

## A RESEARCH ON DETERMINING THE EFFECT OF PERSON ENVIRONMENTAL ADAPTATION ON ATTITUDE TO WORK

### Kişi-Çevre Uyumunun İşe Karşı Tutuma Etkisini Belirlemeye Yönelik Bir Araştırma

Mehmet BARUTÇU\*

Mesut ÖZTIRAK\*\*

\* İstanbul Esenyurt Üniversitesi, [barutcu.mg@gmail.com](mailto:barutcu.mg@gmail.com), ORCID: 0009-0007-5425-4769

\*\*Doç. Dr. İstanbul Medipol Üniversitesi, [mesut.oztirak@medipol.edu.tr](mailto:mesut.oztirak@medipol.edu.tr), ORCID: 0000-0003-4828-7293

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#### ABSTRACT

The aim of this study is to determine the effect of person-environment fit on attitude towards work. The study demonstrates how person-environment fit is understood and measured at different levels. In particular, how employees' individual adaptations are evaluated in the work environment and the effects of these adaptations on their attitudes towards work have been investigated. In addition, it was investigated how person-environment harmony in the workplace shapes employees' attitudes towards work and its effects on their job performance. The method section of the research states that 261 employees were reached by convenience sampling method and various scales were used to understand the relationship between person-environment fit and attitude towards work. In the research, the elements of person-environment fit, person-job fit and person-supervisor fit were emphasized, and how these elements affected the attitude towards work was tested with regression analysis. According to the analysis results, it was determined that general person-environment fit and especially person-supervisor fit had a positive effect on attitude towards work, but this effect was low. These findings highlight the importance of person-environment fit in the workplace, revealing the potential effects of job attitudes and thus job performance on management strategies and human resources policies.

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#### ÖZ

Bu çalışmanın amacı kişi çevre uyumunun işe karşı tutuma etkisinin belirlenmesidir. Çalışma kişi-çevre uyumunun farklı düzeylerde nasıl anlaşıldığını ve ölçüldüğünü göstermektedir. Özellikle, iş ortamında çalışanların bireysel uyumlarının nasıl değerlendirildiği ve bu uyumların işe karşı tutumları üzerindeki etkileri araştırılmıştır. Ayrıca işyerindeki kişi-çevre uyumunun çalışanların işe karşı tutumlarını nasıl şekillendirdiğini ve iş performanslarına olan etkileri araştırılmıştır. Araştırmanın yöntem bölümü, 261 çalışana kolayda örneklem yöntemiyle ulaşıldığını ve kişi-çevre uyumu ile işe karşı tutum arasındaki ilişkiyi anlamak için çeşitli ölçeklerin kullanıldığını belirtmektedir. Araştırmada, kişi-çevre uyumu, kişi-iş uyumu ve kişi-yönetici uyumu unsurları üzerinde durulmuş ve bu unsurların işe karşı tutumu nasıl etkilediği regresyon analizi ile test edilmiştir. Analiz sonuçlarına göre, genel kişi-çevre uyumu ve özellikle kişi-yönetici uyumunun işe karşı tutum üzerinde pozitif yönde etkili olduğu ancak bu etkinin düşük olduğu tespit edilmiştir. Bu bulgular, işyerinde kişi-çevre uyumunun önemini vurgulayarak, işe karşı tutumun ve dolayısıyla iş performansının yönetim stratejileri ve insan kaynakları politikaları üzerindeki potansiyel etkilerini açığa çıkarmaktadır.

