

The Relationship between Organizational Commitment, Organizational Identification, Person-Organization Fit and Job Satisfaction: A Research on IT Employees

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Abstract

The Information Technology field has characteristics that make for a unique working environment. This paper presents a study conducted among the Information Technology (IT) employees working at the Ministry of the Turkish Government, which examined the relationship between the constructs; person organization fit, organizational identification, organizational commitment and job satisfaction. First, these constructs were briefly discussed, then the hypotheses were developed based on the relevant literature and the hypotheses were tested in a sample of the IT professionals. IT professionals' level of organizational commitment and job satisfaction is important in minimizing turnover, improving job performance, minimizing absenteeism, and increasing the level of job involvement. One hundred and forty seven employees of a Ministry filled out the questionnaire. It was determined that there were positive relations between organizational commitment and organizational identification, person organization fit and job satisfaction. Furthermore, positive correlations were determined between organizational commitment and organizational identification, person-organization fit and job satisfaction. The data compiled within the scope of the study were analyzed and interpreted in line with the determined objectives by using the descriptive statistics and employing frequency analysis, correlation and regression analyses. Limitations of the study are also presented along with future research recommendations. IT managers can use this information to increase employee organizational commitment and job satisfaction by considering person - organization fit, and organizational identification when making project assignment and job/work design decisions.

Key Words: *Organizational Commitment, Organizational Identification, Person-Organization Fit, Job Satisfaction, IT professionals.*

Introduction

Retaining highly effective employees is important for an organization to create a competitive advantage (Niederman et al., 2007; Joshi and Agarwal, 2011) and long term organizational success regardless of the sector in which an organization operates (Groves, 2011; McDonnell, 2011). The Information Technology (IT) field is no exception (Hsu et al., 2003). Information technology is a dynamic and essential part of every business organization. IT professionals with organization-specific knowledge and skills acquired through experience and training referred to as intellectual assets and human capital are delivering a fast-growing contribution to corporate competitiveness that can go beyond the operation of the business. The capacity to capitalize these assets is reduced when IT professionals become dissatisfied with their work environments and lose motivation to perform successfully. Their commitment to the organization becomes less and they may leave the organization accordingly. In order to protect these intellectual assets, IT professionals should be in work environments that positively affect their organizational attitudes and behaviors. The purpose of the present study is to determine the impact of job satisfaction, organizational commitment, identification and person-organization fit on the organizational performance for IT employees working in a Turkish government organization. The study also aims to examine the relationship between job satisfaction, organizational commitment, identification and person-organization fit. The Information Technology sector in Turkey, demands for highly knowledge-based resources and it is one of the fastest growing industry, leading to a significant increase in the demand for skilled workforce. Employee retention is a very important challenge for organisations due to the need for talented employees who seek to satisfy their own individual demands. The IT field in particular is confronting brazenly high turnover (Allen et al., 2009; Coombs, 2009; Ghapanchi and Aurum, 2011). This high turnover causes the costs for recruitment and selection, but also hidden costs such as low motivation and the loss of distinctive skills and tacit corporate knowledge (Holtom et al., 2008; Moore and Burke, 2002; Owens and Khazanchi, 2011). The IT field is remarkably challenging given the existing discrepancy between supply and demand of skilled individuals in the IT job (Owens and Khazanchi, 2011). Research aiming on the retention of employees in the IT environment has received great attention over the past 20 years (Gqubule, 2006; Ramakrishna and Potosky, 2002; Van der Merwe, 2008). This has contributed to researchers to review the factors that influence individuals' job satisfaction and organisational commitment within the IT environment (Lumley, 2010).

Spector (1997) states that job satisfaction as powerful motivator effects on people's attitude towards their jobs and various aspects of their jobs. It is affected by personal and organizational factors, which cause an emotional reaction affecting organizational commitment (Mowday, Steers and Porter, 1979). Besides, the consequences of job satisfaction include better performance and a reduction in withdrawal and counter-productive behaviours (Morrison, 2008). Since job satisfaction encompasses employees' affect or emotions, it influences an organisation's well-being with regard to job productivity, employee turnover, absenteeism and life satisfaction (Sempane, Rieger and Roodt 2002; Spector, 2008). Motivated employees are vital to an organisation's competitiveness, and therefore understanding people in their jobs and what motivates them could be a driving force in strengthening organisational commitment (Schein, 1996). Couger and Zawacki (1978) identified the *different forms of motivation* as well as other appearances among Information Technology personnel such as IT managers in general have both lower social needs and higher growth needs than other managers (Couger, Zawacki, and Opperman, 1979). This obliges employees also to focus on professional development and their daily work responsibilities which may cause a disparity between work-life balances and may result a higher scale of stress and even possible symptoms of depression. These factors can cause dissatisfaction with the job and eventually can lead to lower productivity and increased turnover.

Organisational commitment has attracted considerable interest as attempts have been made to better understand the intensity and stability of an employee's dedication to the organisation (Lumley, 2010). Allen and Meyer (1990) identified a link between organisational commitment and employee turnover, and concluded that employees who were strongly committed to the organisation were less likely to leave it. The

main focus of the research in organizational behavior is to understand and envisage how people behave in organizational settings. Recently, few efforts were made to integrate macro level and micro level research into so-called meso-theories (House, Rousseau and Hunt, 1995). This has been an effort to integrate the reciprocal relationships between individuals and their employing organizations. Meso is a Greek word meaning “in between” and meso research and theory are aimed at synthesizing micro and micro organizational processes (House, Rousseau and Hunt, 1995).

