

## VALUES CONGRUENCE AND RELATIONAL DEMOGRAPHY AS AN ANTECEDENT OF ORGANIZATIONAL COMMITMENT

**Işık ÇİÇEK**

Akdeniz University, Alanya Engineering Faculty  
icicek@akdeniz.edu.tr

**İsmail Hakkı BİÇER**

İstanbul Technical University, Management Faculty  
ihbicer@itu.edu.tr

### **Abstract**

The importance of “human” has become more apparent in today's increasingly competitive environment. In the light of developing technology, increasing of technology-based organizations gets managers to pay attention to intellectual capital that is indispensable element. Retaining qualified employees and get them to commit to organization are remarkable factors for human resource management. The antecedent of organizational commitment in this type of organizations gains importance as one of the topics for academicians and professionals. The employees' fit with organizations and their groups can be antecedents of organizational commitment. The effects of fit the employees' values with organization values/group values and perception of job execution similarity (relational demography) on the organizational commitment are investigated in this study. 293-employee sampling is selected in technology-based organizations for this research. According to findings, dimensions of human-result oriented-stability and development-reward in terms of person-organization values fit, dimension of result oriented in terms of person-group value fit, and job execution similarity with supervisor have significant effects on organizational commitment. Contrary to expectations, person-group value fit explain the variance in the organizational commitment, negatively. This result highlights complementarity regarding values in a group besides supplementary fit.

**Key Words:** *Values, person-group fit, person-organization fit, relational demography, organizational commitment.*

**JEL Classification:** M10, M12, M14

## **1. INTRODUCTION**

Intellectual capital gain importance in today's competitive environment. Awareness of demographic, dispositional and socio-cultural differentiations that employees face is a critical phenomenon for managers so as to utilize differentiations and minimize their adverse effects (George and Chattopadhyay, 2002; Erdoğan et. al, 2004). Person-environment fit is remarkable factor for managing these differentiations in this respect.

Person-environment fit is defined as congruence and correspondence degree between individual and environmental variables (Muchinsky and Monahan, 1987; Sekiguchi, 2004). Depending on concepts defined for environmental factors, several fit categorizations are developed (Kristof, 1996; Yang et al., 2008), and then person-environment fit is investigated in the light of environment dimension considered.

Retaining qualified employees and get them to commit to organization are remarkable factors for human resource management. The antecedent of organizational commitment in technology-based organizations gains importance as one of the topics for academicians and professionals. The employees' fit with organizations and their groups can be antecedents of organizational commitment. The aim of this research is to investigate the effects of congruence of the employees' values with group/organization values and perception of job execution similarity (relational demography) with group members/supervisor on the organizational commitment in technology-based organizations.

## **2 . LITERATURE REVIEW AND HYPOTHESES**

Fit is examined with the concept of supplementary fit/complementary fit in the literature. Supplementary fit involves employees sharing similar attributes among their group members, whereas complementary fit is concerned with providing the skills and abilities that are not widely shared by other group members (Muchinsky and Monahan, 1987; Werbel and DeMarie, 2005).

Employees perceive themselves as fit with work environment because they are similar to other employees having some features or they are different from others. Supplementary fit occurs when individual has the same features as other employees in work environment (Muchinsky and Monahan, 1987, Werbel and DeMarie, 2005).

Complementary fit occurs when individual's features constitute the environment or complement a component that is missing in work environment (Muchinsky and Monahan, 1987 Werbel and DeMarie, 2005).

In this research, value congruence between individuals and their groups, value congruence between individuals and their organizations, and attitude similarity regarding job execution between individual and group members /supervisor are examined by means of supplementary fit aspect.

## **2.1. Value Congruence**

Value in organizational level is determined by most of organization employees who are aware of organizational support for creating value (Chatman, 1989). Organizational value is defined as criteria for employees' evaluation about events, activities, and individuals desirably or undesirably. Organizational values form subjective and internal side of culture. It indicates solving way seen as acceptable and convenient for organizational issues. Organizational values reflect general aims and standards for an organization and makes employees' individual values fit with organizational values and enable individual to complement or supplement with organization. Organization causes employees to want to imitate the behaviors which serve reaching aims. Organization rewards the employees behaving parallel to organizational aims, whereas it punishes the behaviors contrary to organizational aims and values. Therefore, the possibility of fulfilling individual values increase when employees adopt organizational values and behave in accordance with these values (Eren, 2000).