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## 1. INTRODUCTION

Person-environment fit theory is used by scientists and practitioners to understand the emotions, behaviors, and attitudes of employees in the workplace. Person-environment fit is a comprehensive concept that includes the compatibility of an individual with two or more systems in a work environment. Person-occupation, person-organization, person-job, person-manager, and person-group fit types are different types of fit from the perspective of person-environment fit. Many studies have found that person-environment fit is an effective determinant of major organizational behavioral variables such as job satisfaction, job performance, and organizational commitment. Although person-environment fit has a mature theoretical background, few studies have combined different types of person-environment fit to predict behavioral variables. In today's conditions, most people are in the business world with various qualifications, titles, and conditions and work for a significant part of their lives. Employees who spend almost all of their lives working in the workplace are in constant communication with various levels of the environment such as work, organizations, work groups, and managers, and are in the field of social behavior (Law ve Dunbar, 2024). Person-environment harmony refers to the balance that an individual establishes with the physical and social environment in which they live. This harmony has a significant effect on the individual's mood and health. While elements such as the physical environment, green spaces and air quality directly affect the individual's quality of life, the social environment provides support and solidarity through relationships with family, friends and society. In addition, spending time in nature reduces stress levels and increases general well-being. The individual's values and beliefs about the environment are also an important factor shaping this harmony; adopting a sustainable lifestyle can strengthen the relationship with the environment. Therefore, it is critical for a person to take conscious steps to improve environmental harmony, increase interaction with nature and establish healthy social relationships. In this way, both the individual and their environment can live a healthier and more balanced life (Zhang vd., 2024). The interaction of individuals with the elements of the work environment results in satisfaction or dissatisfaction with various needs, thus affecting both personal and organizational outcomes positively and negatively (Filipovič Hrast vd., 2023). For adults, the time and energy we spend working spreads to other areas of our lives such as family, leisure, social activities and sleep, making work life perhaps the most important factor in overall life satisfaction. For many people, work is not only about earning a living, but also about self-actualization and personal satisfaction. Employees plan their careers to achieve goals and gain experiences that will allow them to excel. Therefore, the workplace becomes a growth platform for modern people. Work environments based on work relationships and regulations that do not take individual psychological needs into account have no choice but to produce preventive results at individual, institutional and societal levels. The application of an approach that takes human behavior and the processes behind it covers many issues from personal and societal well-being to organizational effectiveness and serves as a determinant of societal progress. The psychological pressure and tensions that employees who are busy with their work life are exposed to due to their interactions with various components of the work environment should really be seen as a serious threat to public health and this importance should be reviewed in all cultures. Because “improving personal health is one of the methods of building a better life” (Misra VD., 2024; Maslow, 2001: 11). It has been revealed that there are lacking multidimensional and multidimensional studies that can comprehensively address the issue of person-environment fit and studies on the mechanisms that explain why fit produces positive results.

In the first part of this study, a preliminary conceptual introduction to person-stage fit is made and then its brief historical and theoretical background is discussed. Information is provided within the framework of theories developed for person-environment fit, occupational choice theory, job

fit theory, person-organization fit model, attraction-selection-separation model. An attempt is made to conceptualize and define person-environment fit in terms of similarity, complementary and comprehensive fit approaches. Finally, the individual-environment fit is addressed according to the individual-job, individual-group, individual-organization and individual-manager levels (Tesi vd., 2023).

In the second section, the subject of attitude towards work is evaluated in detail. This subject is addressed within the framework of the components related to the institution, such as the manager, the content of the job, working conditions, relations with coworkers and wages. The individual-organization fit is evaluated in terms of attitude towards work and information is provided under the subtitles of complementary- integrative fit, different dimensions. The measurement of individual-organization fit is explained under the title of real and perceived fit and finally, the last section of this section focuses on the studies investigating the person-organization fit and the research approaches they use and the use of this type of fit in personnel selection and recruitment processes (Yu vd., 2024, Öztürk ve Güney, 2022).

In the third section, the purpose of the research to determine the effect of person-environment fit on attitude towards work, its method, universe and sample, hypotheses to be tested, fictional model, analyses to be used and limitations are mentioned.

The last section includes frequency and percentage distribution as a result of the analysis applied to the collected survey data, the difference between person-environment fit and attitude towards work according to demographic analysis, regression analysis tables and comments.

## **2. PERSON-ENVIRONMENT ADAPTATION**

Person-environment fit is one of the most important research areas in organizational psychology (Durr II and Tracey, 2009). Person-environment fit refers to the “fit between personal characteristics and the workplace environment” (Greguras and Diefendorff, 2009: 465).

The fit between people and the environment focuses on the “fit between people and the environment” (Edwards et al., 2006: 802) and is explained with two main classifications: similarity and complementary fit (Gürlek, 2019). Similarity fit develops based on the similarity of values between the individual and the environment, but complementary fit occurs when the individual compensates for the deficiencies of the environment or when the environment compensates for the deficiencies of the individual (Muchinsky and Monahan, 1987).

Person-environment fit represents an overarching concept consisting of several subtypes: person-job, person-organization, person-occupation, person-group and person-manager fit. They are positively related to each other but represent different aspects of the work environment and therefore are separate phenomena that have effects on independent variables (Vleugels et al., 2018). Complementary fit and personal-job fit express the degree to which an individual's knowledge, skills and abilities match the needs of the organization and the degree to which the need is completed. There are two types for the nature of a task or the degree to which the resources required to perform it are met by an organization (Öztürk ve Orak, 2022; Edwards and Shipp, 2007). Person-environment fit refers to how well an individual adapts to their environment or whether they are in harmony with their environment. This concept is related to the person's adaptation to their physical, social, cultural and emotional environments.

Person-environment fit includes many factors. These include factors such as the person's values, beliefs, abilities, skills, attitudes, personality traits, communication skills, stress management skills and social relationships. At the same time, the balance in the person's interaction with their environment is an important factor that determines the level of adaptation. A person's fit with the

environment may vary in various areas. For example, a person may be successful in the work environment while their social relationships may be weak or vice versa. Each individual's person-environment fit is different because everyone has different expectations, needs, and abilities (Aldrich ve Shank, 2024; Öztırak, 2023).

