

The Effect of Job Engagement on Person-Organization Fit: A Research in Banking Sector*

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Abstract

Human resources-the most valuable resource of the economy- has the potential to make a big difference in the organization, environment and industry. These differences can be positive or negative. Job engagement is one of the factors that distinguish these differences from each other. The main purpose of this study is to determine the effect of job engagement on person-organization fit. In addition, it was examined the effects of the dimensions of job engagement on person-organization fit. The data of the research were collected from 330 bank employees in Kayseri. Quantitative research method was conducted and the data were obtained by face-to-face technique. Job engagement was assessed through Utrecht Work Engagement Scale (UWES) by Schaufeli et al. (2002) and person-organization fit was assessed through the scale which have been developed by Netemeyer et al. (1997). The proposed hypotheses have been tested using the SPSS package program and reliability analysis, correlation analysis, and regression analysis conducted on data. As a result of the research, the job engagement has a significant effect on person-organization fit. Moreover, both vigor and dedication which are sub-dimensions of the job engagement have a significant effect on person-organization fit.

Keywords: Job Engagement, Person-Organization Fit, Value Congruence, Vigor, Dedication, Absorption.



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İşe Adanmışlığın Kişi-Örgüt Uyumu Üzerindeki Etkisi: Bankacılık Sektöründe Bir Araştırma

Öz

Ekonominin en değerli kaynağı olan insan kaynağı; bulunduğu örgütte, çevresinde ve endüstride büyük farklar yaratabilme potansiyeline sahiptir. Bu farklar olumlu olabileceği gibi olumsuz yönde de olabilmektedir. Bu farkları birbirinden ayıran faktörlerden biri de çalışanların işe adanmışlığıdır. Bu çalışmanın temel amacı işe adanmışlığın kişi-örgüt uyumu üzerindeki etkisini belirlemektir. Ayrıca işe adanmışlık boyutlarının da kişi-örgüt uyumu üzerindeki etkileri incelenecektir. Araştırmanın verileri Kayseri ilindeki 330 banka çalışanından elde edilmiştir. Nicel araştırma yöntemi kullanılarak yapılan çalışmanın veri toplama yöntemi anket tekniğidir. Araştırmada işe adanmışlık (UWES) Schaufeli ve diğerleri (2002) tarafından geliştirilen Utrecht İşe Bağlılık Ölçeği ile, kişi-örgüt uyumu ise Netemeyer ve diğerleri (1997) tarafından geliştirilmiş olan ölçek aracılığıyla ölçülmüştür. Önerilen hipotezler, SPSS paket programı kullanılarak test edilmiştir. Araştırma sonuçlarına göre, işe adanmışlığın kişi-örgüt uyumu üzerinde anlamlı bir etkisi vardır. Aynı zamanda işe adanmışlığın alt boyutlarından olan dinçlik ve adanmışlığın da kişi-örgüt uyumu üzerinde anlamlı bir etkisi vardır.

Anahtar Kelimeler: İşe Adanmışlık, Kişi-Örgüt Uyumu, Değer Uyumu, Dinçlik, Adanmışlık, Yoğunlaşma.

1. Introduction

Management is a concept that cannot change from past to the present and preserves its importance for every organization regardless of its method. It has potential to play an important role in the way of making the organizations unique in today's competitive world. "Human" is the most essential and main source of the management, which includes various responsibilities such as using the sources efficiently and strategically, informing the members of the organization correctly, managing and coordinating them in this direction. That's why, the quality and efficiency of human resources management have been among the determinants and have had a great importance for the future of the organizations.

The organizations have reached their aims fast with the people who accommodate to the organization by sharing their missions and visions in an environment where the conditions are variable. Many studies which have been conducted about person-organization fit mention that person will leave from the organization when the fit cannot be achieved. However, it can be said that the person will continue to remain in the organization if the appropriate conditions and alternatives are not available. For instance, an employee might not be able to cover the loss of income, health insurance or his seniority (Vardaman, et al., p. 1532). Under these circumstances, individual can feel burnout or fatigue. It is possible that the burnout and fatigue situations that the member of the organization will face at the individual level can cause some negative consequences in the social environment, unit, and organization. As a member of the organization, some negative feelings like burnout and fatigue which has a direct or indirect effect on organizational performance of the employee can lead to some problems like customer dissatisfaction or decrease in organizational performance. These negative problems will be eliminated or removed when person-organization fit is higher.