According to supplementary fit aspect, value congruence is fit between individual values and values in prevailing in organization . Congruence between personal values and organizational values is also called as person-culture fit (Kristof, 1996).

Organizational working groups (i.e. geographical sub-units) have unique norms and values different from organizations in which there are (Schein, 1992; Werbel and Johnson, 2001). Therefore, fit between person and sub-units will be different from person-organization fit (Kristof, 1996). The effects of local culture and frequent communication among the employees working in the same location mean for person-group value congruence more than person-organization congruence (Metzler, 2005).

Sub-cultures in the organization are affected by hierarchical levels and functional/departmental structure (Rousseau, 1990). These differences cause to consider a new approach by researchers to evaluate person-organization fit regardless

of consistency among perceived organizational values. The necessity becomes more important due to increment in the number of sub-cultures depending on differentiations in the workplace (Warren, 1996; Verquer, 2002). The groups share common values. The value dimension of person-group fit is congruence between personal values and values prevailing in the group or shared by group members.

## **2.2. Relational Demography**

Pfeffer (1983) stated that demographic similarity with group affects organization related outputs such as creativity, performance, and managerial success. According to Pfeffer, to investigate synchronous demographic features such as age, gender and education level have more valuable effects instead of individual effects (O'Reilly et al, 1989; Surgevil, 2008). Therefore, the term relational demography is introduced. Comparing demographic similarity among group members can explain attitude and behaviors of employees. That is to say, the demographic characteristics affecting work outputs are appeared (Tsui and O'Reilly, 1989). Lots of demography researchers focused on variables of age and tenure for investigating effect on turnover. However, when analyzing the effects of demography, all characteristics should be considered, together. Demographic profile for the group is made, afterwards (Tsui and O'Reilly, 1989; Surgevil, 2008). Perceptual similarity is a fit type that can be investigated in relational demography. Self categorization process describe group attractiveness in the light of psychological group emerged via perceptual similarity/differentiation with group members. These features can be related vocational and functional categories, as well (Surgevil, 2008).The employees different from counterparts attribute psychological meanings to these differentiations (Turner et al, 1989; Riordan, 2000). Williams and O'Reilly (1989) highlighted adverse effects of differentiations on group process depending on the degree of feeling about similarity/dissimilarity with group members. Attraction among people due to similarity of attitudes and experiences (Byrne, 1971) strengthen communication among employees (Roberts and O'Reilly, 1979; Surgevil, 2008). When group members have common attitudes regarding job execution, it is strongly possible to collaborate. Otherwise, conflict occurs (Molleman and Slomp, 2006). Therefore, similarity of employees attitudes regarding job execution with those of coworkers/supervisors can be research in this study.

Two dimensions of congruence (value similarity and perceptual attitude similarity) cause desired positive outputs in accordance with similarity-attraction theory and social categorization theory. Similarity/attraction theory (Byrne, 1971) posits that people like and are attracted to others who are similar, rather than dissimilar, to

themselves. Before explaining self categorization theory, it is useful to mentioned about the term social identity. A social identity is the portion of an individual's self-concept derived from perceived membership in a relevant social group (Tajfel and Turner 1979). Social identity theory is best described as a theory that predicts certain intergroup behaviors on the basis of perceived group status differences, the perceived legitimacy and stability of those status differences, and the perceived ability to move from one group to another. Self-categorization process describes the circumstances under which a person will perceive collections of people (including themselves) as a group, as well as the consequences of perceiving people in group terms. Social categorization theory was in part developed to address questions that arose in response to social identity theory about the mechanistic underpinnings of social identification. People divided the world into “them” and “us” based through a process of social categorization. This is known as in-group (us) and out-group (them). Social identity theory states that the in-group will discriminate against the out-group to enhance their self-image. According to these propositions, the employee who is fit with organization (group) in terms of values and perceptual attitudinal features will carry out social categorization with his or her organization and group.