Person-environment fit can affect a person's quality of life. An individual in a harmonious environment is more likely to live a happier, healthier, and more fulfilling life. Conversely, a person in a discordant environment may experience problems such as stress, anxiety, low self-esteem, and dissatisfaction.

Some strategies to increase person-environment fit may include the following (Çarkıt,2024; Dean vd., 2024). Edwards, 2008: 168):

- Knowing yourself and determining your values: Understanding your own values and needs can help you align your environment with these values.
- Developing communication skills: Good communication can help you interact better with your environment and resolve conflicts.
- Learning stress management skills: The ability to cope with stressful situations can help you better adapt to challenges in the environment.
- Strengthening social relationships: Establishing supportive social connections can increase person-environment fit and support psychological well-being.
- Developing yourself: By developing your abilities and skills, you can better evaluate the opportunities in your environment.
- Developing a positive attitude: A positive attitude can help you adapt and be resilient to the negativity in your environment. Person-environment fit is a continuous process of balance and harmony. Individuals must constantly strive to adapt to changes in their environment and to improve. It is also important to remember that each individual is different and that person-environment fit may vary for each person. Person-organization fit refers to the similarity of values between individuals and organizations (Lee et al., 2010). Person-occupation fit is the fit between a person's individual attributes and their professional interests and job characteristics. Person-group fit refers to the fit between a person's attributes and values and the values and characteristics of their peers. Person-manager fit is the fit between a person's attributes and work style and the attributes of a manager (Kristof-Brown et al., 2005). Person-organization, person-occupation, person-manager, person-group fit; Similarities are evaluated in terms of compatibility as they express similarities in values, interests, and goals (van Vianen, 2018).

### **3. ATTITUDE TOWARDS WORK**

The organizational commitment felt by the members of the organization is basically a set of behaviors that can be called prosocial organizational behaviors and is the set of behaviors exhibited to ensure peace between individuals, groups and institutions that interact while fulfilling their roles within the organization. Behaviors that can be defined as positive social behaviors; These prosocial behaviors exhibited by individuals to ensure the integrity and peace of the people they work with and to protect this peace can be classified as “undefined role” and “defined role” behaviors (İlerler and Gülova, 2020).

Undefined role behavior, which falls outside the scope of official role definitions, is qualitatively accepted as positive social behavior and can characterize individuals as activities for the benefit of the institution outside the scope assigned to them. Defined role behaviors, on the other hand, include task behavioral characteristics that are performed as a requirement of the task to be

performed and can be considered an integral part of that task. Studies conducted in this context have observed that employees form an emotional commitment to the organization to the extent that they adopt the values and goals of the institution or organization (Gürkan, 2006: 11).

Organizational commitment can affect job attitudes such as job satisfaction, commitment to work, and morale. Socioeconomic factors such as age, gender, years of service, and educational background are seen to be related to variables (Önal and Kavuncu, 2013: 3). In addition, the most obvious result of organizational commitment is performance and staying in the organization, while when individual commitment decreases, absenteeism, slowdown, and turnover occur (Önal and Kavuncu, 2013: 4). It has been shown that employees with high organizational commitment contribute more to achieving organizational goals. Understanding what triggers high organizational commitment is very important for organizations trying to control critical organizational issues such as turnover.

## **4. METHOD**

### **4.1. Problem**

To what extent does the adaptation of private sector employees operating in the information and communication sector to the organization they work for, the job they are assigned to, the group they are in and their managers affect their attitudes towards work?

The aim of this study is to reveal the answers to the above question.

### **4.2. Purpose of the Study**

Selection of similar or equivalent personal and environmental characteristics is the basic principle of fit measurement (Edwards, 1991; Kristof, 1996; Schneider, 2001). Researchers use personal characteristics (values, needs, personality and abilities) and environmental (occupation, organization, group or job) characteristics (values, materials, needs) to analyze fit.

The conceptual framework of the study consists of three main sections. In this context, firstly, fit between human and environment is examined in terms of theoretical structure related to historical structure. Then, various fit conceptualizations and definitions are explained. However, academic literature provides information about person-environment fit at different levels. The second section of the literature review aims to explain the position occupied by self-determination theory and basic psychological needs in the field of organizational behavior, which is another framework of the research model.

The third section of the research literature review is examined in order to evaluate the person-environment fit approaches together, including the effect of fit on individuals and institutions in working life.

### **4.3. Importance of the Research**

The increase in technology-based organizations along with the developments in technology also increases the number of project-based tasks and work groups that are common in these organizations. In project work, coordination/discrepancy between group members can affect the harmony of group members and group performance. When the types of harmony/discrepancy between group members are considered, the question of whether complementary harmony based on differences or harmony based on similarity will be more important, whether the degree of harmony should be, and whether there is a need for personnel with different competencies in a competitive position comes to mind. For this reason, it can contribute to the harmony of individuals with the institutions they belong to, the work they do, work group members and

managers, their loyalty to their institutions, and a positive climate and performance in the workplace. Association with work groups and group membership (Çiçek, 2013; Saraç, 2014; Yılmaz, 2016; Ezer, 2017).