Harter et al. (2002) had defined the job engagement as "individual's participation and satisfaction to the job". Schaufeli et al. (2002) defined work engagement as a positive, satisfying, work-related mental state characterized by vigor, absorption and dedication. Czarnowsky (2008) stated that the employees who have job engagement contribute to the success of the employers while investing in their works mentally and emotionally (Shuck, cited from Czarnowsky, 2013). Engaged individuals are described as psychologically present, attentive, committed, integrated, and focused on their role performance. They are open to themselves and others, committed to their work and others, and present their selves as a whole to the work (Kahn, 1990). Even if the job engagement and person-organization fit are two different concepts, they are not completely indifferent from each other. These two variables are the factors that can affect each other and can be reflected to the behaviors of the people whether they are within the awareness of the people or not. Although there are many studies which examine and detail both job engagement and person-organization fit individually or different variables in the literature, there are inadequate studies examining the relationship between these two variables. That is why, it is thought that this study will contribute to the literature. Yılmaz (2016) examined the relationship between person-organization fit and organizational commitment and there is positive relationship between person-organization fit and work engagement. In Genç (2020)'s study it was found that the person-organization fit levels of the employees positively and significantly affect the vigor, dedication and absorption levels of the employees. Hamid and Yahya (2011) found that there is significant positive relationship between person-organization fit and employees work engagement. Kılıç Akıncı (2018) extends Social Identity Theory by examining the link between person-organization fit and work engagement through enhanced job satisfaction. Kılıç Akıncı (2018) found significant relationship between concepts. In different studies in the literature, a positive relationship has emerged between the concepts. Thus, in this study, it is thought that job engagement will positively affect person-organization fit. Employees who dedicate themselves to their work will achieve a high level of fit with their organizations and will exert more effort to achieve the goals of the organization. Therefore, it is thought that examining job engagement as one of the factors affecting the concept in order to ensure person-organization fit will contribute to the literature. In addition, providing the practitioners with theoretical and practical information about the concepts of job engagement and person-organization fit or the effects of employees who exhibit and experience them on the organization is another importance of the research.

2. Literature Review

Dr. William Kahn defines the concept of individual engagement, which he used in his article published in *Academy of Management Journal* in December, (1990), as multi-dimensional motivational concept that reflects the physical, cognitive and energy of the individual to the active, full-time performance (Rich, Lepine and Crawford, cited from Law, Wong and Mobley, 2010).

Kahn (1990) stated the emergence of this concept as follows: "Psychologists, social scientists, and group theorists have mentioned that people are undecided about being member to the certain systems and organizations. They have also claimed that those people wanted to protect themselves from both isolation and occupation by moving away from the membership and then returning to the membership. This dilemma let people cope with internal chaos and external conditions." Both personal engagement and personal disengagement terms have been developed as a result of the needs like expressing and defining both situations for self-control.

In addition to Kahn (1990) who brought the concept of the job engagement to the literature, various studies have been conducted about the same concept within years. Harter et al., (2002) who drew the attention to the subject not only in the academic world but also in the business world by stressing the importance of the job engagement on human resources in the early 2000s had defined the job engagement as "individual's participation and satisfaction to the job". Czarnowsky (2008) stated that the employees who have job engagement contribute to the success of the employers while investing in their works mentally and emotionally (Shuck and Wollard, cited from Czarnowsky, 2013). Another definition had been given by Wellins and Concelman (2005). They defined the job engagement as "imaginary power that forces the employees to success higher (or lower) performance level" and "combination of loyalty, efficiency and engagement" (Macey and Schneider, cited from Wellins and Concelman, 2008). Job engagement has been accepted as multidimensional structure known as a positive, satisfying and work-related mental situation that are characterized by vigor, dedication, and absorption (González-Romá et al., 2006, p.166).

Kahn (1990) and many researchers tried to explain the job engagement in different perspectives. When the definitions are analyzed, it is seen that job engagement is often expressed as a "mood" that is based on both feelings and thoughts of the individual. It has been confirmed that questions have been asked to understand the feelings and thoughts of the individual about the job in the experimental study conducted by Kahn (1990).

