a behavioral variable that promotes organizational effectiveness (LePine et al., 2002). Employees who demonstrate citizenship behavior are believed to be important assets to improve organizational performance, so managers believe that such behaviors are very beneficial (Yen and Niehoff, 2004). Therefore, it is thought that research on OCB is vital.

Although many studies have investigated OCB and P-O fit relationship, little is known about which variables play a mediating role in this relationship. Organizational literature argues that it is likely that P-O fit has an impact on OCB through organizational commitment (Mackenzie et al., 1998; Menguc, 2000; Farzaneh et al., 2014), perceived organizational support (Afsar and Badir, 2016) and psychological empowerment (Farzaneh et al., 2014). It has been noted that other mediating factors could exist. One variable that researchers have underlined as a potential mediator of this relationship is job satisfaction (Van Dyne et al., 1994). Therefore, the present study aims to examine how P-O fit effects the OCB and whether the relationship between OCB and P-O fit mediated by job satisfaction.

### 1. CONCEPTUAL FRAMEWORK AND HYPOTHESES

P-O fit theory assumed that there are organizational characteristics that have the potential to be congruent with characteristics of individuals, and the attitudes and behaviors of individuals are affected by the degree of congruence between individuals and organizations (Chatman, 1989). The fit between employees and their organization tends to have a significant effect on a variety of important work-related attitudes and behaviors, such as job satisfaction (Netemeyer et al., 1997; Tepeci and Bartlett, 2002;

Verquer et al. 2003; Liu et al. 2010), deviant behaviors (Jawad et al., 2013), organizational commitment (Verquer et al. 2003), perceived organizational support (Afsar and Badir, 2016), turnover intention (Kristoff, 1996; Tepeci and Bartlett, 2002; Verquer et al. 2003; Hoffman and Woehr, 2006; Liu et al. 2010) and performance (Kristoff, 1996; Hoffman and Woehr, 2006).

In addition, many researchers indicate that P-O fit is one of the most important factors that influence OCB (Kristoff, 1996; Hoffman and Woehr, 2006; Wei, 2013; Jawad et al., 2013; Farzaneh et al., 2014; Tugal and Kilic, 2015; Afsar and Badir, 2016). This means that employees who think have a strong fit with their organization, tend to behave as good organizational citizens (Resick et al., 2013). More specifically, when employees perceive a strong match with the organization, they naturally show more tolerance to the people around them, including their colleagues and managers. They also show more empathy towards their colleagues and voluntarily supply extra help to them. When employees perceive higher P-O fit, they believe that anything that is good for the organization will be good for them as well. Employees who perceive a strong sense of fit with their organization are more willing to help others in matters that are not part of their job responsibilities than employees who perceive a weak sense of fit with their organization (Wei, 2013). Therefore, it can be said that higher P-O fit may lead to greater engagement of OCB. It is hypothesized that:

*H1: P-O fit is positively related to OCB (H1a:altruism, H1b:conscientiousness, H1c:courtesy, H1d:sportsmanship, H1e:civic virtue)*

Research suggest that the change of P-O fit explains a significant amount of variance in employee job satisfaction. O'Reilly (1991) found that the fit between an employee's preference for a particular culture and the organizational culture in which the employee involved has a positive effect on job satisfaction and organizational commitment and negative effect on turnover intention. Tepeci and Barlett (2002) revealed that the more values consistency employees perceive with their organization, the more satisfaction employees experience from their jobs. Verquer et al. (2003) carried a meta-analytic research of 21 studies that examined the relationship between P-O fit and job satisfaction, organizational commitment, and turnover intention. They indicated that P-O fit was positively related to job satisfaction, and organizational commitment and negatively related to turnover intention. It has been suggested that P-O fit is also an important antecedent of behavioral outcomes. The second hypothesis is:

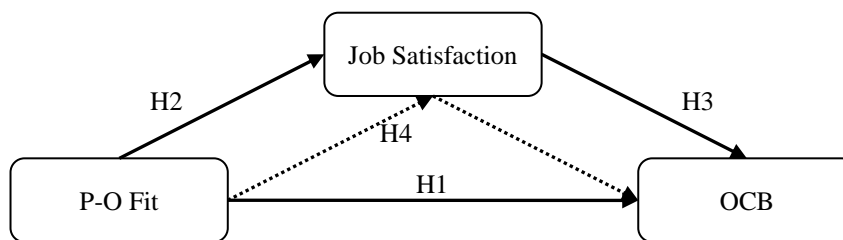
*H2: P-O fit is positively related to job satisfaction.*