### **2.3. Value Congruence and Relational Demography as an Antecedent of Organizational Commitment**

Person-organization aim fit that is one of the criteria for describing organizational commitment indicates that one of the desired results on value congruence is organizational commitment. Porter et al proposed that when individual identifies with organizational aims and values, organizational commitment occurs. The organizational commitment scale developed by Porter et al grounded on the framework of person-organization aim fit (Reichers, 1985).

Meyer ve Herscovitch (2001) asserted that shared values caused the affective commitment that is one type of organizational commitment. Awareness of shared values as an significant element cause the individual to support behavior patterns imposed by organization. Common interpretations decrease uncertainty and make role expectations clear. Predicting others' behavior becomes easier. Interactions among employees develop and then conflicts and misinterpretations decrease in this situation. Therefore, organizational commitment in high level emerges. (Finegan, 2000, Kraimer, 1997; Meglino et al., 1989). Locke (1976) investigated the effects of similarity and proposed that when individuals are aware of shared own values with co-workers or

organization, affective commitment is established easily. Value congruence influence affective commitment the most (Meyer and Herscovitch, 2001).

Kristof-Brown et al. (2005) carried out a meta analysis depending on 172 studies. The researcher demonstrated that there is a strong relationship between person-organization fit and organizational commitment. Person-group fit has a moderate effect on organizational commitment and intention to quit. Verquer et al. (2003) showed the effect of person-organization fit on organizational commitment and intention to quit by means of meta-analysis utilizing 21 person-organization fit research. Saks and Asforth (1997) investigated the relationship between value congruence and affective commitment and then reported significant positive relationship. O'Reilly III et al. (1991) demonstrated the relationship between person-organization value congruence and organizational commitment. Rosete (2006) questioned the value congruence between employees and human resource managers, and then indicated significant positive relationship between value congruence and organizational commitment (Amos and Weathington, 2008). Maurer (2006) showed organizational commitment is directly related to person-organization fit the most. Cable ve Judge (1996) reported that person-organization fit is a predictor of organizational commitment for employee candidates searching job and new-hired employees. Amos and Weathington (2008) questioned relation between value congruence in seven dimensions and organizational commitment. According to results, person-organization fit perceived by individuals influences organizational commitment, positively.

Positive relationship between value congruence and organizational commitment is reported in research carried out in Turkish sampling (Güneşer, 2007; İplik et al., 2011; Coşkun 2007; Karakurum, 2005).

Attitudinal differences depending on incongruence in terms of relational demography highlight attraction in low level among employees and social isolation that cause organizational commitment in low level (Tsui ve diğ, 1992; Sürgevil, 2008).

In the light of theoretical knowledge explained and previous research findings, the hypotheses below can be proposed for this research:

*H<sub>1</sub> : Similarity between personal values and values prevailing in group affects organizational commitment, positively.*

*H<sub>2</sub> : Similarity between personal values and organizational values affects organizational commitment, positively.*

*H<sub>3</sub>: Similarity between individual's attitudes towards job execution and those of co-workers/supervisors affects organizational commitment, positively.*

### **3. METHODOLOGY**

#### **3.1. Sample and Data Collection**

Sampling is selected from technology-based organizations. Technology and information-systems units of banks, software companies, production firms including high-tech R&D department, communication and GSM operators are the types of firms in which the research is carried out. 293 employees participate in this research.

Supplementary fit is evaluated for the dimensions of value congruence. Values are determined for three times: personal values, values prevailing in team, and organizational values. Value congruence is measured via absolute difference between personal values and group values/organizational values as other fit researches (i.e. Enz, 1998; Yıldırımbulut, 2006; Güneşer, 2007; Çiçek, 2013). The more the difference is, the less the supplementary fit is. Job execution similarity is evaluated via employee perception.

Values: Short version (40 items) of Organizational Culture Profile originally developed by O'Reillt et. al (1991) is utilized for determining values. Cable and Judge (1996) tested reliability and validity of 40-item scale. Seven dimensions of values are innovation, stability, respect for people, outcome orientation, attention to detail, team orientation, and aggressiveness. Items are evaluated via 5-degree Likert scale.