Vigor is characterized by being constant in the job together with high level of energy, mental flexibility, and willingness to the work even if there are some difficulties in the work (González-Romá et al., 2006, p.166). Moreover, vigor can be described as feeling physically energetic and emotionally strong; volunteering to struggle, struggling with the difficulties (Ozkalp and Meydan, 2015, p.6).

Dedication can be thought as a sense of meaning, curiosity, inspiration, pride, and challenge (González-Romá et al. 2006, p.166). Furthermore, it can be thought that it is a challenge and enthusiastic working status in the case that the employee values to the job and prides in the job (Ozkalp and Meydan, 2015, p.6).

Absorption can be defined as difficulty in breaking loose in the job, concentrating on the work and being engaged while working (González-Romá et al. 2006, p.166). The absorption is a condition in which the employee does not want to have a break in the work and it can result in some negative consequences. It can cause some conflicts in individual life if the absorption on the job comes to the point that the employee cuts off from the outside world and damages to the balance of work and life (Ozkalp and Meydan, 2015, p.6).

Job engagement is a situation that has positive results on both individual and organization. At the individual point, the individual who has the feeling of job engagement is the person who believes in their work is important, serves a specific purpose on the basis of their work. It is assumed that the individuals are inspired by the work they do and find their work meaningful, therefore they do their work eagerly in this classification (Caliskan, 2014, pp.370-371). It is observed that the individuals who have job engagement have high psychological capital (self-efficacy, self-confidence, optimization), and they are also happy employees who can create their own resources, perform better and (Ozkalp and Meydan, 2015). Employees who have job engagement are people who spryly and effectively connect with work activities and can fully cope with the demands of their jobs (Schaufeli et al., 2002, p.73). It is inevitable that this situation will provide positive outcomes for employers and organizations, while the employees who enjoy their work, give a meaning and look at the life more positive and confident have job engagement at the individual level. Job engagement experience is known as a satisfying, positive

experience about work and mental state. It is more likely that there is higher quality relationship between employers and the employees who have job engagement; and this enables them to have more positive attitudes, intentions and behaviors. There are some experimental studies reporting that there is a relationship between job engagement and work outcomes. It is thought that engagement has positive relation with organizational commitment while it has negative relation with release on the basis of these studies; and it is also associated with job performance and extra role behavior (Saks, 2006).

When employees have job engagement, they are more likely to engage in activities that support organizational activity. For this reason, the optional behaviors exhibited by the employees are considered as the results of job engagement (Saks, 2008, p.41).

In addition to all these positive results about job engagement, job engagement that goes beyond certain limits can also lead to some negative consequences. As the literature in engagement has developed, suggestions have emerged that engagement may have a dark side (Halbesleben, 2011). For example, it is possible that absorption, which is one of the dimensions of job engagement, leads to employees who have lost their social life in the long run, have lost the balance between their work and lives and are called workaholics. Investment in extrarole behaviours, engaged individuals may be at greater risk of their work interfering with their family life (Halbesleben et al., 2009) and it may negatively impact their family (Halbesleben, 2011).

Although many aspects of organizations and people are important in determining behaviors (e.g. skills, job requirements, personality traits and professions), it is assumed that both the basic and enduring features of organizations and people are valuable. Person-organization fit is basically defined as the relation between the norms and values of organizations and the values of individuals (Chatman, 1989, p.335). To be more precise, it is accepted that person-organization fit is based on the fit between an organization and a person's basic characteristics. While these characteristics are values, climate, culture, goals and norms on the organization side, the characteristics are values, personality, attitudes and goals on the individual side. It is stated that the characteristics of the organization and the person should be similar and be in a harmony in order to emerge the fit between them (Kristof, 1996).

Individuals compare themselves with other people in their social environment because of the sense of belonging, which is one of their basic needs. Individuals try to adapt and be in harmony because they prefer consistency. Generally, individuals desire to have control over their lives, to reduce uncertainty, to belong, to be happy and feel the life satisfaction (Van Vienen, 2018, p. 77). Individuals make an effort for certainty and predictability that will emerge if their beliefs, behaviors, and attitudes match with others because it is known that the concept of fit enables the individuals to understand others' behavior better and facilitate interpersonal interaction (Van Vienen, 2018, p.77).

