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A Research to Determine the Relationship Between Person-Organization Fit and Organizational Innovation: An example of Airport Operator

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Abstract

Organizational innovation is accepted as the most important competitive tool for businesses. It can be said that innovative businesses are more competitive than their competitors. These innovations can be realised with people who can adapt to the vision, mission, values and goals of the enterprise. In this context, if the expectations, values and goals of the employees are compatible with the business, person-organization harmony can be mentioned and innovations can be implemented. The global competitive environment in today's business world has made innovation compulsory. Innovation is very important for airport operators, such as aviation businesses operating internationally, because it is the only way to take part in international competition. Airport operators, which are one of the important stakeholders operating in the aviation sector and trying to meet the demands and expectations of consumers by constantly innovating, can gain advantages that can ensure their continuity in the sector both by integrating technological developments and by innovative inventions. In this context, a quantitative research based on survey technique was conducted with the employees of an airport operator operating in Türkiye and some airports in the world. Data obtained through survey forms were analyzed with descriptive analysis, pearson correlation and linear regression analysis and finally ANOVA and t-tests by using SPSS 30.0 version. According to the research findings, it was concluded that Person-Organization Fit (POF) has a critical effect on product innovation, behavioural innovation, strategic innovation and there is a strong relationship between these concepts. In addition, it was found that POF differs according to gender, age, marital status, education and working time. Due to the lack of any research on POF and innovation in the literature review, this study aims to contribute to the literature.

Keywords: Organizational Behavior, Person-organization Fit, Organizational Innovation, Strategy, Civil Aviation

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Kişi-Örgüt Uyumu ile Örgütsel Yenilikçilik Arasındaki İlişkiyi Tespit Etmeye Yönelik Bir Araştırma: Havalimanı İşletmecisi Örneği

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Öz

Organizasyonel yenilikçilik, işletmeler için en önemli rekabet aracı olarak kabul edilmektedir. Yenilikçi işletmelerin rakiplerine göre daha rekabetçi oldukları söylenebilir. Bu yenilikler, işletmenin vizyon, misyon, değer ve hedeflerine uyum sağlayabilen kişilerle gerçekleştirilebilir. Bu bağlamda çalışanların beklentileri, değerleri ve hedefleri işletme ile uyumlu ise kişi-örgüt uyumundan bahsedilebilir ve yenilikler hayata geçirilebilir. Günümüz iş dünyasındaki global rekabet ortamı, inovasyonu zorunlu hale getirmiştir. Uluslararası faaliyet gösteren havacılık işletmeleri gibi havalimanı işletmecileri için de inovasyon oldukça önemlidir çünkü uluslararası rekabette yer alabilmek ancak o şekilde mümkündür. Havacılık sektöründe faaliyet gösteren ve sürekli inovasyon yaparak tüketicilerin talep ve beklentilerini karşılamaya çalışan önemli paydaşlardan biri olan havalimanı işletmecileri, hem teknolojik gelişmelere entegre olmak hem de inovatif buluşlarla sektörde devamlılığını sağlayabilecek avantajlar elde edebilmektedir. Bu bağlamda Türkiye’de ve dünyanın bazı havalimanlarında faaliyet gösteren bir havalimanı işletmecisi çalışanlarına anket uygulanmıştır. Anket formları aracılığıyla elde edilen veriler SPSS 30.0 versiyonu kullanılarak, tanımlayıcı analizler, pearson korelasyon ve doğrusal regresyon analizleri, son olarak ANOVA ve t testleri yapılmıştır. Araştırma bulgularına göre, kişi-örgüt uyumu ile ürün inovasyonu, davranışsal yenilikçilik, stratejik inovasyon üzerinde önemli bir etkiye sahip ve bu kavramlar arasındaki güçlü bir ilişki olduğu sonucuna ulaşılmıştır. Yanı sıra, kişi-örgüt uyumu cinsiyet, yaş, medeni durum, eğitim ve çalışma süresine göre farklılık gösterdiği tespit edilmiştir. Alanyazında yapılan taramalarda kişi-örgüt uyumu ve inovasyon konularını ele alan ve havalimanı işletmecisi çalışanlarıyla yapılan bir araştırmaya rastlanmamış olmasıyla, literatüre katkı sağlayacağı düşünülmektedir.

Anahtar Kelimeler: Örgütsel Davranış, Kişi-Örgüt Uyumu, Örgütsel İnovasyon, Strateji, Sivil Havacılık

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Introduction

Enterprises nowadays are trying to survive in an intensely competitive environment. Although the fierceness of competition varies according to factors such as geographical location, sector and product, it can be said that the intensity of competition is high in all cases. In highly competitive markets, enterprises must innovate to stay one step ahead of their competitors. These innovations may be product-based or they may include different innovations such as process, individual level and market. Innovations can be made individually or collectively or in stages according to the need. How the innovations will be made is determined by the decisions of the top management of the enterprises by analysing the situation. For this reason, it is necessary to analyse the internal and external environment in order to make organizational innovation. Organizational innovations are an initiative that should be done immediately when needed, not in certain periods. In this context, organizational innovation is a dynamic and living concept. Organizational innovation is defined as the effective implementation of innovative ideas inside an organization. In the literature, it is seen that a link is established between creativity at the individual level and organizational innovation at the organizational level. In particular, it is argued that organizational innovation begins with individual creativity and that individuals are the main creators of all kinds of new ideas and technologies (Razavi & Attarnezhad, 2013, p.227; Çivilidağ, 2017, p.356). Therefore, organizational innovation starts with individual creativity and individuals in enterprises play important roles. In enterprises that want to make organizational innovation, there should be people who will serve this purpose and who are willing to use their individual creativity skills. This necessity raises the concept of POF.