Individual-work environment fit is defined as the harmony or reciprocity between individual and environmental variables (Muchinsky and Monahan, 1987; Sekiguchi, 2004). Depending on the concept defined in environmental factors, various fit classifications have emerged (Kristof, 1996; Yang et al., 2008, Çiçek, 2013) and types of person-environment fit have been examined according to the size of the environment. The compatibility of individuals and the work environment; Individual-job fit, individual-organization fit, individual-manager fit, person-group fit and individual-individual fit are examined as different types of fit (Kristof, 1996; Chuang, 2001; Çiçek, 2013).

#### **4.4. Universe and Sample**

The ethics committee approval for this research was obtained from the Istanbul Esenyurt University Ethics Committee. The ethics committee date is 11.07.2024 and the number is 2023/06/06.

The universe of the research consists of 258,746 people working in the information and communication sector operating throughout Turkey (TÜİK, 2022). The study aims to reach 250 employees between 01.05.2023 and 01.06.2023 by using the convenience sampling method. The sample size was determined as 261 at the end of the data collection through the survey.

#### **4.5. Assumptions**

It is assumed that person-environment fit has an effect on attitudes towards work, will be a precursor to future studies, and will offer suggestions for the individual and organizational behaviors of private company employees operating in the information and communication sector.

#### **4.6. Limitations**

The limitations of the research are that it was conducted only in the private sector in Istanbul, the shortness of the data collection process, and the small number of samples.

#### **4.7. Data Collection**

The purpose and main hypothesis of the research is to determine that person-environment fit affects attitudes towards work. The survey form consists of three parts. The first part consists of personal information questions, the second part consists of the "Person-Environment Fit Scale" and the third part consists of the "Attitude Towards Work Scale". The person-environment fit scale was taken from the article published by Tatlı and Çakmak in 2019, and the attitude towards work scale was taken from the article published in 2008. The hypotheses to be tested within the scope of the research are as follows:

H1: Person-environment fit affects attitude towards work.

H1a: Person-job fit affects attitude towards work

H2a: Person-manager fit affects attitude towards work

H2: Person-environment fit shows significant difference according to gender variable.

- H3: Person-environment fit shows significant difference according to age variable.
- H4: Person-environment fit shows significant difference according to education level variable.
- H5: Person-environment fit shows significant difference according to working hours with current manager variable.
- H6: Person-environment fit shows significant difference according to working hours in the institution variable.
- H7: Person-job fit shows significant difference according to gender variable.
- H8: Person-job fit shows significant difference according to age variable.
- H9: Person-job fit shows significant difference according to education level variable.
- H10: Person-job fit shows significant difference according to working hours with current manager variable.
- H11: Person-job fit shows significant difference according to working hours in the institution variable.
- H12: Person-manager fit shows significant difference according to gender variable.
- H13: Person-manager fit shows significant difference according to age variable.
- H14: Person-manager fit shows significant difference according to education level variable.
- H15: Person-manager fit shows significant difference according to working hours with current manager variable.
- H16: Person-manager fit shows significant difference according to working hours in the institution variable.
- H17: Attitude towards work shows significant difference according to gender variable.
- H18: Attitude towards work shows significant difference according to age variable.
- H19: Attitude towards work shows significant difference according to education level variable.
- H20: Attitude towards work shows significant difference according to working hours with current manager variable.
- H21: Attitude towards work shows significant difference according to working hours in the institution variable.

The research model regarding the effect of person-environment fit of private sector employees on attitude towards work is shown in Figure 6 below.

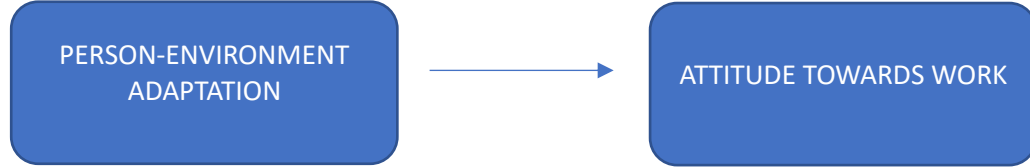


Figure 1. Research Model

#### 4.8. Data Analysis

In the research, frequency and percentage distributions of demographic questions are tested with frequency analysis, general person-environment fit, person-organization fit, person-group fit, person-job fit and person-manager fit are tested with One-Way Variance Analysis (ANOVA) from parametric tests, Independent Group T test, Kruskal Wallis H test from non-parametric tests, Reliability Analysis to test the reliability of the scales, Kurtosis and skewness analyses to test the normal distribution of variables, general person-environment fit, its components person-organization fit, person-manager fit, person-group fit and person-job fit are tested with Linear and Multiple Regression Analysis.