It is assumed that person-organization fit improves the ability to predict how much a person's values will change as a function of organization membership and to what extent they will adapt to organizational norms. It has been suggested that membership in the organization can shape and change people's values (Chatman, 1989, p.342). According to the perspective of Cable and DeRue (2002), if the members of the organization believe that their values and the values of the organization and other organization members are in a harmony, it is assumed that their interest in the mission of the organization will increase (p. 376).

Person-organization fit is defined as a reflection of the fit between organizational and individual value patterns. O'Reilly, Chatman, and Caldwell (1991) 's research suggests that the individual's preference between the organization he / she participates in and the existing organizational culture shows that it is associated with engagement, satisfaction and turnover. On the basis of these results, it is seen that both the individual's job stress

and job satisfaction are affected by the person-organization fit. Although person-organization fit can be analyzed better after being included in an organization, the search for person-organization fit is accepted as a process that starts with job search.

The person-organization fit, which is based on Schneider's (1987) model of Attraction-Selection-Attrition / ASA, states that employees who are in similar types are affected by organizations which are in similar types (Yıldız, 2013, cited from Schneider, p.156). The Attraction-Selection-Attrition / ASA model of Schneider (1987) has an important place in adaptation studies. Schneider stated that individuals with similar personality traits would prefer to do similar jobs with a higher probability than other individuals and their behavior would be similar. In accordance with this idea, people who are similar to each other are attracted by environments where their goals are similar; in addition to this, they are chosen to work there and they prefer to continue working there. The fit between personal expectations and organizational life ensures high job satisfaction. However, if employees believe that they do not adapt to this environment, then they feel regret and choose to leave their organization (Irak, 2012, cited from Schneider, p.13).

It is known that person-organization fit has stronger relationships with business attitudes and engagement to the organization than with business performance (Kristof-Brown et al., 2005, p.317). It is not foreseen that the effect of person-organization fit on business attitude and attachment to the work cannot change since that fit cannot change over time. Positive business attitudes and engagement to the organization are always considered as desirable situations regardless of the type of business, especially when employees continue to stay in the same organization (Sekiguchi and Huber, 2011, p.35).

3. Method

The main purpose of this study is to determine the effect of job engagement on person-organization fit. In addition, the effects of dimensions of the job engagement on person-organization fit will be examined.

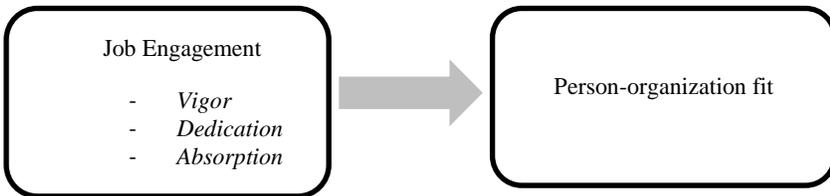


Figure 1. Research model

The hypotheses that will be tested in the framework of this model are listed below:

H₁: Job engagement has an essential impact on person-organization fit.

H_{1a}: Vigor has an essential impact on person-organization fit.

H_{1b}: Absorption has an essential impact on person-organization fit.

H_{1c}: Dedication has an essential impact on person-organization fit.

The population of the research includes bank employees in Kayseri. According to the Banks Association of Turkey, the number of bank employees in Kayseri is 2264 (<https://bit.ly/31Smecp>; Access date: 20.02.2019). Convenience sampling method has been used in the research. In this method, individuals have been asked to fill the

questionnaire forms in order to collect data, then all responds have been included to the sampling. 330 questionnaires have been analyzed in this context.