There are different approaches and definitions of POF within the literature. For example, POF is defined as the compatibility between individual and organizational characteristics, such as alignment of values, alignment of goals, and alignment between the needs of employees and the support available within the work environment. The greater the level of POF, the greater the impact on the organization's desired outcomes. Through this alignment, it will be possible to increase job fulfillment and organizational commitment and decrease employee turnover (Pratama et al., 2022, p.75). In addition, if the person-organization fit is high in the organizational structure, employees are eager to solve problems, participate in internal activities, are helpful, willing to take on additional tasks and responsibilities, and do not engage in negative organizational behaviors such as virtual shirking (Chatman, 1991, p.465; Kristof-Brown, 2000, p.645; Kristof-Brown, Zimmerman, & Johnson, 2005, p. 283; Sezgin, 2006, p. 560; Loi, Hang-Yoe, & Folay, 2006, p.108; Aktaş, 2011, p.18; Kooij, Tims, & Akkermans, 2017, p. 9; Bilkay, 2024, p.13).

Although no study examining the relationship between POF and organizational innovation was found during the literature review, some studies on organizational innovation mention the elements necessary for POF. For example, Stieglitz and Heine (2007) emphasise that employees should be mobilised for organizational innovation by top management. Eşitti & Erdem (2017, p.479, as cited in Silverthorne, 2004) stated that people working in an environment of POF will be satisfied with their duties and thus their motivation will increase. In another study, it is stated that innovative enterprises allow employees to break down the obstacles they face and a reward structure is established within the enterprise (Razavi and Attarnezhad, 2013, p.230). Organizational innovation is described as changes in the organization's hierarchy, work routines and

leadership to improve the success of workflows and employee motivation (Gallego et al., 2013, p.3). Therefore, it is expected that there is a relationship between POF and organizational innovativeness.

In this study, a literature review was conducted on the concepts of person-organization fit and organizational innovation to establish a conceptual framework. Subsequently, academic studies addressing both concepts were presented. In the final section of the study, data obtained through a survey were analysed and the hypotheses were accepted or rejected. In the conclusion section, recommendations for airport operators are presented based on the analysis results and data obtained from the literature review. The aim of our study is to contribute to the POF and organizational innovation literature. With the support of the literature, we explored the relationship between POF and organizational innovation on white-collar employees who work at an airport operator that operates some of our airports in Türkiye. There are some limitations to our research. The most important of these limitations is that it was not possible to reach all employees due to the shift or periodic work of airport employees. Another limitation is that employees are not sufficiently aware of innovation activities in the aviation sector.

1. Conceptual Framework

1.1. Person-Organization Fit

Strategists have argued that competitiveness can emerge from a resource-based view of the firm, namely from enterprise resources. In a period of great challenges such as globalization, technological developments and environmental sustainability, human resources are argued to be the most important element in building the competitiveness of an enterprise. When people choose a place to work, they choose by taking into account the attractiveness of the workplace as well as their personal characteristics and their preferences (Ng & Burke, 2005, p.1196). However, people consider what they will gain from joining the organization when choosing a workplace. In this context, the advertising materials of the organization and the person's past experiences in other organizations usually play a determinant role (Deniz et al 2015, p.371). On the other hand, organizations will want to hire people who can adapt to the organization and make positive contributions to the organization with high performance in the recruitment process. Work performance of employees is a very important factor in determining the performance of an organization. It is stated that individuals with high POF have positive work outcomes (Faroqui & Nagendra, 2014, p.126). POF is one of the most important factors to be examined in recruitment processes. Because POF occurs when an organization meets the needs, wishes and preferences of an individual. For this reason, the similarity between the values, beliefs, expectations and personal characteristics of an individual and the values of the organization is a leading factor in ensuring the fit between job applicants and the organization. Ng & Burke (2005, p.1197, as cited in Cable and Judge, 1996) stated that applicants' perceived value fit with their selected organization is related to their perceptions of POF and that perceptions of perceived POF influence actual job selection decisions. For example, it has been found that individuals with a high need for success are more interested in organizations with performance rewards. Research on POF shows that organizations that successfully keep the best talents will develop significantly. However, keeping highly skilled employees has always been one of the biggest challenges for organizations. Undoubtedly, the loss of highly skilled talents not only creates financial problems but also affects the productivity of the business, reduces the

motivation of other employees and affects the loss of organizational memory (Memon et al 2015, p.313). Therefore, POF is considered as an important factor that starts from the recruitment process of organizations and affects all functions of the organization POF has become a trending topic in the areas of organizational behavior and personnel management. It has become an important topic in academic studies due to its impact on employees' turnover intentions, attitudes, organizational citizenship behaviors, ethical behaviors, and job performance (Liu et al. 2010, p.617).