### 5. FINDINGS AND COMMENTS

#### 5.1. Frequency Analysis of Demographic Variables

The frequency and percentage distributions of variables such as gender, age, education, length of time working with the current manager, and length of time working in the institution are shown in the table and the results are interpreted.

**Table 1. Frequency Analysis Results of Personal Information**

		Frekans (n)	Yüzde (%)
Gender	Male	61	23,4
	Female	200	76,6
	Total	261	100,0
Age	18-24 years	230	88,1
	25 years and above	31	11,9
	Total	261	100,0
Education	High School	16	6,1
	Associate Degree	9	3,4
	Undergraduate	225	86,2



	Postgraduate	11	4,2
	Total	261	100,0
Working Period with Current Manager Less than 2 years	Less than 2 years	202	77,4
	2 years and above	59	22,6
	Total	261	100,0
Working Period in the Institution	Less than 1 years	201	77,0
	1 years and above	60	23,0
	Total	261	100,0

The table above shows the frequency and percentage distributions of the participants' personal information. 76.6% of the participants are female, 88.1% are between the ages of 18-24, 86.2% are undergraduates, and 77.4% have been working with their current managers for less than 2 years. When the duration of their employment in the institution is evaluated, 77.0% of the employees have less than 1 year of work experience.

## 5.2. Reliability Analysis

Reliability analysis is used to determine the reliability of the scale statements. In this way, it is determined whether the scale to be used is valid for the analysis to be conducted. The consistency level of the statements is measured with the Cronbach alpha coefficient determined as a result of the reliability analysis. If the Cronbach alpha coefficient is between 0.600-0.800, the statements are moderately consistent, if between 0.800-0.900, they are well consistent, and if above 0.900, they are highly consistent. Table 2 shows the reliability analysis results of the person-environment fit and its dimensions and the attitude towards work.

**Table 2. Reliability Analysis Results**

	Cronbach's Alpha Coefficient	n
Person-Environment Fit Scale	0,914	9
<b>Person-Job Fit Dimension</b>	0,768	4
<b>Person-Manager Dimension</b>	0,932	5
Attitude Towards Work Scale	0,722	15

In the table above, the general person-environment fit Cronbach's alpha coefficient shows a high level of consistency with a value of 0.914. One of its dimensions, person-job fit, is moderately consistent with a Cronbach's alpha value of 0.768, and the other dimension, person-manager fit, is highly consistent with a value of 0.932. When the consistency of the job attitude scale is examined, it is seen that it shows moderate consistency with a Cronbach's alpha value of 0.722.

## 5.3. Mean, Standard Deviation, Kurtosis and Skewness

The mean and standard deviation results of the variables to be used in the analysis are included in this section. Kurtosis and skewness values are used to interpret whether the variables comply with the normal distribution condition.

**Table 3. Mean, Standard Deviation, Kurtosis and Skewness Results**

	Mean	Std. Deviation	Skewness		Kurtosis	
			Statistics	Std. Hata	Statistics	Std. Error
Person Environment Fit	5,12	1,010	0,055	0,151	-0,641	0,300
<b>Person Job Fit</b>	5,23	1,004	-0,522	0,151	0,411	0,300
<b>Person Manager Fit</b>	5,03	1,167	0,074	0,151	-0,812	0,300
Attitude Towards Work	3,20	0,524	-0,011	0,151	-0,033	0,300

Employees evaluated the person-environment fit as 5.12, person-job fit as 5.23 and person-manager fit as 5.03 as medium fit. Employees were undecided about their statements about their attitudes towards work with a value of 3.20. When the skewness and kurtosis values of these variables were examined, since the statistical values remained between  $\pm 1$ , they comply with the normal distribution condition.

#### 5.4. Difference Analyses

The results regarding whether the average scores of the scale variables differ according to demographic variables are evaluated in this section. One-Way Variance Analysis, Independent Group T and Kruskal Wallis H tests are used to test the differences in the average scores of the variables of general person-environment fit, person-job fit and person-manager fit and attitude towards work according to personal information such as gender, age, education level, level of working with the current manager, level of working in the institution.

Table 5 shows the analysis results of the differences between the average scores of the variables person-environment fit, person-job fit, person-manager fit, and attitude towards work by gender.