Questionnaire form has been used as data gathering method in the research. The questionnaire has consisted of two parts. In the first part, there are expressions regarding the concepts of job engagement and person-organization fit. In the second part, there are some questions to determine the demographic characteristics of the participants. Likert scale with five expressions has been used in the research. (1= Strongly disagree, 2= Disagree, 3= Neither agree nor disagree, 4= Agree, 5= Strongly agree)

In the research, a scale including 4 expressions and one dimension developed by Netemeyer et al. (1997) has been used to measure person-organization fit. One of the items in the scale is that "I think that the value of the organization I work are compatible with my personal value". Cronbach's Alpha value of the scale has been determined as $\alpha=0,926$. The scale which has been used is Utrecht Work Engagement Scale (UWES) by Schaufeli et al. (2002) for job engagement, the scale has consisted of 17 expressions. Six of them have measured the vigor dimension (for instance, "I get full of energy while working"), six have measured the absorption dimension (for instance, "I lose myself while working"), and other five expressions have measured the dedication dimension (for instance, "I think that my job is meaningful and it serves a purpose"). Cronbach's Alpha value of the scale has been determined as $\alpha=0,921$. Cronbach's Alpha value of vigor has been determined as $\alpha=0,855$ while that value has been $\alpha=0,823$ for absorption and $\alpha=0,917$ for dedication.

4. Data Analysis and Results

The findings related to demographic characteristics (age, gender, marital status, education level, professional experience, working time in the institution, etc.) are given in Table 1.

Gender	n	%
Female	139	42,1
Male	191	57,9
Marital status	n	%
Married	104	31,5
Single	226	68,5
Age	n	%
17-25	29	8,8
26-35	175	53,0
36-45	120	36,4
46-55	6	1,8
Education	n	%
Associate's Degree	42	12,7
Undergraduate Degree	254	77,0
Master's Degree	33	10,0
Doctorate	1	0,3
Professional experience	n	%
0-5 years	74	22,4
6-10 years	134	40,6

11-15 years	88	26,7
16-20 years	22	6,7
21 years and more	12	3,6
Working period (within the company)	n	%
0-5 years	120	36,4
6-10 years	113	34,2
11-15 years	79	23,9
16-20 years	13	3,9
21 years and more	5	1,5

Table 1: Participant demographics

It is seen that in Table 1, 42,1 % of the participants are woman and 57,9 % are man. Considering the distribution by age, 8,8% (29 people) of the participants are between the ages of 17-25, 53% (175 people) are between 26-35; 36,4% (120 people) are between the ages of 36-45 and 1,8% (6 people) are 46-55. Accordingly, the majority of the participants (53%) are between the ages of 26-35. When the marital status of the participants is considered, it is seen that majority of them (68,5%) are married. It can be said that the male participants are predominant and most of the participants are young employees in the research. According to the educational status of the participants, a table with high graduate education level has appeared with 12,7 % associate degree, 77 % undergraduate, 10% graduate and 1 person has doctorate degree. When the working period has been detailed, 36,4 % of the sampling are within the first five years in the organization where they work. 40,6 % of the sampling have consisted of employees who have experience between 6-10 years at work in terms of professional experience. This situation can be interpreted that the participants are mostly composed of employees who have just met their professional life.

Correlation analysis was conducted to analyze the relationships between person-organization fit and work engagement variables in the research model. The results are shown in Table 2.

Variables	1	2	3	4	5
1. Job Engagement	(0,921)				
2. <i>Vigor</i>	,861**	(0,855)			
3. <i>Absorption</i>	,815**	,529**	(0,823)		
4. <i>Dedication</i>	,871**	,665**	,548**	(0,917)	
5. Person-Organization Fit	,543**	,511**	,300**	,570**	(0,926)
**Correlation is significant at $p < 0.01$ degree					

Table 2: Correlation coefficients for variables

It was determined that there was a strong ($p < 0.01$) relationship between the variables. There was a strong positive ($r = 0.543$, $p < 0.01$) relationship between work engagement and person-organization fit. In addition, a strong positive correlation was found between the sub-dimensions of job engagement and person-organization fit (*vigor*; $r = 0.511$, $p < 0.01$; *absorption*; $r = 0.300$, $p < 0.01$; *dedication*; $r = 0.570$, $p < 0.01$).

Regression analysis has been conducted to test the research hypotheses and to determine the effect of job engagement on person-organization fit. The results are shown in Table 3.