There are different approaches and definitions of POF in the literature. For example, POF is defined as the fit between employees and organizational characteristics, such as the fit of values, the fit of goals, and the fit between the needs of employees and the support available in the work environment. The better the level of POF, the better the impact on the organization's desired outcomes. Through this fit, it will be possible to increase job satisfaction and organizational commitment and reduce employee turnover (Pratama et al., 202 p.75). In another approach, POF is defined as the fit between organizational value patterns and individual value patterns (Goodman & Svyantek, 1999, p.256). Kristof-Brown et al. (2005) argue that POF has three components. The first is the alignment between the characteristics of the employees and the features of the organization; the second is the goal alignment between the employees and the organization; and the third is the alignment between the values of the employees and the culture of the organization. Liu et al. (2010, p.617, as cited in Westerman and Cyr, 2004) defined POF as a multidimensional construct composed of three types of alignment: values, personality and work environment. Fit is defined as the process that occurs when an employee's personal characteristics match the characteristics of the organization (Liu et al., 2010, p.617). If the staff member's attributes fill the empty spaces left by other people, then the fit is achieved. In another study, it can be stated that POF can also be achieved through job embeddedness, a concept that describes why employees stay in the organization and how they adapt (Sönmez, 2022, p.2163). People use values to choose, including their involvement in organizations. On the other hand, organizations use their values to enhance a culture that provides norms and guidelines for agreeable employee beliefs and behaviors. The fit existing between the person's values and the values systems of the organization provides a measure of POF (Westerman & Cyr 2004, p.253). In another POF approach, two dimensions of person-job fit and person-job unfit are mentioned. Person-job fit explains the harmony between the needs, desires and preferences of the employee and the rewards of the job and the harmony between the job demands and the knowledge, skills and abilities of the employee. On the other hand, person-job unfit defines the employee who cannot fulfil the job without creating danger for himself/herself or others and causes an increase in the level of stress (Deniz et al, 2015, p.370). Person-job fit is also defined as the relationship between the characteristics of a person and the job or the tasks performed at work. It is argued that there are two basic assumptions of person-job fit. These assumptions are expressed as demand-capabilities and need or supply-value fit. In the first assumption, the employee's knowledge, skills and abilities are matched with the requirements of the job and task, and in the second, the employee's needs, desires or preferences are met by the work they perform (Memon et al, 2015, p.316). Arthur et al. (2006, p.787 as cited in Kristof,1996; Schneider,1987) stated that POF occurs between people and organizations when (a) at least one asset meets the needs of the other, or (b) they have similar basic characteristics, or (c) there is fit in both. On the other hand, Schneider (1987) raised the attraction-selection-attrition theory. This theory assumes that

individuals are attracted to organizations that match their values and interests. In turn, organizations tend to select candidates who are most similar to the organization. Following their joining the organization, individuals whose values do not match with the organization tend to leave, either voluntarily or involuntarily. These leaving causes the organization to become homogenous through the loss of different (incompatible) individuals and the similarity of the staying ones. In this context, the theory of attraction, selection and attrition determines the types of people in organizations (Arthur, et al, 2006, p.787). This model is defined as, includes the difficulty of achieving organizational change, the benefit of personality and interest measures for understanding organizational behaviour, the creation of organizational climate and culture, the importance of recruitment, and the need for individual-based theories of leadership and work attitudes (Graczyk-Kucharska & Erickson, 2020, p.168). There are also studies that consider POF as subjective and objective fit. Subjective POF is described as the fit between the individual's own core values and the values of the organization as perceived by the individual. Objective POF is described as the fit between the individual's own values and the values of the organization as perceived by others (Hamstra et al., 2019, p.595). In the context of these definitions and approaches, it can be said that the productivity, profitability, competitive advantage and innovation initiatives of organizations are related to POF. In the literature, it is possible to find studies in which different concepts are related to POF. For example, Deniz, Noyan and Ertosun (2015) found that POF and job load do not affect each other. However, it was found that there was a statistically significant relationship between person-job fit and work stress. Farooqui and Nagendra (2014) stated that POF can be achieved through recruitment, corporate culture and socialisation. In addition, a process of open career development management for employees will reduce turnover and positively affect the POF. Research by Liu, Liu, and Hu (2010) suggests that POF has a strong effect on job satisfaction and a negative effect on turnover intention. Memon, Salleh, and Baharom (2015) stated that an employee's job and organizational fit enhances positive emotions, attitudes, and behaviors. In other words, when alignment occurs, it leads to favorable behavioral outcomes related to work. Likewise, it is stated that a high level of fit between the employee and the employer encourages individuals to have a high degree of commitment. In this context, when employees fit well with their jobs and organizations, they feel obliged and high levels of commitment are created. Moreover, due to the negative relationship between employee engagement and turnover intention, it can be said that individuals with high levels of engagement intention to stay longer at their jobs and voluntarily give up their tendency to leave their jobs. Westerman and Cyr (2004) found that employee satisfaction and commitment mediate the relationship between work environment fit and turnover intention, but personality fit and value fit have direct effects on intention to stay. Arthur Jr, Bell, Villado and Doverspike (2006) stated that there are strong theoretical and conceptual relationships between POF and job satisfaction, organizational commitment and turnover intentions. Ng and Burke (2005) found that the fit between an organization's values and an individual's values is an important factor in an employee's job choice. Hamstra, Van and Koen (2019) stated that POF is positively related to job satisfaction and organizational citizenship behaviour and negatively related to turnover intentions. In the literature, studies on POF are generally associated with turnover, job attitude, organizational citizenship behaviours, teamwork, ethical behaviour, stress, corporate culture and job performance (Westerman & Cyr 200, p.252).

In this context, there is no study to determine the relationship between POF and organizational innovativeness. Therefore, in the second section of this study, the concept of organisational innovation was introduced and its relationship with POF was determined.