The relationship between job satisfaction and OCB also has been examined by many researchers and is well established in the literature (Bateman and Organ, 1983; Williams and Anderson, 1991; Moorman, 1993; Netemeyer et al., 1997; Lee and Allen, 2002; Kim, 2006). Bateman and Organ (1983) conducted a longitudinal study in which they investigate the relationship between employees' job satisfaction and OCB. They found a strong and positive relationship between job satisfaction and overall OCB. Williams and Anderson (1991) found positive relationships between both extrinsic and intrinsic job satisfaction and each of the OCB dimensions. In contrast, Lee and Allen (2002) found that only intrinsic satisfaction is positively related to organizational citizenship behavior. Kim (2006) asserts that employees who enjoy a higher level of job satisfaction will exhibit a higher level of OCB. Therefore, the following hypothesis is proposed:

*H3: Job satisfaction is positively related to OCB (H3a:altruism, H3b:conscientiousness, H3c:courtesy, H3d:sportsmanship, H3e:civic virtue)*

Although a significant relationship is found between P-O fit and OCB, little research examines this relationship through job attitudes simultaneously. Research has mentioned that P-O fit has stronger effect on P-O fit when an employee experience organizational commitment (Mackenzie et al., 1998; Farzaneh et al., 2014; Menguc, 2000), perceived organizational support (Afsar and Badir, 2016) and psychological empowerment (Farzaneh et al., 2014). Besides, Van Dyne et al. (1994) suggested that the effect of P-O fit on OCB is likely indirect through job satisfaction. This means, the fit between employees and their organization enhance employees’ pleasurable feeling towards their job. These feeling increase the employees’ participation in activities that benefit the organization, as well as enabling them to do more with their work. Thus, job satisfaction is a potential mediating variable in the relationship between P-O fit and OCB. The fourth hypothesis is:

*H4. Job satisfaction mediates the relationship between P-O fit OCB (H4a:altruism, H4b:conscientiousness, H4c:courtesy, H4d:sportsmanship, H4e:civic virtue)*



**Figure 1.** Hypothesized Model

## 2. METHOD

### 2.1. Sample and Procedure

Data were collected from employees working in the public and private banks in Karabuk via survey method. The questionnaire assessed demographic variables, degree of P-O fit, job satisfaction and OCB. In this context, all the managers and employees who work in the banks in Karabuk are included in the population. There are 29 bank branches in Karabuk with a total of 360 employees (TBB, 2017). Within the universe, with easy sampling method, 280 questionnaires were distributed and 193 people were returned. When the data were analyzed, 7 questionnaires were considered invalid and excluded from the analysis. Therefore, the hypotheses of the study were tested on 186 participants.

Of the 186 participants 84 (%45,2) were female and 102 (54,8) were male, 58 (%31,2) were single and 128 (%68,8) were married. The majority (%69,4) of the participants were within the 26–37 years age bracket. 14 (%7,5) participants have high-school or low degree, 155 (%83,3) have graduate degree and 17 (%9,2) have postgraduate degree. 12 (%6,5) participants have worked for 1 year or less, 65 (%34,9) have worked for 2-5 years, 61 (%32,8) have worked for 6-10 years and 48 (%25,8) have worked for more than 10 years for their organizations.

## 2.2. Measures

The responses to all the statements were based on a five-point scale ranging from (1) strongly disagree to (5) strongly agree. Higher values indicate higher participation for the focal construct. Participants' scores for the measures were calculated by taking the average scores of the measure items.

Person-organization fit was measured using a 4-item scale developed by Netemeyer et al. (1997). In the study of Netemeyer et al. (1997) the reliability ( $\alpha$ ) was determined as 0,88. The scale of P-O fit was translated into Turkish by Turunc and Celik (2012). In the study of Turunc and Celik (2012), the reliability of the scale was determined as 0,81. Sample items were "I feel that my personal values are a good fit with this organization" and "This organization has the same values as I do with regard to concern for others".

Job satisfaction was measured using a 5-item scale developed by Rusbult et al. (1988). In the study of Rusbult et al. (1988) the reliability of the scale was determined as 0,84. Sample items were "I think I'm doing my ideal job" and "All things considered, I am satisfied with my current job".