Job execution similarity with members/supervisor (relational demography): Perception of job execution similarity with group members and supervisor is evaluated by means of 2 items with 5-degree Likert scale.

Organizational commitment: Affective commitment sub-scale of organizational commitment scale developed by Meyer and Allen (1991) is utilized. Turkish version of the scale was adopted by Wasti (1999). 6 items out of 18 item-scale is used for measuring. Two items are reversed coded as original form.

### 3.2. Reliability and validity of scales

Difference between personal values and group values: Before calculating differences, internal reliability is calculated for personal values and group values, separately. Cronbach alpha is 0.854 and 0.925 for these scales, respectively. Exploratory factor analysis is carried out for difference scores. Dimensions and internal reliability are shown at Table 1. (Kaiser-Meyer-Olkin: 0.90; Bartlett's Test of Sphericity: 0.00).

Table 1 :Exploratory factor analysis for person values-group values

Factor	Items	Factor Loads	Eigenvalue	Explained variance (%)	Sub-scale reliability
1	12. people oriented	0.621	7.289	13.271	0.821
	13. fairness	0.657			
	14. tolerance	0.813			
	15. informality	0.641			
	17. supportive	0.611			
	20. being reflective	0.551			
	29. developing friends at work	0.481			
2	24. opportunities for professional growth	0.510	2.235	9.870	0.773
	25. high pay for good performance	0.796			
	26. security of employment	0.776			
	27. offers praise for good performance	0.747			
3	1. adaptability	0.770	1.657	8.570	0.192
	3. being innovative	0.598			
	6. autonomy (R)	- 0.530			
	8. Being analytical	0.580			
4	28. confronting conflict directly	0.575	1.254	8.490	0.227
	31. working long hours (R)	- 0.671			
	37. result oriented	0.467			
	40. being highly organized	0.576			
5	2. stability	0.591	1.201	8.381	0.627
	7. rule oriented	0.792			
	9. attention to detail	0.622			
6	18. being aggressive	0.758	1.113	8.148	0.660
	21. achievement oriented	0.499			



	35.having a good reputation	0.593		
	39.being competitive	0.719		
Total			56.73	0.889

The 6<sup>th</sup> item in the 3<sup>rd</sup> factor and the 31<sup>th</sup> in the 4<sup>th</sup> factor decreased the reliability of sub-scales. Therefore, these items are deleted from sub-scales. Internal reliability increased to 0.726 for 3<sup>rd</sup> dimension, to 0.657 for 4<sup>th</sup> dimension. The dimensions are named considering the content of items loaded and adhering original sub-scale names as much as possible. 1-respect for people 2-development and attention to rewards 3-innovativeness 4- result oriented 5- detail oriented and stability 6- competitiveness.

Difference between personal values and organizational values: Before calculating differences, internal reliability is calculated for organizational values as 0,941. Exploratory factor analysis is carried out for difference scores. Dimensions and internal reliability are shown at Table 2. (Kaiser-Meyer-Olkin: 0.922; Bartlett's Test of Sphericity: 0.00)

Table 2 :Exploratory factor analysis for person values-organizational values

Factor	Items	Factor Loads	Eigenvalue	Explained variance (%)	Sub-scale reliability
1	10. team oriented	0,567	8,664	17,313	0,808
	11. Sharing information freely	0,579			
	12. people oriented	0,618			
	13. fairness	0,680			
	14. tolerance	0,749			
	16. being calm (R)	- 0,445			
	17. supportive	0,617			
	20. being reflective	0,559			
	38. having a clear guiding philosophy	0,591			
40. being highly organized	0,531				
2	24.opportunities for professional growth	0,580	1,857	11,997	0,807
	25. high pay for good performance	0,773			
	26. security of employment	0,685			
	27. offers praise for good performance	0,737			
	28. confronting conflict directly	0,509			
3	18. being aggressive	0,660	1,358	9,214	0,667
	21. achievement oriented	0,500			
	39. being competitive	0,797			
4	1. adaptability	0,773	1,258	9,005	0,735
	3. being innovative	0,732			
	5. risk taking	0,681			

5	22.taking individual responsibility	0,792	1,029	8,130	0,864
	23.having high expectations for performance	0,810			
6	7. rule oriented	0,843	1,008	5,034	- 0,344
	32. not being constrained by many rules	-0,566			
Total				60,693	0,903

The sixth factor is deleted from the scale due to unacceptable internal reliability value (<0,65). The dimensions are named considering the content of items loaded and adhering original sub-scale names as much as possible. 1-respect for people-result oriented-stability 2-development and attention to rewards 3- competitiveness 4-innovativeness 5- initiative.