1.2. Organizational Innovation

The concept of innovation is derived from the Latin word 'innovare' and is expressed as 'innovation' in foreign literature. Renewal is derived from the word 'innovare' and is also called innovation. Innovation is defined as the ability to respond to all changes and the endeavour to engage in new activities. According to Drucker, innovation is a phenomenon that increases the welfare level of society. In summary, innovation is a concept that starts with the emergence of an idea and comes to an end as a result of implementation (Aykanat & Çalışkan, 2019, p.835). The ability to innovate has always been considered between the most significant factors that contribute to an organization's performance. Organizations that have the resources needed, a motivation to innovate, and an institutional climate that enables and encourages innovative ideas will be able to innovate quickly and successfully. Organizations that can innovate have the skills to continuously transform their knowledge and ideas to new products, processes and systems for the benefit of both themselves and society (Popa et al., 2010, p.151). A supportive organizational climate for employees is considered an important factor because it allows employees to freely utilize their potential. Enterprises should create an environment that supports innovative work by employees. This type of creative work environment is called an innovative climate. This innovative approach can help organizations accelerate their institutional progress. Employees play a crucial role in modern environments because their creative perceptions contribute to the formation of an innovative climate (Waheed, et al., 2019, p.5). Today's business world requires businesses to have a competitive structure by pioneering and implementing change and innovation. There are three perspectives on innovation. The first perspective views innovation as a determinant of organizational growth and business performance excellence. The second perspective sees innovation as a support element of organizational improvement and acknowledges the primacy of organizational climate and conditions rather than purely focusing on innovation. The third perspective emphasizes a fine balance between innovation and various other contributing factors for effective business performance (Razavi & Attarnezhad, 2013, p.228).

In the literature, the concepts of innovation and innovativeness are defined with similar expressions. For example, organizational innovation is the application of a new organizational method in an organization's business practices, workplace layout or external relations (Fernandes Rodrigues Alves, Vasconcelos Ribeiro Galina and Dobelin 2018:3). Innovation is defined as the process of adoption of a new idea, plan, programme and behaviour in relation to the members of the organization. Organizational innovativeness is defined as the transformation of new ideas and behaviours into activities and roles in the emergence of new products and services by adapting them to the internal and external environment (Aykanat & Çalışkan, 2019, p.836). Organizational innovation is defined in a different definition as a mechanism that organizations apply to adapt to changing conditions such as competition, technological progress and market expansion by producing newer products, techniques and systems. Organizational innovation and creativity are different concepts. Creativity is the introduction of creative

and constructive ideas. Organizational innovativeness is defined as the successful realisation of innovative ideas within an organization. Another approach states that creativity is related to 'knowing-thinking' and innovation is related to 'doing-acting'. Therefore, innovation is the transformation of original, different, applicable ideas produced through creativity into beneficial outputs, a value, and their realisation (Özaydın & Boyraz, 2021, p.861). Çağlıyan, Attar, & Külahlı (2021, p.127, as cited in Amabile et al., 1996) define organizational innovation as the successful implementation of creative ideas. Innovation has become one of the important issues in maintaining competitive advantage, especially in large and well-established organizations (Çağlıyan, Attar, & Külahlı, 2021, p.127).

Organizational innovation studies state that there is an important link between competition and innovation. There is a view that it is not enough to engage in innovations only in one subject in order to gain competitive advantage. Joseph Schumpeter (1934) was the first author to mention the existence of different types of innovation (Fernandes Rodrigues Alves et al, 2018, p.2). Some of these types of innovation are as follows.

- Behavioural Innovativeness: It refers to the continuity of behavioural changes of individuals in the direction of innovation. Behavioural innovation is the behavioural changes that increase the innovation understanding, knowledge and experience of the organization and ensure their continuity.
- Individual Innovation: It means encouraging individuals to volunteer for change.
- Team Innovation: It is the ability of teams to adapt to change.
- Management Innovation: It is the belief and willingness of the management to change.
- Product Innovation: It is a process that involves the design, research, development, production and management practices of the new product, as well as marketing activities.
- Process Innovation: The development of a different and new production-distribution method or the improvement of existing methods.
- Marketing Innovation: The creation of a new marketing method related to the product.
- Strategic Innovation: It refers to the reshaping of the entire business according to the purpose of existence in the current business environment.

Organizational innovation includes the creation and application of new internal or inter-organizational processes and procedures in order to provide more efficient, effective and flexible solutions to consumers. In this context, structural organizational innovation changes responsibilities, the hierarchical number of levels or the departmental structure of functions, while procedural organizational innovations impact the routines, processes and operations of an organization. Internal innovations take place within an organization, whereas inter-organizational innovations involve collaborative activities with other organizations. Thus, organizational innovation can be defined as changes in the hierarchies, routines and leadership of an organization resulting from the implementation of new structural, managerial and work practices and concepts to enhance the coordination of workflows and employee motivation (Gallego et al., 2013, p.3). Burns and Stalker (1961) mentioned the importance of organizational structure for organizational innovation and mentioned mechanical and organic organizational structures. They mentioned how these structures affect innovation management in terms of differences in the market environment, speed of change and complexity. While mechanistic organizational structure is suitable for more rigid, hierarchical, stable conditions; organic organizational structure can adapt to rapid change and innovation conditions faster. Therefore, organizational innovation can be implemented faster in

organic organizational structures. However, Lam (2000, p.6, as cited in Lawrence and Lorsch, 1967) stated that organizational functions can coexist in different parts of the same organization as mechanical and organic structures. In line with this view, hybrid (ambidextrous) organizational form has come to the agenda (Lam, 2000, p.6). Organizational innovativeness is associated with knowledge culture, organizational learning, leadership, specialisation, individual skills and abilities. For example, Çakirel and Pinar (2021) found in their study that knowledge culture (Trust, Technology, Reward, Justice, Team-Oriented Working, Communication, Organizational Structure, Top Management Support) has a positive effect on organizational innovativeness. Hage (1999) stated that specialisation, functional differentiation (or number of departments), professionalism (participation in training and/or professional activities) have significant relationships with organizational innovativeness.