Organizational citizenship behavior was measured using a scale developed by Basim and Sesen (2006). The scale was prepared using two separate studies (Williams and Shiaw, 1999; Vey and Campbell, 2004). The scale consists of 19 item and 5 dimensions in total. 5 item included in the scale in order to determine the degree of altruism, 3 items of conscientiousness, 3 items of courtesy, 4 items of sportsmanship, and 4 items of civic virtue. Basim and Sesen (2006) conducted reliability analysis on two different samples. The reliability values were 0.82 and 0.86 for altruism, 0.75 and 0.77 for conscientiousness, 0.86 and 0.87 for the courtesy, 0.81 and 0.82 for sportsmanship and 0.89 and 0.94 for civic virtue. Sample items were "I give my time to help others with work problems willingly" and "I do not take unnecessary time off work".

## 2.3. Analysis Method

First, the validity and reliability of the scales used in the measurements were tested. In this context, confirmatory factor analysis was used to test construct validity of P-O fit, job satisfaction and OCB scales. Reliability analysis is conducted in order to test the internal consistency of the scales. Cronbach's alpha ( $\alpha$ ) coefficient and composite reliability was used for reliability analysis.

Hypotheses were tested by regression analysis. Demographic variables (gender, tenure, marital status, age, education level) were used as control variables in the regression analysis process.

## 3. FINDINGS

Prior to testing the hypotheses, a confirmatory factor analysis was conducted using AMOS to examine the construct validity of the studied constructs (Anderson and Gerbing, 1988). First, P-O fit and job satisfaction scales were subjected to confirmatory factor analysis together. The parameters of the confirmatory factor analysis model were estimated using the maximum likelihood method. Given the size of the model and the

sample, the results indicate an acceptable fit for the data ( $\chi^2=43,886$ ,  $df=25$ ,  $\chi^2/df=1,755$ ;  $RMSEA=0,064$ ,  $CFI=0,985$ ;  $IFI: 0,985$ ;  $TLI=0,978$ ).

Second, a separate confirmatory factor analysis was conducted for the OCB scale. It has been observed that one case in altruism dimension have a factor load below 0.50, negatively affecting the factor structure and statistics on the goodness of fit. Therefore, factor analysis was repeated by excluding this case from the analysis (Brown, 2006). The results indicate an acceptable fit for the data ( $\chi^2=233,314$ ,  $df=121$ ,  $\chi^2/df=1,928$ ;  $RMSEA=0,071$ ,  $CFI=0,965$ ;  $IFI: 0,965$ ;  $TLI=0,956$ ). Factor loadings and reliability analysis scores are shown in Table 1.

**Table 1.** Factor Loadings, Composite Reliability and Cronbach's Alpha Scores

Measures		Factor Loadings	Composite Reliability	Cronbach's Alpha
<i>P-O fit</i>			<b>0,882</b>	<b>0,897</b>
1	POF1	0,703**		
2	POF2	0,727**		
3	POF3	0,870**		
4	POF4	0,922**		
<i>Job Satisfaction</i>			<b>0,928</b>	<b>0,926</b>
1	JS1	0,871**		
2	JS2	0,842**		
3	JS3	0,839**		
4	JS4	0,863**		
5	JS5	0,828**		
<i>Altruism (OCB)</i>			<b>0,929</b>	<b>0,922</b>
1	ALT2	0,791**		
2	ALT3	0,922**		
3	ALT4	0,884**		
4	ALT5	0,900**		
<i>Conscientiousness (OCB)</i>			<b>0,812</b>	<b>0,812</b>
5	CONS1	0,761**		
6	CONS2	0,859**		
7	CONS3	0,678**		
<i>Courtesy (OCB)</i>			<b>0,951</b>	<b>0,951</b>
8	COUR1	0,925**		
9	COUR2	0,922**		
10	COUR3	0,946**		
<i>Sportsmanship (OCB)</i>			<b>0,860</b>	<b>0,854</b>
11	SPOR1	0,841**		
12	SPOR2	0,795**		
13	SPOR3	0,730**		
14	SPOR4	0,742**		
<i>Civic Virtue (OCB)</i>			<b>0,886</b>	<b>0,887</b>
15	CIV1	0,828**		
16	CIV2	0,709**		
17	CIV3	0,919**		
18	CIV4	0,785**		

N=186, \* $p<0,05$ ; \*\* $p<0,01$

In Table 1, all the factor loadings were significant ( $p<0.01$ ), thus providing valid evidence in favor of the items used to represent the constructs. Cronbach's alpha and composite reliability were both above 0,70, which provides evidence of adequate reliability (Nunnally and Bernstein, 1994:265). The mean, standard deviation and intercorrelations for the variables used in the study are presented in Table 2.