Organizational commitment: 6 items are loaded to one dimension as expected. Explained variance of this scale is 56.23 % and cronbach alpha is 0.839. (Kaiser-Meyer-Olkin: 0.842; Bartlett's Test of Sphericity: 0.00).

#### 4. FINDINGS

Multiple regression analysis is utilized for diagnosing the effects of independent variables on dependent variable. Independent variables are value congruence dimensions (person-organization value congruence and person-group value congruence) and job execution similarity dimensions for this research. The effects of value congruence and relational demography on variance in organizational commitment are shown at Table 3.

**Table 3:** The effects of value congruence and relational demography on organizational commitment

Dependent variable	Organizational Commitment		
	Standardized Beta	T	P
Person-organization value difference (respect for people-result oriented-stability)	-0,328	-3,988	0,00
Job execution similarity with supervisor	0,189	2,789	0,006
Person-organization value difference (development and attention to rewards)	-0,238	-2,710	0,007
Person-group value difference. (result oriented)	0,153	2,090	0,038

<b>R<sup>2</sup></b> : 0,289	<b>Adj. R<sup>2</sup></b> : 0,272
<b>F</b> : 16,573	<b>Sign.:</b> 0,00

Two dimension of person-organization value congruence and one dimension of person-group value congruence have significant effects on the variance in organizational commitment. 5 dimensions of person-group value congruence and 3 dimensions of person-organization value congruence have not significant effect. Only job execution similarity with supervisor influence organizational commitment for employees, significantly.

According to findings, hypotheses H<sub>1</sub> , H<sub>2</sub> , H<sub>3</sub> are partially supported.

## 5. CONCLUSION AND SUGGESTION

According to Shin (2005), perception of person-organization congruence is related to organizational level variables more than person-group congruence. This research findings support this view. Organizational commitment is influenced by relatively more dimensions of person-organizational value congruence.

Organizational commitment of employee in organizations where respect for people is prevailed as one aspect of organizational culture is increased. Result oriented and stable dimensions of values are essential elements of culture in technology-based organizations because nature of jobs and execution of project with deadline and previously decided demands require employee congruence with these value aspects. Therefore, dimensions of result oriented has effect for both person-organization congruence and person-group congruence on organizational commitment.

Elements in work environment are mostly related to supervisor. Satisfaction and commitment for employees result from meaningful job proposing career opportunities, fair salary, comfortable work environment that are seen as in control of supervisor (Doğan and Kılıç, 2007). Previous research highlights that management and managerial style increase the level of job satisfaction of employees in work environment proposing insufficient salary which is a source of motivation (Erkutlu, 2008). In this research, supervisor is seen as a remarkable factor in project group. If the employees are similar to their supervisors in terms of job execution attitude, the level of employees' organizational commitment is high. Similar job execution attitude with supervisor develop communication and relations between supervisor and employees. Employees will identify with their supervisors regarding job execution attitude.

Innovation is the most prominent value in technology based organizations. Emerging innovation and creativity are seen as related to composing different values. Considering task interdependency in high level in this type organizations, composing different views and values cause complementary fit and then develop innovation performance. Value differentiations depending on complementary task roles are significant in holistic meaning. In this research result oriented dimension of complementary value congruence in group is seen as important for organizational commitment.

In technology-based organizations nature of jobs and projects give prominence individual contribution depending on specific job description for all employees. Highly developing technology and competition in sector damper initiative for employees while working. Therefore, it can be obviously expressed that initiative dimension of person-organization value congruence has not significant effect.