Onağ and Tepeci (2016) found that organizational innovativeness is supported by organizational learning capability and has higher effects on new product and business performance. Çağlıyan, Attar and Külahlı (2021) found that there is a positive and significant relationship between transformational leadership and organizational innovation. Özaydın and Boyraz (2021) found that organizational innovativeness has a positive and significant effect on marketing innovation strategies. In addition, it has been observed that problem solving skill has a significant positive effect on organizational innovativeness through creativity skill and creativity skill has a significant positive effect on organizational innovativeness through individual innovativeness skill.

During the literature review, no study was found examining the relationship between POF and organizational innovation. However, different studies related to POF were found. For example, Eşitti & Erdem (2017, p.479 as cited in Stieglitz and Heine, 2007; Silverthorne, 2004) argue that employees should be motivated towards organizational innovation by top management. Also that people who working in an environment of POF will be satisfied with their duties and thus their motivation will increase (Eşitti & Erdem, 2017, p.479). According to another study, it is stated that innovative enterprises allow employees to overcome the obstacles they face and a reward structure is established within the enterprise (Razavi and Attarnezhad, 2013, p.230). In this framework, factors such as the mechanical or organic structure of the organization, leaders, reward systems within the organization, providing opportunities for innovative ideas, the openness of the organization to learning and the use of various motivational instruments play important roles in POF. However, individuals who want to work in such organizations should have a structure that demands these opportunities. For example, in an organization that wants innovative ideas to emerge, it will not be effective for individuals who do not want to produce new ideas to work in the context of POF. Individuals can offer more innovative ideas in organizations that are peaceful, pleasant and compatible with their personal values.

The aim of our research is to support the literature on POF and organizational innovativeness. This research intends to determine the relationship between POF and organizational innovativeness of white-collar employees in an airport company that operates some airports in Türkiye with the support of the studies in the literature. To this purpose, our research questions aim to determine the relationship and effect of POF on organisational innovation. Our research has some limitations. The most important of these limitations is that it was not possible to reach all employees due to the shift or

periodic work of airport employees. Another limitation is that employees are not sufficiently aware of innovation activities in the aviation sector.

2. Method

2.1. Purpose and Sample

The aim of this research is to explore the effect of POF on organizational innovation activities in an airport management company operating in Türkiye and to contribute to the aviation sector literature. Another aim of the research is to explore the differences of the gender, age, marital status, education, sector experience sub-elements of the participants according to the variables. In this study, convenience sampling was used. Golzar, Noor & Tajik (2022, p, 73 as cited in Rahi, 2017; Koerber & McMichael, 2008) describe the convenience sampling as the data collection process from a research population that is effortlessly reachable to the researcher. Since convenience sampling basically means that the researchers utilize a sample which is readily available and they have access to, it can be applicable to almost any research. Convenience Sampling is a non-probability sampling technique commonly used in both quantitative and qualitative research. Due to requiring little effort, cost, time investment, and its simple operation, many researchers tend to prefer this sampling technique (Golzar, Noor & Tajik, 2022). The sample size consists of a company operating in Türkiye and operating airport operations. The reason for selecting this company is that the company carries out its activities in a competitive environment. It is thought that it aims to be ahead of other airport businesses by obtaining competitive advantage. Airport operators employed white-collar and blue-collar workers. The participants in the study consisted of white-collar workers. White-collar workers are employed in administrative departments and decision-making processes. Blue-collar workers were not included in the scope of the study as they are not usually involved in these processes. The sample size of the research was determined as 281 people. If the population size is between 751-1000 people, it is sufficient to have 278 samples. This number is in accordance with the universal sample size established by Yazıcıoğlu and Erdoğan (2004) (according to the $p=0.5$ value; 278 people). Based on this information, it can be seen that the number of participants is representative of the sample.

The hypotheses related to the research are as follows. H1 hypothesis indicates the correlation between the variables. H2 hypothesis indicates the causality between the variables. Hypotheses of the study:

H1: There is a significant relationship between POF and organizational innovativeness.

H1a: There is a significant relationship between POF and product innovation.

H1b: There is a significant relationship between POF and behavioural innovation.

H1c: There is a significant relationship between POF and strategic innovation.

H2: POF has impact on organizational innovativeness.

H2a: POF has impact on product innovation.

H2b: POF has impact on behavioural innovation.

H2c: POF has impact on strategic innovation.

H3: POF differs according to demographic factors.

H3a: POF differs according to gender.

H3b: POF differs according to age.

H3c: POF differs according to marital status.

H_{3a}: POF differs according to education.

H_{3e}: POF differs according to duration of employment.

2.2. Data Collection Toll and Collection of Data

This study was conducted with quantitative research method. Data were collected through an on-line questionnaire. The questionnaire consists of 3 sections. In the first section, there are statements to determine the demographic characteristics of the participants. In the second part, there are 4 statements developed by Netemeyer et al. (1997) and used in the master's thesis prepared by Pariltı (2020), and statements related to POF consisting of a single dimension. In the third part, there are organizational innovation statements developed by Wang and Ahmed (2004) and used in the master's thesis prepared by Altnok (2021); consisting of product innovation, market innovation, process innovation, behavioural innovation and strategic innovation sub-dimensions. The scale includes a total of 20 statements, 4 statements for each sub-dimension. The scale items consisted of 5 Likert-style statements (1-Strongly Disagree, 5-Strongly Agree).