**Table 4. Analysis Results of the Differences Between the Average Scores of the Variables Person-Environment Fit, Person-Job Fit, Person-Manager Fit, and Attitude Towards Work by Gender**

Gender		n	Mean	Std. Deviation	t	p
Person-Job Fit	Male	61	5,09	1,446	-0,931	0,355
	Female	200	5,28	0,824		
Person-Manager Fit	Male	61	5,15	1,372	0,811	0,420
	Female	200	5,00	1,098		
Attitude Towards Work	Male	61	3,23	0,559	0,532	0,595
	Female	200	3,19	0,515		
Person-Environment Fit	Male	61	5,13	1,363	0,034	0,973
	Female	200	5,12	0,879		

It was determined that there was no significant difference between person-environment fit, person-job fit, person-manager fit and job attitude according to the gender of the employees ( $p \geq 0.05$ ). Therefore, Hypothesis 2, Hypothesis 7, Hypothesis 12 and Hypothesis 17 are rejected. Table 6 shows the analysis results of the difference between the average scores of the person-environment fit, person-job fit, person-manager fit and job attitude variables according to age.

**Table 5. Analysis Results of the Difference Between the Average Scores of Person-Environment Fit, Person-Job Fit, Person-Manager Fit and Job Attitude Variables According to Age**

Gender		N	Mean	Std. Deviation	T	P
Person-Job Fit	18-24 yaş	230	5,20	1,026	-1,680	0,094
	25 yaş ve üzeri	31	5,52	0,777		
Person-Manager Fit	18-24 yaş	230	5,04	1,145	0,421	0,674
	25 yaş ve üzeri	31	4,95	1,337		
Attitude Towards Work	18-24 yaş	230	3,16	0,518	<b>-2,881</b>	<b>0,004*</b>
	25 yaş ve üzeri	31	3,44	0,510		
Person-Environment Fit	18-24 yaş	230	5,11	1,017	-0,468	0,640
	25 yaş ve üzeri	31	5,20	0,965		

\* $p \leq 0,01$

It was determined that there was no significant difference in person-environment fit, person-job fit and person-manager fit according to the age of the employees ( $p \geq 0.05$ ). The fact that the employees were 25 years old and above indicates that their attitude towards their jobs was also positive. Therefore, Hypothesis 3, Hypothesis 8, Hypothesis 13 are rejected. Table 7 shows the analysis results of the difference between the average scores of the variables person-environment fit, person-job fit, person-manager fit, and attitude towards work according to the level of education.

**Table 6. Analysis Results of the Difference Between the Average Scores of the Variables Person-Environment Fit, Person-Job Fit, Person-Manager Fit, and Attitude Towards Work According to the Level of Education**

		n	Mean	Std. Deviation	X <sup>2</sup>	P
Person-Job Fit	High School	16	5,05	1,249	1,437	0,697
	Associate Degree	9	5,25	1,875		
	Undergraduate	225	5,24	0,940		
	Postgraduate	11	5,32	1,090		
	Total	261	5,23	1,004		
Person-Manager Fit	High School	16	5,21	0,695	4,081	0,253
	Associate Degree	9	5,73	1,473		
	Undergraduate	225	4,97	1,172		
	Postgraduate	11	5,36	1,213		
	Total	261	5,03	1,167		
Attitude Towards Work	High School	16	3,22	0,079	5,493	0,139

	Associate Degree	9	3,02	1,126		
	Undergraduate	225	3,19	0,508		
	Postgraduate	11	3,54	0,442		
	Total	261	3,20	0,524		
Person-Environment Fit	High School	16	5,14	0,868		
	Associate Degree	9	5,52	1,645		
	Undergraduate	225	5,09	0,984	2,054	0,561
	Postgraduate	11	5,34	1,139		
	Total	261	5,12	1,010		

It was determined that there was no significant difference between person-environment fit, person-job fit, person-manager fit and job attitude according to the education level of the employees ( $p \geq 0.05$ ). Therefore, Hypothesis 4, Hypothesis 9, Hypothesis 14 and Hypothesis 19 are rejected. Table 8 shows the analysis results of the difference between the average scores of the variables person-environment fit, person-job fit, person-manager fit and job attitude according to the length of service with the current manager.

**Table 7. Analysis Results of the Difference Between the Average Scores of the Variables Person-Environment Fit, Person-Job Fit, Person-Manager Fit and Job Attitude According to the Length of Service with the Current Manager**

Working Time with Current Manager		N	Mean	Std. Deviation	t	p
Person-Job Fit	Less than 2 years	202	5,13	1,015	<b>-2,956</b>	<b>0,003*</b>
	2 years and above	59	5,57	0,896		
Person-Manager Fit	Less than 2 years	202	5,01	1,155	-0,424	0,672
	2 years and above	59	5,09	1,215		
Attitude Towards Work	Less than 2 years	202	3,16	0,481	<b>-2,015</b>	<b>0,047**</b>
	2 years and above	59	3,34	0,637		
Person-Environment Fit	Less than 2 years	202	5,07	1,018	-1,564	0,119
	2 years and above	59	5,30	0,970		

\* $p \leq 0,01$ , \*\* $p \leq 0,05$

It was determined that there was no significant difference in person-environment fit and person-manager fit according to the length of time employees worked with the current manager ( $p \geq 0.05$ ). It is seen that when employees work with the same manager for more than 2 years, that employee is more compatible with his/her job and has a positive attitude towards his/her job. Therefore, Hypothesis 5 and Hypothesis 15 are rejected. Table 9 shows the analysis results of the difference

between the average scores of the variables person-environment fit, person-job fit, person-manager fit, and attitude towards work according to the length of time in the organization.