Individual, environmental and time-related factors determine what dimension has the most remarkable effect on experiencing person-environment fit (Jansen and Kristof-Brown, 2006). Jansen and Kristof-Brown (2006) highlighted that when individuals evaluate person-environment fit for themselves, they give more importance to fit with prominent dimension(s) of environment (Shin, 2005). Kristof-Brown et. al (2002) stated that individual's previous working experience affects the importance attributed by individual for fit types (Jansen and Kristof-Brown, 2006).

Person-organization (group) fit and types of fit are considered for function of personnel selection/recruitment and retain employees in human resource management.

Traditional job analysis is not enough to select an employee for group-oriented work environments. Traditional job analysis is utilized for determining the level of knowledge, skill, and ability so as to execute job. This type of analysis is carried out at individual level, it ignores analysis at group level for group-oriented works in personnel selection process. Therefore, evaluating person-job fit, person-group fit, and person-organization fit synchronously is a robust approach in personnel selection process (Barber,1998). In this way, the relative importance of perception about person-job fit, person-group fit, and person-organization fit can be evaluated in job choice (Carless, 2005).

The effect of value congruence in strong/weak cultures is considerable factor for human resource management. Acceptance or rejection of individual behavior is prominent in strong cultures. Individuals in the organization having strong cultures have similar perception about organization (group)'s operations and the tool/way of

pursuing goals (DelCampo, 2006). There is agreement about values among employees. Diagnosing cultural values is more difficult for individuals in weak cultures, and they have opportunity to shape cultural values. For this viewpoint, turnover rate is lower. Consistent with these views, Ashfort (1987) stated that the organizations (groups) having strong culture enhance culture. The researcher investigated the moderators of power of culture on the relationship between person-organization fit and turnover. Strong cultures react for values harder than weak cultures. Therefore, management should consider power of culture in the organization in addition to value congruence.

Diagnosing moderators of the relationship congruence-organizational commitment is questionable research field to minimize the effects of misfit and to utilize the different viewpoints stemming from heterogeneity of working values and personality traits (Erdogan, et. al, 2004). Kristof-Brown et al. (2005) suggested that moderator variables such as dispositional/individual and environmental characteristics and mediation variables should be diagnosed. Complementary fit is seldom attributed for emerging person-organization (group) fit in the literature (Shin, 2005). The proposed congruence between person and organization (group) can be measured according to aspect of complementary fit. The effects of fit components on organizational commitment should be examined.

#### **BIBLIOGRAPHY**

- Amos, E. A. and Weathington, B. L. (2008). "An analysis of the relation between employee-organization value congruence and employee attitudes". *The Journal of Psychology*, Vol 142, Iss 6, 615-631.
- Ashforth, B.E. (1987). "Organizations and the petty tyranny: An exploratory study", *The Annual Meeting of the Academy of Management*, New Orleans, LA.
- Barber, A. E. (1998). *Recruiting employees: Individual and organizational perspectives*. Thousand Oaks, CA: Sage.
- Byrne, D. (1971). *The attraction paradigm*. Academic Press, New York.
- Cable, D. M. and Judge, T. A. (1996). "Person-organization fit, job choice decisions, and organizational entry". *Organizational Behavior and Human Decision Process*, 67, 294-311.
- Carless, S. A. (2005). "Person-job fit versus person-organization fit as predictors of organizational attraction and job acceptance intentions: a longitudinal study". *Journal of Occupational and Organizational Psychology*, Vol 78, Iss 3, 411-429.
- Chatman, J. A. (1989). "Improving interactional organizational research: A model of person-organization fit". *Academy of Management Journal*, Vol 14, Iss 3, 333-349.
- Coşkun, G. (2007). *The relationship between person-organization value fit and organizational commitment*, (master thesis), Marmara University, Department of Human Resources Management and Development