Independent variable	Dependent variable	R	R ²	B	F	t	p
Job engagement	Person-organization fit	,543	,295	,796	136,925	2,93	,000

Table 3: The results of regression analysis that shows the effect of job engagement on person-organization fit

The results of regression analysis that shows the effect of job engagement on person-organization fit have been detailed in the Table 3. According to ANOVA results that evaluates the validity and relevance in regression analysis, F value has been calculated as 136,925 and its relevance value has been determined as $p=0,000$ at 5 % relevance level. While R value has been calculated as 0,543 that shows the relation between job engagement and person-organization fit, R² value has been determined as 0,295 that is the explanation of independent variable for dependent variable. As a result of this, 29,5 % of the change in the person-organization fit can be explained by job engagement. The model that tries to determine the effect of job engagement on person-organization fit is significant ($R^2=0,295$; $F=136,925$). That's why, H₁ hypothesis has been accepted.

Variable	B	Standard error	Beta	t	p	Tolerance Value	VIF
Constant	,717	,157		4,559	,000	2,93	,000
Vigor	,348*	,082	,261	4,239	,000	,518	1,929
Absorption	-,105	,073	-,079	-1,447	,149	,651	1,536
Dedication	,477*	,068	,440	7,046	,000	,504	1,985
R ² =0,360 Regulated R ² =0,354 Durbin Watson=1,757 F=61,173 * $p<.05$ (Dependent variable: Person-organization fit)							

Table 4: The results of regression analysis that shows the effect of sub-dimensions of job engagement on person-organization fit

The results of multiple regression analysis that shows the effect of sub-dimensions of positive job engagement on person-organization fit have been detailed in the Table 4. According to ANOVA results that evaluates the validity and relevance in regression analysis, F value has been calculated as 61,173 and its relevance value has been determined as $p=0,000$ at 5 % relevance level. While R value has been calculated as 0,600 that shows the relation between job engagement and person-organization fit, R² value has been determined as 0,360 that is the explanation of independent variable for dependent variable. As a result of this, 36 % of the change in the person-organization fit can be explained by sub dimensions of job engagement. The model that tries to determine the effect of sub dimensions of job engagement on person-organization fit is significant ($R^2=0,360$; $F=61,173$). The dimension among the three sub-dimensions is engagement that describes the person-organization fit in a maximum level. When B coefficient of the

engagement dimension is compared with other independent variables, it is higher and more significant ($\beta=0,477$; $p<0.05$).

In terms of sub-dimensions, the effect of the absorption variable on person-organization fit is not statistically significant ($\beta=-0,105$). That's why, H_{1b} hypothesis has been refused. B coefficient that shows the effect of vigor on person-organization fit is 0,348 and its relevance value has been determined as $p=0,000$ at 5% relevance level ($\beta=0,348$; $p<0.05$). That's why, H_{1a} hypothesis has been accepted. B coefficient that shows the effect of dedication on person-organization fit is 0,477 and its relevance value has been determined as $p=0,000$ at 5% relevance level ($\beta=0,477$; $p<0.05$). That's why, H_{1c} hypothesis has been accepted.

Discussion and Conclusion

In this study, the effect of job engagement on person-organization fit has been examined. Accordingly, job engagement affects person-organization fit and there is a positive relationship between them. As the level of job engagement of individuals increases / decreases within the scope of the research sample, the level of person-organization fit increases / decreases, too. This study is also compatible with the studies of Memon et al. (2018), Peng et al. (2014) and Yiluzar (2016). In all three studies, significant positive relationships have been found between job engagement and person-organization fit. According to the results of another regression analysis, no significant relationship has been found between the dimensions of job engagement and person-organization fit. This result is different from the results of Yiluzar (2016)'s study. The reason can be explained as the sample consists of bank employees. Banking is one of the profession groups that works at an intense pace and faces financial risks during the day (Ok, 2016). For this reason, it is possible that absorption is perceived as a professional requirement rather than a dimension of job engagement for some employees. Although the absorption dimension is higher than the others, the low level of job engagement of bank employees cannot be effective on both decrease or increase of person-organization fit. Therefore, it is clear that absorption does not have any effect on person-organization fit. Although no significant relation can be determined between absorption and person-organization fit in the research, the dimensions of vigor and dedication affect the person-organization fit and there is a positive relationship between them. This result is associated with Yiluzar (2016)'s study. In the related study, there is a positive and meaningful relationship between vigor and dedication dimensions and person-organization fit.