Ethics Committee

The relevant questionnaire was collected by on-line method by obtaining permission from Arel University Ethics Committee dated 14.03.2025 and numbered 2025/07 for the research.

2.3. Data Analysis

The data obtained through questionnaire forms were analysed with SPSS 30.0 software. Firstly, descriptive analyses were conducted to evaluate the demographic data of the participants. Along with the validity and reliability analyses of the scales, Pearson correlation and linear regression analyses were performed to determine the relationship and effects between the dependent and independent variables. Multiple regression analyses were performed to determine the effects of the sub-dimensions of the dependent and independent variables on each other. Finally, ANOVA and t tests were performed to determine the differences between the groups. The conformity of the data obtained within the scope of the research to the normal distribution was examined before the analysis. In order to decide which analysis methods will be used within the scope of the research, it is necessary to examine whether the data show normal distribution. For this purpose, skewness and kurtosis values were tested. The test results were found between -1.5 and +1.5. Based on these results, it was concluded that the distribution was normal (Tabachnick & Fidell, 2007, p.80-81).

3. Findings

Demographic findings of the participants are shown in Table 1. As seen in Table 1, the majority of the participants were male (66,9%) and married (71,9%). Participants are mostly in the 36-45 age range (48%) and have bachelor's degrees (60,8%). The duration of employment is mostly between 5-10 years (24,6%), 16-20 years (22,1%) and 11-15 years (20,6%).

Table 1. Demographic Characteristics of the Population

Variables	N	%
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Gender	Female	93	33,1
	Male	188	66,9
Marital Status	Married	202	71,9
	Single	79	28,1
Age	18-25	12	4,3
	26-35	64	22,8
	36-45	135	48,0
	46-55	59	21,0
	56-65	11	3,9
Education	High School	80	28,5
	Bachelor's degrees	171	60,8
	Master's degree	28	10,0
	Doctorate	2	0,7
Duration of Employment	Less than 5 years	79	28,1
	5-10	69	24,6
	11-15	58	20,6
	16-20	62	22,1
	More than 20 year	13	4,6

3.1 Scale Reliability

Content validity, construct validity and reliability analyses were performed for the validity and reliability analyses of the scale. In the analyses, $p < 0.05$ was acceptable as the statistical significance level. In the analysis of the scales' reliability as seen in Table 2, Cronbach's Alpha value for the POF scale is 0,941 for the competitive strategies scale is 0,977. If Cronbach's Alpha value is $0.60 \leq \alpha < 0.80$, the scale is highly reliable (Terzi, 2019, p.13).

Table 2: Reliability Analysis Results

Scale	Cronbach's Alpha	Number of Items
Person-Organization Fit	0,941	4
Organizational Innovation	0,977	20

Analyses results applied to calculate the factor loadings of POF and organizational innovation scale are shown in Table 3. The KMO value of the factor analysis results related to POF was calculated as 0,853. The KMO value for the organizational innovation scale was calculated as 0,966. This shows that the sample size is adequate.

Table 3: Factor Analysis of the Scales

KMO ve Bartlett Test		
KMO Sampling Measurement Value Adequacy: Person-Organization Fit		,853
Bartlett Sphericity Test	Chi-Square	632,451
	Degrees of Freedom	6
	Significance	,000
KMO Sampling Measurement Value Adequacy: Organizational Innovation		,945
Bartlett Sphericity Test	Chi-Square	686,379
	Degrees of Freedom	190
	Significance	,000

Table 4 shows that the POF scale consists of 1 dimensions and 4 statements. It explains 85,309 % of the total variance. The factors that make up the questionnaire and the research model have factor loadings of 0,909 and 0,947 within themselves.

Table 4: Validity Test Results for Person-Organization Fit Scale

Items	Factor Loadings
POF1	,912
POF2	,947
POF3	,909
POF4	,925
<i>Total Variance Explained</i>	85,309

As seen in Table 5, in the factor analysis of the organizational innovativeness scale, three factors were obtained as product innovation, behavioural innovation and strategic innovation. Other sub-dimensions were removed from the analyses because they were loaded on these three factors. Table 5 shows that the organizational innovation scale consists of 3 dimensions and 12 statements. It explains 84,276% of the total variance.

Table 5: Validity Test Results for Organizational Innovation Scale

Items	Components		
	1	2	3
PI 1	,895		
PI 2	,868		
PI 3	,850		
PI 4	,839		
BI 1		,798	
BI 2		,810	
BI 3		,888	
BI 4		,758	
SI 1			,761
SI 2			,749
SI 3			,792
SI 4			,801
<i>Total Variance Explained</i>			84,276

3.2. Correlation Analysis Results

Pearson correlation analysis was performed for the first hypothesis of our study. As seen in Table 6, Pearson correlation analysis shows that there is a strong and positive relationship ($r = ,841$; $p < 0.01$) between POF and the organizational innovation. In this context, H₁: “There is a significant relationship between person-organization fit and organizational innovativeness” is confirmed.

Table 6. Correlation Analysis Result Between Person-Organization Fit and Organizational Innovation

	Person-Organization Fit	Organizational Innovation
Person-Organization Fit	1	,841**
Organizational Innovation	,841**	1

** p < 0,01; * p < 0,05.

As seen in Table 7, Pearson correlation analysis shows that there is a strong and positive relationship ($r = ,799$; $p < 0.01$) between POF and the product innovation. In this context, H_{1a}: There is a significant relationship between person-organization fit and product innovation is confirmed.