- Çiçek, I. (2013). *The effects of job characteristics fit, person-organization fit, person-group fit, and relational demography on employees*, (doctoral thesis), Istanbul Technical University, Faculty of Management, Istanbul.
- DelCampo, R. G. (2006). "Influence of culture strength on person-organization fit and turnover". *International Journal of Management*, September, Vol 23, Iss 3, Part 1, 465-471.
- Doğan, S. and Kılıç, S. (2007). "The Effect of Personnel Empowerment on Organizational Commitment (Örgütsel bağlılığın sağlanmasında personel güçlendirmenin yeri ve önemi)". *Erciyes University, Journal of Economics and Administrative Science*, 29, 37-61.
- Enz, C. (1988) "The role of value congruity in intraorganizational power". *Administrative Science Quarterly*, 33, 284- 304.
- Erdoğan, B., Kraimer, M.L. and Liden, R. C. (2004). "Work value congruence and intrinsic career success: the compensatory roles of leader-member exchange and perceived organizational support". *Personnel psychology*, 57, 305-332.
- Eren, E. (2000). *Organizational Behavior and Management Psychology (Örgütsel Davranış ve Yönetim Psikolojisi)* Beta Publishing, İstanbul.
- Erkutlu, H. (2008). "The impact of transformational leadership on organizational and leadership effectiveness: The Turkish Case". *Journal of Management Development*, Cilt 27, No 7, 708-726.
- Finegan, J. F. (2000). "The Impact of person-organizational values on organizational commitment". *Journal of Occupational and Organizational Psychology*, Iss 3, Vol 2, 149-69.
- George, E. and Chattopadhyay, P. (2002). "Do differences matter? Understanding demography-related effects in organization". *Australian Journal of Management*, 27, 47-54.
- Güneşer, A. B. (2007). *The effect of person-organization fit on organizational commitment and work engagement: The role of person-supervisor fit* (doctoral thesis), Marmara University, Department of Organizational Behavior.
- İplik, F. N., Kılıç, K. C. and Yalçın, A. (2011). "The simultaneous effects of person-organization and person-job fit on Turkish hotel managers". *International Journal of Contemporary Hospitality Management*, Vol 23, Iss 5, 644-661.
- Jansen, Karen J. and Kristof-Brown, A. (2006). "Toward a multidimensional theory of person-environment fit". *Journal of Managerial Issues*, Vol 18, Iss 2, 193-212.
- Karakurum, M. (2005). *The effects of person-organization fit on employee job satisfaction, performance, and organizational commitment in a Turkish Public Organization*, (master thesis), Orta Doğu Teknik University, Department of Psychology.
- Kraimer, M. L. (1997). "Organizational goals and values: A socialization model". *Human Resource Management Review*, Vol 7, Iss 4, 425-447.
- Kristof, A.L. (1996). "Person-organization fit: An integrative review of its conceptualizations, measurement, and implications". *Personnel Psychology*, 49, 1-49.
- Kristof-Brown, Amy L., Zimmerman, Ryan D. and Johnson, E. N. (2005). "Consequences of individual's fit at work: A meta analysis of person-job, person-organization, person-group, and person-supervisor fit". *Personnel Psychology*, 58, 281-342.