**Table 8. Analysis Results of the Difference Between the Average Scores of the Variables Person-Environment Fit, Person-Job Fit, Person-Manager Fit, and Attitude Towards Work According to the Length of Time in the Organization**

Working Time with Current Manager		n	Mean	Std. Deviation	t	p
Person-Job Fit	Less than 1 years	201	5,17	1,033	-1,808	0,072
	1 years and above	60	5,44	0,877		
Person-Manager Fit	Less than 1 years	201	5,09	1,159	1,604	0,110
	1 years and above	60	4,82	1,178		
Attitude Towards Work	Less than 1 years	201	3,19	0,500	-0,385	0,701
	1 years and above	60	3,22	0,604		
Person-Environment Fit	Less than 1 years	201	5,13	1,033	0,231	0,818
	1 years and above	60	5,09	0,937		

It was determined that there was no significant difference between person-environment fit, person-job fit, person-manager fit and job attitude according to the employees' working hours in the institution ( $p \geq 0.05$ ). Therefore, Hypothesis 6, Hypothesis 11, Hypothesis 16 and Hypothesis 21 are rejected.

When the tables analyzing the effect of Person-Environment Fit on Attitude Towards Job are examined in general;

**Table 9. Analysis Results of the Differences Between the Average Scores of Person-Environment Fit, Person-Job Fit, Person-Manager Fit, Attitude Towards Job Variables According to Age**

Gender		N	Mean	Std. Deviation	T	P
Person-Job Fit	18-24 years	230	5,20	1,026	-1,680	0,094
	25 years and above	31	5,52	0,777		
Person-Manager Fit	18-24 years	230	5,04	1,145	0,421	0,674
	25 years and above	31	4,95	1,337		
<b>Attitude Towards Work</b>	<b>18-24 years</b>	<b>230</b>	<b>3,16</b>	<b>0,518</b>	<b>-2,881</b>	<b>0,004*</b>
	<b>25 years and above</b>	<b>31</b>	<b>3,44</b>	<b>0,510</b>		
Person-Environment Fit	18-24 years	230	5,11	1,017	-0,468	0,640
	25 years and above	31	5,20	0,965		

\* $p \leq 0,01$

In Table 6, it was determined that the attitude towards work showed a significant difference according to the age of the employees ( $p=0.004\leq 0.01$ ), therefore Hypothesis 18 was accepted,

**Table 10. Analysis Results of the Differences Between the Average Scores of Person-Environment Fit, Person-Job Fit, Person-Manager Fit, Attitude Towards Work Variables According to the Working Time with the Current Manager**

Working Time with Current Manager		N	Mean	Std. Deviation	t	p
<b>Person-Job Fit</b>	<b>Less than 2 years</b>	<b>202</b>	<b>5,13</b>	<b>1,015</b>	<b>-2,956</b>	<b>0,003*</b>
	<b>2 years and above</b>	<b>59</b>	<b>5,57</b>	<b>0,896</b>		
Person-Manager Fit	Less than 2 years	202	5,01	1,155	-0,424	0,672
	2 years and above	59	5,09	1,215		
<b>Attitude Towards Work</b>	<b>Less than 2 years</b>	<b>202</b>	<b>3,16</b>	<b>0,481</b>	<b>-2,015</b>	<b>0,047**</b>
	<b>2 years and above</b>	<b>59</b>	<b>3,34</b>	<b>0,637</b>		
Person-Environment Fit	Less than 2 years	202	5,07	1,018	-1,564	0,119
	2 years and above	59	5,30	0,970		

\* $p\leq 0,01$ , \*\* $p\leq 0,05$

In Table 8, it was determined that there was a significant difference in person-job fit ( $p=0.003\leq 0.01$ ) and job attitude ( $p=0.047\leq 0.05$ ) according to the length of time employees worked with their current manager, therefore Hypothesis 10 and Hypothesis 20 were accepted.

### 5.5. Simple Regression Analysis

The results of the impact analysis are evaluated using simple regression analysis that tests the effects of person-environment, person-job and person-manager fits on job attitude.