Table 7. Correlation Analysis Result Between Person-Organization Fit and Product Innovation (Sub-Factor)

	Person-Organization Fit	Product Innovation
Person-Organization Fit	1	,799**
Product Innovation	,799**	1

** p < 0,01; * p < 0,05.

As seen in Table 8, Pearson correlation analysis shows that there is a strong and positive relationship ($r = ,778$; $p < 0.01$) between POF and the behavioural innovation. In this context, H_{1b}: There is a significant relationship between person-organization fit and behavioural innovation is confirmed.

Table 8: Correlation Analysis Result Between Person-Organization Fit and Behavioural Innovation (Sub-Factor)

	Person-Organization Fit	Behavioural Innovation
Person-Organization Fit	1	,778**
Behavioural Innovation	,778**	1

** p < 0,01; * p < 0,05.

Pearson correlation analysis in Table 9 shows that there is a strong and positive relationship ($r = ,795$; $p < 0.01$) between POF and the strategic innovation. In this context, H_{1c}: There is a significant relationship between person-organization fit and strategic innovation is confirmed.

Table 9. Correlation Analysis Result Between Person-Organization Fit and Strategic Innovation (Sub-Factor)

	Person-Organization Fit	Strategic Innovation
Person-Organization Fit	1	,795**
Strategic Innovation	,795**	1

** p <0,01; * p <0,05.

The results of the correlation analyses indicate that there is a strong and positive relationship between POF and organizational innovativeness. In addition, there is a strong and positive relationship between the sub-dimensions of organizational innovativeness, namely product innovativeness, behavioral innovativeness, strategic innovativeness and POF.

3.3. Regression Analysis Results

Regression analysis results are shown in Table 10. As a result of the analysis, the R² value, which is the explanatory power of the model: 0,708 and significance level p<.001 (R= 0,841; R² = 0,708; p<.001). This value shows that 70% of the dependent variable (variance) of the organizational innovation is explained by the independent variable in the model. In this context, it is seen that person-organization fit has a significant impact on the organizational innovation. Thus, our hypothesis H₂: "Person-organization fit has impact on organizational innovativeness" is confirmed.

Table 10. Regression Analysis of Person-Organization Fit and Organizational Innovativeness

Independent Variable	Dependent Variable	B	Std.	t	P	R	R ²
Person-Organization Fit	Organizational Innovation	,817	,112	7,295	,001	,841	,708

$$R^2 = 0,708; F= 675,835; p <,001.$$

The regression analysis results of POF and organizational innovativeness sub-dimensions are shown in Table 11. As a result of the analysis, the R² value, which is the explanatory power of the model: 0,639 and significance level p<.001 (R= 0,799; R² = 0,639; p<.001). This value shows that 63 % of the dependent variable (variance) of the product innovation is explained by the independent variable in the model. In this context, it is seen that person-organization fit has a impact on the product innovation. Thus, our hypothesis H_{2a}: "Person-organization fit has impact on product innovation" is confirmed.

As a result of the analysis, the R² value, which is the explanatory power of the model: 0,605 and significance level p<.001 (R= 0,778; R² = 0,605; p<.001). This value shows that 60 % of the dependent variable (variance) of the behavioural innovation is explained by the independent variable in the model. In this context, it is seen that person-organization fit has a significant impact on the product innovation. Thus, our hypothesis H_{2b}: "Person-organization fit has impact on behavioural innovation" is confirmed.

As a result of the analysis, the R² value, which is the explanatory power of the model: 0,632 and significance level p<.001 (R= 0,795; R² = 0,632; p<.001). This value shows that 63 % of the dependent variable (variance) of the strategic innovation is explained by the independent variable in the model. In this context, it is seen that person-organization fit has a significant impact on the strategic innovation. Thus, our hypothesis H_{2c}: "Person-organization fit has impact on strategic innovation" is confirmed.

Table 11: Regression Analysis of Person-Organization Fit and Organizational Innovativeness (Sub-Factor)

Independent Variable	Dependent Variable	B	Std.	t	P	R	R ²
Person-Organization Fit	Product Innovation	,971	,130	7,494	,001	,799	,639
	Behavioural Innovation	,661	,144	4,603	,001	,778	,605
	Strategic Innovation	,819	,132	6,204	,001	,795	,632

R² = 0,639; F= 492,940; p <,001. R² = 0,605; F= 428,059; p <,001. R² = 0,632; F= 478,272; p <,001.

3.4. ANOVA Test Results

As a result of the ANOVA test, it was determined that the POF (F=6,941; p=,001) and organizational innovation (F=5,654; p=,001) differed according to duration of employment. TUKEY test was applied to determine these differences. According to the results of Tukey test, as seen in Table 12, employees with 5-10 years (X=3,17) of service are less tend to POF and organizational innovativeness behaviours than employees with other employment periods. According to the ANOVA test results, no difference was found between the variables according to age and educational status (p>0,05). In addition, according to the t-test results, no difference was found between the variables depending on gender and marital status (p>0,05). According to the data obtained as a result of the analyses, our hypothesis H_{3e}: POF differs according to duration of employment" is accepted. H_{3a}, H_{3b}, H_{3c} and H_{3d} are not accepted. Based on these results, the hypothesis "H₃: POF differs according to demographic factors" has been partially confirmed.