**Table 2.** Mean, Standard Deviation and Correlation Matrix

Variables	Mean	Std.	1	2	3	4	5	6	7
1. P-O fit	3,686	0,846	1						
2. Job Satisfaction	3,295	1,130	,463**	1					
3. Altruism	4,228	0,892	,429**	,425**	1				
4.	3,838	0,974	,391**	,467**	,799**	1			
5. Courtesy	4,311	0,951	,390**	,409**	,836**	,804**	1		
6. Sportsmanship	3,856	0,850	,410**	,417**	,754**	,782**	,771**	1	
7. Civic Virtue	3,940	0,887	,425**	,422**	,794**	,759**	,840**	,773**	1

N=186, \*p<0,05; \*\*p<0,01

Intercorrelations were all in the expected direction and correlations between variables are below 0,85, This indicates that between the scales there is not a bivariate multicollinearity (Kline, 2011).

Hypotheses have been tested with hierarchical regression analyses (Table 3). Gender, tenure, marital status, age and education level were included as control variables.

**Table 3.** Hypotheses Testing

	<i>Job Satis.</i>	<i>Altruism</i>	<i>Consc.</i>	<i>Courtesy</i>	<i>Sportsman.</i>	<i>Civic Virtue</i>
	$\beta$	$\beta$	$\beta$	$\beta$	$\beta$	$\beta$
	<i>Step 1</i>			<i>Step 2</i>		
<i>Gender</i>	0,013	0,046	0,157*	0,063	0,062	0,034
<i>Age</i>	-0,003	-0,131	-0,144	-0,083	-0,124	-0,111
<i>Marital Status</i>	-0,099	-0,056	-0,080	-0,027	-0,021	-0,027
<i>Education Level</i>	-0,141*	0,023	-0,015	-0,035	0,004	-0,008
<i>Tenure</i>	-0,005	0,093	0,152	0,096	0,142	0,060
<b><i>P-O fit</i></b>	<b>0,461**</b>	<b>0,436**</b>	<b>0,402**</b>	<b>0,395**</b>	<b>0,417**</b>	<b>0,430**</b>
<b><i>R<sup>2</sup></i></b>	0,241	0,199	0,188	0,161	0,181	0,188
<b><i>Adjusted R<sup>2</sup></i></b>	0,216	0,172	0,161	0,133	0,154	0,161
<b><i>F Value</i></b>	9,496**	7,397**	6,920**	5,722**	6,608**	6,930**
	<i>Step 3</i>					
<i>Gender</i>		0,042	0,153*	0,059	0,058	0,030
<i>Age</i>		-0,130	-0,143	-0,082	-0,123	-0,110
<i>Marital Status</i>		-0,026	-0,043	0,003	0,008	0,001
<i>Education Level</i>		0,065	0,037	0,007	0,046	0,033
<i>Tenure</i>		0,095	0,154	0,097	0,143	0,061
<b><i>P-O fit</i></b>		<b>0,300**</b>	<b>0,232**</b>	<b>0,259**</b>	<b>0,278**</b>	<b>0,296**</b>
<b><i>Job Satisfaction</i></b>		<b>0,294**</b>	<b>0,369**</b>	<b>0,294**</b>	<b>0,300**</b>	<b>0,290**</b>
<b><i>R<sup>2</sup></i></b>		0,264	0,292	0,227	0,249	0,252
<b><i>Adjusted R<sup>2</sup></i></b>		0,236	0,264	0,196	0,220	0,223
<b><i>F Value</i></b>		9,142	10,464**	7,453**	8,451**	8,584**

N=186, \*p<0,05; \*\*p<0,01

Hypothesis 1 predicted that P-O fit would be positively related to altruism, conscientiousness, courtesy, sportsmanship and civic virtue dimensions of OCB. Table 3 show that, P-O fit has a positive and significant relationship with altruism ( $\beta=0,436$ ,

$p < 0.01$ ), conscientiousness ( $\beta = 0.402$ ,  $p < 0.01$ ), courtesy ( $\beta = 0.395$ ,  $p < 0.01$ ), sportsmanship ( $\beta = 0.417$ ,  $p < 0.01$ ) and civic virtue ( $\beta = 0.430$ ,  $p < 0.01$ ).

Hypothesis 2 predicted that P-O fit would be positively related to job satisfaction. As shown in Table 3, P-O fit was significantly and positively related job satisfaction ( $\beta = 0.461$ ,  $p < 0.01$ ). Thus, Hypotheses 1 and 2 were supported.