**Table 11. Simple Regression Analysis Results**

Variables	Coefficients		Coefficients Model Summary		ANOVA Test for Model		Regresyon Testing	
	B	Beta	R <sup>2</sup>	Adjusted R <sup>2</sup>	F	p	t	p
Person Job Fit - Attitude Towards Job	0,147	0,282	0,080	0,076	22,394	0,000	4,732	0,000
Person Manager Fit - Attitude Towards Job	0,161	0,357	0,128	0,124	37,872	0,000	6,154	0,000
Person Environment Fit - Attitude Towards Job	0,184	0,354	0,125	0,122	37,097	0,000	6,091	0,000

It is seen that the ANOVA results of all three models in which the independent variable affects the dependent variable are significant (First model:  $F=22.394$ , second model  $F=37.872$  and third model:  $F=34.097$ ). When the regression test results are examined, person-job fit ( $t=4.732$ ,  $p=0.000 \leq 0.01$ ), person-manager fit ( $t=6.154$ ,  $p=0.000 \leq 0.01$ ) and general person-environment fit ( $t=6.091$ ,  $p=0.000 \leq 0.01$ ) affect the attitude towards work separately. Each independent variable affects the dependent variable at a low level.

## 6. CONCLUSION, DISCUSSION AND SUGGESTIONS

In this part of the study, the hypotheses examined in the study are examined in terms of their contributions to the relevant literature, the concrete qualities of the relationships that emerged, and the answers to the basic research questions. In addition, the results that emerged are discussed and the scientific contributions that can be made to the field with different studies to be conducted in the future are emphasized.

The main purpose of the study is to determine the extent to which person-environment, person-job, and person-manager fit affect the attitude towards work. Simple regression analysis is used to achieve this purpose. The survey method is used in the data collection process. The survey consists of three parts. The first part includes personal information, the second part includes the person-environment fit scale, and the third part includes the attitude towards work scale. The survey was conducted using the convenience sampling method. The survey form was sent to 261 employees of private companies operating in the information and communication sector.

The results of the answers to the personal information questions of the study are as follows: The distribution is mostly women. The majority of the employees are in the 18-24 age group and have a bachelor's degree. They have been working with their current managers for less than 2 years and have less than 1 year of institutional experience.

Reliability Analysis is used to determine the consistency of the scales. As a result of the Reliability Analysis, the consistency of the variables of person-environment fit, person-job fit, person-manager fit and attitude towards work is provided according to Cronbach Alpha coefficients.

It was determined that the employees' person-environment fit, person-job fit and person-manager fit were in medium compatibility according to the answers given, and that they were undecided in their attitude towards work. The kurtosis and skewness values indicating compliance with the normal distribution show that all variables are close to the normal distribution.

According to the results of the difference tests, it was determined that gender, education level and length of service in the institution did not cause any difference in person-environment fit, person-job fit and person-manager fit and attitude towards work. It was determined that age showed a difference in attitude towards work, and length of service with the current manager showed a difference in person-job fit and attitude towards work.

According to the regression analysis results, even if the explanatory power and effect level of the independent variables of person-job fit, person-manager fit and person-environment fit in the job attitude model are low, person-job fit, person-manager fit and person-environment fit alone affect the attitude towards work.

### Suggestions

Person-environment fit refers to the degree to which an employee is compatible with the work environment. Attitude toward work includes an employee's emotional, cognitive, and behavioral reactions to their job. There can be a strong relationship between person-environment fit and

attitude toward work. Here are some suggestions to increase the effect of person-environment fit on attitude toward work:

- Importance should be given to fit assessments during the recruitment process: Appropriate tools can be used to assess person-environment fit during the recruitment process. Use tools such as tests, interviews, and assessment centers that evaluate candidates' personality traits, values, and potential for adapting to the company culture. In this way, the possibility of selecting compatible candidates can be increased.
- Company culture should be clearly communicated: Ensure that the company culture is clearly defined and shared with employees in a way that is communicated. A harmonious work environment can be created by sharing company values, expectations, and company culture with employees. This can encourage employees to adapt to company values and develop a more positive attitude toward work.
- Business support and communication should be strengthened: Employees feeling the support of the business and knowing that communication channels are open can increase person-environment harmony. Be open to your employees' needs, problems and suggestions. Strengthen communication and feedback processes within the business. This can strengthen employees' ties with the business and positively affect their attitudes towards work.
- Training and development opportunities should be provided: Continuously providing employees with training and development opportunities can increase person-environment harmony. Training programs should be organized to help employees develop their skills and be successful at work. In addition, providing career planning and advancement opportunities can increase employees' motivation and positively affect their attitudes towards work.
- Work-life balance should be emphasized: Employees should be helped to achieve work-life balance. Applications such as flexible working hours, remote working options and leave policies should be supported. Employees' ability to establish a balance between their work and personal lives can increase person-environment harmony and positively affect their attitudes towards work.

These suggestions can help increase the effect of person-environment harmony on attitudes towards work. However, remember that each employee has individual differences and these suggestions should be adapted to the needs of the employees of the business.

As a result, the research can be improved by increasing the number of samples, extending the data collection period, and applying the survey to more companies and different sectors.

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