Limitations and Recommendations

Within the scope of the research, the implementation of the questionnaire on bank employees has provided convenience in terms of accessibility and alternative. In addition, it has taken extra effort for the employees to find the appropriate time to answer the questions and to give their focus to the questions completely during the process because the bank employees have worked intensively in shifts in some branches. The return of the questionnaires has been mostly late and/or incomplete since the bank employees who have worked in shifts. Therefore, different professional groups can be included to the sample in the future. In addition to the questionnaire method, different results can be obtained by supporting the interview method. The variables used in the research can be examined together with different variables or different variables or an intermediate variable can be added to the research model.

Employees adopt the identity, culture, management style, values, goals and objectives of their organization makes them feel as an important part of that organization.

Therefore, the management style, organizational culture, organizational processes, nature, importance and outcome of the job should be clearly stated to the employees by the managers. Thus, the job engagement and person-organization fit of employees will increase. Also, it can be recommended to managers they are more likely to follow an effective way employed in the recruitment processes and in the subsequent orientation trainings in order for employees to improve their adaptability to the organization and their dedication to their work.

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Özet

Kaynakların verimli ve stratejik bir şekilde kullanılması, örgüt üyelerinin hedeflere ilişkin doğru bir şekilde bilgilendirilmesi, bu doğrultuda yönlendirilmesi ve koordine edilmesi gibi, çok çeşitli sorumluluklar içeren yönetimin en önemli ve esas kaynağı insandır. Dolayısıyla, insan kaynakları yönetiminin niteliği ve verimliliği, örgütlerin geleceği için belirleyici faktörler arasında bulunmakta ve büyük önem arz etmektedir. Ekonominin en değerli kaynağı olan insan; bulunduğu örgütte, çevresinde ve endüstride büyük farklar yaratabilme potansiyeline sahip bir kaynaktır. Bu farkları birbirinden ayıran faktörlerden biri de çalışanların işe adanmışlığıdır. İşe adanmışlık kavramı, tarihi çok eskilere dayanmamakla birlikte; insan kaynakları, yönetim, kişisel gelişim ve kariyer planlaması gibi alanları yakından ilgilendirmekte, işveren ve çalışan için oldukça kritik noktalara değinmektedir. Örgütlerin hızlı değişimlerin yaşandığı yoğun bir rekabet ortamı içinde başarılı olarak varlıklarını sürdürebilmeleri için sahip oldukları insan kaynaklarının amaç, hedef ve değerleri ile örgütün değerlerinin uyumlu olması gerekmektedir. Kişi-örgüt uyumu olarak adlandırılan bu durum, değişimlere ayak uydurabilmek için iş gücünü esnek tutmak ve onların örgütsel bağlılıklarını sürdürmek gibi konular açısından önem arz etmektedir. İşe adanmışlık ve kişi-örgüt uyumu iki farklı kavram olmakla birlikte, birbirlerinden tamamen bağımsız değildir. Bu iki değişken birbirini etkileyebilen, kişilerin farkındalığı dahilinde olsun veya olmasın, davranışlarına yansiyabilen faktörlerdir. Bu çalışma kapsamında, işe adanmışlık ve alt boyutlarının (dinçlik, yoğunlaşma, adanmışlık), kişi-örgüt uyumu üzerindeki etkileri incelenmiştir.