Hypothesis 3 predicted that job satisfaction would be positively related to altruism, conscientiousness, courtesy, sportsmanship and civic virtue dimensions of OCB. As displayed in Table 3, job satisfaction was significantly and positively related to altruism ( $\beta = 0.294$ ,  $p < 0.01$ ), conscientiousness ( $\beta = 0.369$ ,  $p < 0.01$ ), courtesy ( $\beta = 0.294$ ,  $p < 0.01$ ), sportsmanship ( $\beta = 0.300$ ,  $p < 0.01$ ) and civic virtue ( $\beta = 0.290$ ,  $p < 0.01$ ). Thus, Hypothesis 3 was confirmed too.

To examine the mediating role of job satisfaction Baron and Kenny's (1986) method was used (Hypothesis 4). In this method for mediation;

1. The independent variable (P-O fit) must predict the mediator variable (job satisfaction).
2. The independent variable (P-O fit) must predict the dependent variable (dimensions of OCB).
3. Complete mediation is present when the independent variable no longer influences the dependent variable after the mediator has been controlled. Partial mediation occurs when the independent variable's influence on the dependent variable is reduced after the mediator is controlled.

The first and second requirements for mediation were met for the acceptance of Hypotheses 1 and 2 (Table 3, Step 1 and 2). The third requirement was investigated by including job satisfaction in the regression equation (Table 3, Step 3). When job satisfaction was included in the regression equation as a mediator variable, P-O fit was still significantly and positively related to altruism ( $\beta = 0.300$ ,  $p < 0.01$ ), conscientiousness ( $\beta = 0.232$ ,  $p < 0.01$ ), courtesy ( $\beta = 0.259$ ,  $p < 0.01$ ), sportsmanship ( $\beta = 0.278$ ,  $p < 0.01$ ) and civic virtue ( $\beta = 0.296$ ,  $p < 0.01$ ), but its effect on dimensions of OCB decreased.

Finally, the Sobel test (Sobel, 1982) revealed that the indirect path from P-O fit to altruism ( $Z = 3.481$ ,  $p < 0.01$ ), conscientiousness ( $Z = 4.151$ ,  $p < 0.01$ ), courtesy ( $Z = 3.397$ ,  $p < 0.01$ ), sportsmanship ( $Z = 3.493$ ,  $p < 0.01$ ) and civic virtue ( $Z = 3.435$ ,  $p < 0.01$ ) through job satisfaction was significant. Thus, job satisfaction partially mediated the relationship between P-O fit and dimensions of OCB, providing support for Hypotheses 4.

## **CONCLUSION**

The main purpose of this study is to advance the research on the direct and indirect relationship between P-O fit and OCB. The results of the study confirm and extend prior findings on the relationship between P-O fit, job satisfaction and OCB. First, predictions relating to the direct effects of P-O fit on OCB was confirmed. These results were similar to that of prior studies investigating the role of P-O fit on OCB (Kristoff, 1996; Hoffman and Woehr, 2006; Wei, 2013; Jawad et al., 2013; Farzaneh et al., 2014; Tugal and Kilic, 2015; Afsar and Badir, 2016). That is, employees who think have a strong fit with their organization, tend to behave as good organizational citizens.



Second, this study confirms prior research in the process of examining the mediation role of employee attitudes on the relationship between P-O fit and OCB (Van Dyne et al., 1994; Mackenzie et al., 1998; Menguc, 2000; Farzaneh et al., 2014). In this context, results suggest that job satisfaction partially mediated the relationship between P-O fit and all dimensions of OCB. That is, the fit between employees and their organization enhance employees' pleasurable feeling towards their job. These feeling in turn make the employees put extra effort into their jobs, as well as engage in activities that benefit the organization.

This study was conducted on full-time employees working in public and private banks in Karabuk, Turkey. Therefore, it is thought that present findings may have important implications on bank organizations. Bank managers should be aware that if characteristics of individuals are compatible with the organizational structure and culture, employees help others to solve their problems, more adhere to organizational rules, voluntarily tolerate undesirable situations and unavoidable incompatibilities without complaint, take precautions for problems that may arise between members of the organization and actively participate in organizational activities. Managers should also know that such behaviors are also influenced by emotional reactions to the role of employees in their jobs. Therefore, through developing more positive behaviors with employees, organizations should increase the fit between organization and employees and job satisfaction of employees.

There are some methodological limitations of this study. Firstly, the data used for the analyzes are collected in a single point in time. Therefore, the use of cross-sectional data in research design limits the precise conclusions about the causal relationships between variables. Future research can provide more convincing evidence of causality through longitudinal data or experimental design.

Secondly, this study was conducted only on bank employees. So, it would be wrong to say that the findings are generalizable to all employees. In order to make the findings more generalizable, further research is needed on different employees from different sectors.

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