Table 12: Results of ANOVA Test According to Duration of Employment

	Duration of Employment	Number of Participants (N)	Average (X)	Standart Deviation (SD)	F	P	Sig
POF	Less than 5 Years	79	3,9051	,97263	6,941	,001	1,3,4,5-2.
	5-10	69	3,1775	1,28345			
	11-15	58	3,7974	,88166			
	16-20	62	3,8710	,92300			
	More than 20 Years	13	4,2885	,69856			
OI	Less than 5 Years	79	3,7289	,83807	5,654	,001	1,3,4,5-2.
	5-10 Years	69	3,1884	1,26709			
	11-15 Years	58	3,6710	,67780			
	16-20 Years	62	3,7903	,82823			
	More than 20 Years	13	4,1410	,50848			

POF: Person-Organization Fit; OI: Organizational Innovation

According to the results of all analyses, there is a strong relationship between POF and organizational innovativeness. In addition, POF positively impacts organizational innovativeness and all its sub-dimensions. POF and organizational innovativeness differ according to the duration of employment. People with 5-10 years of duration of employment differ according to other duration of employment. Years of employment with 5-10 duration of employment are less likely to exhibit POF and organizational innovativeness behaviours compared to other groups.

Conclusion

Enterprises are in competition with their competitors in order to have more shares in the markets in which they operate. Enterprises that innovate in a fiercely competitive environment and monitor the internal and external environment closely are one step ahead of their competitors. For this reason, enterprises have to carry out innovations and changes in accordance with the conditions of the day. These innovations and changes can be included in the missions of the enterprises. In this case, business employees should also exhibit behaviours appropriate to this mission. The alignment between the mission, culture and goals of the enterprise and the goals of the employees is defined as POF. This alignment, which starts with the recruitment process and should continue with business processes, is considered as an element that will support businesses to be more competitive by making innovations. There are different approaches and definitions about POF in the literature. For example, POF is defined as the alignment between individual and organizational characteristics, such as alignment of values, alignment of goals and compatibility between the needs of employees and the support available in the work environment. The level of POF is higher, the effect on the results desired by the organization will be better. With this fit, it will be possible to increase job satisfaction and organizational commitment and reduce the turnover rate of employees (Pratama et al, 2022, p.75).

It is possible to be competitive by designing and implementing new ideas, methods and processes. Therefore, enterprises need to perform innovative behaviours in order to compete with their competitors. In this context, organizational innovation is an important element of competitiveness. Innovation is defined as the process of adoption of a new idea, plan, programme and behaviour in relation to the members of the organization. Organizational innovativeness is defined as the transformation of new ideas and behaviours into activities and roles in the emergence of new products and services by adapting them to the internal and external environment (Aykanat and Çalışkan, 2019:836). Also, Razavi & Attarnezhad (2013, p.227, as cited in Cummings, 1996) made a connection between creativity at the individual level and organizational innovation at the organizational level. Many studies have shown that organizational innovation starts with individual creativity and individuals are the main creator of any new idea (Razavi & Attarnezhad, 2013, p.227). In this context these new ideas, methods and behaviours emerge with the adoption of the employees of the enterprise. Organizational innovation becomes stronger with the existence of POF.

The aviation sector is a rapidly growing and developing sector due to technological developments. These technological developments affect aircraft manufacturing processes, applications that ensure passenger comfort and speed up flight traffic at airports. Therefore, airport operators need to provide services that can quickly respond to newly manufactured aircraft types and passenger demands and flight safety. For example, airport operators must implement innovations in lounge areas and terminal services for a new generation of aircraft with increased passenger capacity and class. These new features are made possible by innovative approaches.

The purpose of this research is to investigate the effect of POF on organizational innovation activities in an airport management company operating in Türkiye and to contribute to the aviation sector literature. But our research has some limitations. The most important of these limitations is that not all of the employees could not be reached due to the shift or periodic work of the employees working at the airports. According to

the results of all analyses, there is a strong relationship between POF and organizational innovativeness. In addition, POF positively impacts organizational innovativeness and all its sub-dimensions (products, behaviour and strategic innovation). The findings of our study are consistent with the literature. Because, enterprises can conduct their innovative activities with their employees. If employees do not behave in accordance with the mission, values, goals and vision of the enterprises, organizational innovation will not emerge. Airport operator is considered as a rapidly developing sector all over the world. Especially the change in the profile, demands and expectations of air passengers requires innovation activities in airport operators. This change is realised through the behaviour of the people who work in airport operators by being aware of these changes. In the literature, there is no study that deals with airport POF and organizational innovativeness and is conducted in airport operators. For this reason, it is thought that the study will contribute to the aviation sector.

Airport operations in our country and around the world are managed by the private sector and government organizations. This study was conducted with airports operated by the private sector. Future studies could be conducted with airports operated by government organizations to identify differences between the private and public sectors. Additionally, studies that identify the necessary steps for airport operators to enhance person-organization alignment and better benefit from new technological developments will contribute to the aviation sector.

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Benzerlik Taraması	Yapıldı – İthenticate
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Çıkar Çatışması	Çıkar çatışması beyan edilmemiştir.
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Peer-Review	Double anonymized - Two External
Ethical Statement	* It is declared that scientific and ethical principles have been followed while carrying out and writing this study and that all the sources used have been properly cited. *(Arel University Rectorate, Ethics Committee Decision was taken with the decision dated 14.03.2025, numbered 2025/7 of the Presidency of the Publication Ethics Committee.)
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