- Maurer, S. D. (2006). "Using situational interviews to assess engineering applicant fit to work group, job, and organizational requirements". *Engineering Management Journal*, Vol 18, Iss 3, 27-33.
- Meglino, B. M., Ravlin, E. C. and Adkins, C. L. (1989). "A work values approach to corporate culture: A field test of the value congruence process and its relationship to individual outcomes". *Journal of Applied Psychology*, 74, 424-432.
- Metzler, V. L. (2005). *Organizational culture: Finding the right fit*. (doctoral thesis), Temple University.
- Meyer, J. P. and Allen, N. J. (1991). "A three component conceptualization of organizational commitment". *Human Resource Management Review*, Vol 1, Iss 1, 61-89.
- Meyer, J. P. and Herscovitch, L. (2001). "Commitment in the workplace: Toward a general model". *Human Resource Management Review*, Vol. 11, Iss 3, 299-326.
- Muchinsky, P. M. and Monahan, C. J. (1987). "What is person-environment congruence? Supplementary versus complementary models of fit". *Journal of Vocational Behavior*, 31, 268-277.
- O'Reilly, C. A., Caldwell, D. F. and Barnett, W. P. (1989). "Work group demography, social integration, and turnover". *Administrative Science Quarterly*, 34, 21-37.
- O'Reilly, C., Chatman, J. A. and Caldwell, D.F. (1991). "People and organizational culture: A profile comparison approach to assessing person-organization fit". *Academy of Management Journal*, Vol 34, Iss 3, 487-516.
- Reichers, A. E. (1985). "A review of reconceptualization of organizational commitment". *Academy of Management Review*, Vol 10, Iss 3, 465-476.
- Riordan, C.M. (2000). "Relational demography within groups: Past developments, contradictions, and new directions". In G.R. Ferris (Ed.), *Research in Personnel and Human Resource Management*. Vol 19, (pp:131-173). Stamford, CT: JAI Press.
- Roberts, D. H. and O'Reilly III, C. A. (1979). "Some correlates of communication roles in organizations". *Academy of Management Journal*, 22, 42-57.
- Saks, A. M, and Ashforth, B. E. (1997). "A longitudinal investigation of the relationships between job information sources, applicant perceptions of fit, and work outcomes". *Personnel Psychology*, 50, 395-426.
- Schein, E. (1992). *Organizational Culture and Leadership*. Jossey-Bass, San Francisco, CA.
- Sekiguchi, T. (2004). "Person-organization fit and person-job fit in employee selection: A review of the literature". *Oasha Keidai Ronshu*, Vol 54, Iss 6, 179-196.
- Shin, Y. (2005). *The effect of perceived team person-environment fit on team performance in Korean Firms: An examination of mediating and moderating effects*, (doctoral thesis), Columbia University.
- Sürgevil, O. (2008). *Farklılık ve işgücü farklılıklarının yönetimine analitik bir yaklaşım, "Diversity and an analytic approach to workforce diversity management"* (doctoral thesis), Dokuz Eylül University, Department of Management, Izmir.

- Tajfel, H. and Turner, J. C. (1979). "An integrative theory of intergroup conflict". In W. G. Austin & S. Worchel (Eds.), *The Social Psychology of Intergroup Relations* (pp. 33–47). Monterey, CA: Brooks/Cole.
- Tsui, A. S. and O' Reilly III, C. A. (1989). "Beyond simple demographic effects: The importance of relational demography in superior-subordinate dyads". *Academy of Management Journal*, Vol 32, Iss 2, 402-423.
- Tsui, A.S., Egan, T.D. and O'Reilly III, C.A. (1992). "Being different: Relational demography and organizational attachment". *Administrative Science Quarterly*, Cilt 37, Sayı 4, 549-579.
- Turner, B. A., Pidgeon, N., Blockley, D. and Toft, B. (1989). Safety culture: its importance in future risk Management. The 2nd World Bank Workshop on Safety Control and Risk Management, Karlstad, Sweden.
- Verquer, M, L. (2002). *Fitting in at work: A comparison of the relationships between person-organization fit and person-group fit with work attitudes*, (doctoral thesis), Central Michigan University, Department of Psychology.
- Verquer, M. L., Beehr, T. A. ve Wagner, S. H. (2003)." A meta-analysis of relations between person–organization fit and work attitudes". *Journal of Vocational Behavior*, 63, 473–489.
- Warren, T. R. (1996). *P-O fit and organizational outcomes*, (doctoral thesis), Georgio Institute of Technology, Department of Psychology.
- Wasti, A. (1999). *Organizational commitment and collectivism: The case of Turkey*, (doktora tezi), University of Illinois, Urbana-Campaign.
- Werbel, J. D. and Johnson, D. J. (2001), "The use of person-group fit for employment selection: A missing link in person-environment fit". *Human Resource Management*, Vol 40, Iss 3, 227-240.
- Werbel, J. D., DeMarie, S. M. (2005). "Aligning strategic human resource management and person–environment fit". *Human Resource Management Review* 15, 247–262
- Yang, L., Levine, E. L., Smith, M. A., İspas, D. and Rossi, M.E. (2008). "Person-environment fit or person-plus environment: A meta analysis of studies using polynomial regression analysis". *Human Resource Management Review*, 18, 311-321.
- Yıldırımbulut, E. (2006). *The effects of person-job fit, person-organization fit and social support on job stress: A study in call centers*, (master thesis), Marmara University, Department of Management, Istanbul.