Bu çalışmanın temel amacı işe adanmışlığın kişi-örgüt uyumu üzerindeki etkisini belirlemektir. Bu amaç doğrultusunda Kayseri ilindeki 330 banka çalışanı ile araştırma gerçekleştirilmiştir. Elde edilen veriler üzerinde güvenilirlik analizleri, korelasyon ve regresyon analizi yapılmıştır. Cronbach's Alpha katsayıları yüksek güvenilirlik düzeyinde (0,823 ile 0,926 arasında) bulunmuştur ve dolayısıyla değişkenler arasındaki ilişkileri sağlıklı bir biçimde analiz edebilecekleri görülmüştür. Elde edilen veriler üzerinde yapılan korelasyon analizleri sonucunda değişkenler arasında güçlü düzeyde ($p<0,01$) ilişki olduğu tespit edilmiştir. İşe adanmışlık ile kişi-örgüt uyumu arasında güçlü düzeyde pozitif yönlü ($r= 0,543$, $p<0,01$) ilişki ortaya çıkmıştır. İşe adanmışlık ve işe adanmışlığın alt boyutlarından olan dinçlik, yoğunlaşma ve adanmışlık ile kişi-örgüt uyumu arasında güçlü düzeyde pozitif yönlü bir ilişki bulunmuştur (dinçlik; $r=0,511$, $p<0,01$; yoğunlaşma; $r=0,300$, $p<0,01$; adanmışlık; $r=0,570$, $p<0,01$). Buradan hareketle, işe adanmışlık düzeyi arttıkça kişi-örgüt uyumunun da arttığı veya tam tersi durumda işe adanmışlık düzeyi azaldıkça kişi-örgüt uyumunun azaldığı sonucuna varılmıştır. Aynı durumun, işe adanmışlığın alt boyutları için de geçerli olduğunu belirtmek doğru olacaktır. Yapılan regresyon analizlerine göre, araştırma örneklemini kapsamında işe adanmışlığın kişi-örgüt uyumu üzerinde anlamlı bir etkisi olduğu sonucuna ulaşılmıştır. Aynı zamanda işe adanmışlığın ve boyutlarından dinçlik ve adanmışlığın kişi-örgüt uyumu üzerinde anlamlı bir etkisi varken, yoğunlaşmanın kişi-örgüt uyumu üzerinde anlamlı bir etkisi olmadığı bulunmuştur. Yoğunlaşmanın kişi-örgüt uyumu üzerinde etkisinin olmamasının nedeni olarak araştırma yapılan örneklem grubunun banka çalışanlarından oluşması gösterilebilir. Bankacılık sektörünün yapısı gereği yoğunlaşmanın, kimi çalışanlar için işe adanmışlığın bir boyutu olmaktan ziyade, mesleki bir gereklilik olarak algılanmış olması mümkündür. Bu durumda, yoğunlaşmanın kişi-örgüt uyumu üzerinde herhangi bir etkisi olmaması oldukça anlaşılabilir bir durumdur.

Araştırma kapsamında anket uygulamasının banka çalışanları üzerinde yapılması; ulaşılabilirlik ve alternatif açısından kolaylık sağlamıştır. Bunun yanında, banka çalışanları yoğun ve bazı şubelerde vardiyalı olarak çalıştıkları için, araştırmanın anket uygulama sürecinde çalışanların soruları yanıtlamak için uygun zaman bulmaları ve odaklarını tamamen sorulara verebilmeleri ekstra çaba gerektirmiştir. Ayrıca vardiyalı banka çalışanlarının bulunduğu şubelerde, uygulanan anketlerin geri dönüşleri çoğunlukla geç ve/veya eksik şekilde olmuştur. Dolayısıyla gelecekteki çalışmalarda farklı meslek grupları örnekleme dahil edilebilir. Çalışma anket yönteminin yanı sıra mülakat yöntemi ile desteklenerek farklı sonuçlar elde edilebilir. Araştırmada kullanılan değişkenler farklı değişkenlerle birlikte incelenebilir veya araştırma modeline farklı değişkenler veya aracı bir değişken eklenebilir.

Araştırma sonuçlarından yola çıkarak araştırmacılara ve yöneticilere birtakım öneriler geliştirilebilir. Çalışanların, örgütlerini iyi tanımaları, örgütün kimliğini, kültürünü, yönetim tarzını, değerlerini, amaç ve hedeflerini benimsemeleri, kendilerini o örgütün önemli bir parçası olarak hissetmelerini sağlar. Bu nedenle örgütteki yönetim tarzı, örgüt kültürü, örgütsel süreçler, işin özellikleri, önemi ve sonuçları yöneticiler tarafından çalışanlara açık bir şekilde ifade edilmelidir. Böylece çalışanın işe adanmışlık düzeyi ve kişi-örgüt uyumu artacaktır. Ayrıca yöneticilere, çalışanların kişi-iş uyumlarını ve işe adanmışlıklarını geliştirmeleri için işe alımlarda ve sonraki eğitim süreçlerinde bunu sağlayabilecek etkili yöntemler uygulamaları önerilebilir.