Connaughton et al. (2004) define the identification as “the process in which an individual comes to see an object as being definitive of oneself and forms a psychological connection with that object” (page 90). Several researchers have found that organizational identification leads to a series of key outcomes such as more commitment and less likely intention to leave. Highly identified individuals are aligned with the organizations identity, interest and believe. Identification and commitments affect organizational members’ acceptance of influence attempts (Connaughton et al., 2004). Individuals define their concepts of self both as an individual and as a member of one or more social groups (Ellemers, Spears, and Doosje, 2002). The identification is at two levels: organizational identification and team identification. Organizational identification is the extent to which employees define themselves in terms of the organization to which they belong (Rousseau, 1998, Sluss, and Ashforth, 2007). It effects on the employees’ willingness to endeavour for organizational goals (Elsbach and Glynn, 1996) to stay with the organization (Scott, Connaughton, Diaz-Saenz, Maguire, Ramirez, Richardson, Shaw and Morgan, 1999), to reflect a positive image of the organization (Bhattacharya, Rao and Glynn, 1995), and to collaborate with other members of the organization (Dutton, Dukerich and Harquail, 1994). Team identification is the extent to which IT employees define themselves as members of the same workgroup within the organization (Rousseau, 1998). Identification has been linked with employee commitment, motivation, organizational citizenship behavior, job satisfaction and turnover intention (Mael and Ashforth, 1995, Marks, and Lockyer, 2005, Tyler, and Blader, 2001). The employees who are being highly identified with the organization can likely lead employees to reflect more positive attitudes towards the organization, which could ultimately produce increased job satisfaction. Van Dick et al. (2004) view identity and identification as antecedents to greater job satisfaction for individuals who have a strong organizational identity.

The person organization fit concept (P-O fit) can also explain the employee retention. P-O fit exists when the values of the organization need to match to the values of the individual. When there is a close match, the employee is less likely to leave the organization (Coldwell et al., 2008; Allen et al., 2009). Kristof (1996) defined P-O fit as “the compatibility between people and organizations that occurs when; (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics or (c) both”. In the IT literature, the P-O fit theory has been used to explore the alignment between work conditions and career anchors, individual assets, the influence on job satisfaction, job satisfaction, organizational commitment and retention. The concept of the career anchors was introduced by Edgar Schein and offers valuable awareness in understanding diversity in career preferences and existing career patterns (Rodrigues and Guest, 2010). Research on P-O fit suggests that IT professionals have “high” growth orientation and seek work environments that promote personal growth (Allen et al., 2009). Therefore, this could be considered as an important factor in organizational strategy to retain IT professionals. Previous studies have focused primarily on the relationship between job satisfaction, organizational commitment and the intention to leave (Carayon et al., 2006, Kyndt et al., 2009) and the antecedents that lead to job satisfaction (Griffeth et al., 2000). These researches also indicate that the following factors influence the job satisfaction are person-organization fit, emotional exhaustion and stress (Mak and Sockel, 2001; Carayon et al., 2006; Coldwell et al., 2008; Holtom et al., 2008). Additionally, employees will sense more motivated and less stressed when there is a fit between individual and organizational values (Meglino et al., 1989; 426). The fit with job and organization has a direct effect on retention (Hsu et al., 2003; Longenecker and Scazzero, 2003; Tanova and Holtom, 2008; Chasserio and Legault, 2009). Another related study indicates that person-organization fit may affect employees’ intention of turnover (Cable and Judge, 1996). Therefore, P-O fit may become a necessity as a strategic concept to be utilized by the organization. A good fit between the individual and organizational factors becomes very critical in retaining IT professionals. Person-

organization (P-O) fit is a key to maintain a flexible and committed workforce which is necessary in a competitive business environment (Cable and Parsons, 2001). As a consequence, person-organization fit improves the relationship between employees and an organization, and the similarity of personal values and goals may enhance employees' trust and understanding toward an organization (Sekiguchi, 2007).

The purpose of our article is to identify the relationship between the organizational commitment, identification, and P-O fit that influence job satisfaction of IT employees. In this study, first the concepts of organizational commitment, organizational identification, person-organization fit and job satisfaction were briefly discussed, then the hypotheses were developed based on the relevant literature and the hypotheses were tested in a sample of the IT professionals working in the central organization units of a ministry.

Literature Review

The concepts of organizational commitment, organizational identification, person-organization fit and job satisfaction that are related to the attitude and behaviors of the employees are among the significant topics of the management discipline in general and of the organizational behavior discipline in particular. Even though said concepts have long been established in the literature, the interest of the researchers in the same has always remained sincere and they are still the subject of various researches with regard to their new aspects, because of their significance from the perspective of the organizations and the employees. The fit of the employees with their organization, their identification, commitment and job satisfaction can *positively or negatively* influence the individual and the organizational performance.

Organizational Identification

The exciting and glorious construct known as *organizational identification* (OI) appear very early in the development of organizational science. Chester Barnard (1938/1968: 281) introduced the "congruent or integration" of the individual to the organization and "zone of difference" where orders are accepted without conscience questioning of their authority that generate the essential element of the organizations as the willingness of individual to contribute with increased effort to the organization. Simon (1947) was the first researcher to make the construct theoretical structure, and later the first detailed model of OI proposed by March and Simon (1958). They structured the construct with its antecedents and outcomes. Porter and his colleagues (e.g. Porter, Steers, Mowday and Boulian, 1974; Mowday, Steers and Porter, 1979) incorporated identification as a main integral part of the Organizational Commitment, however, the unique construct re-discovered in the late 1980s after Ashforth and Mael (1989) introduced the social psychosomatic theories to organizational behaviour science. OI also gained *considerable* attention and importance with the publications of Albert and Whetten (1985); Ashforth and Mael (1989); and Dutton, Dukerich, and Harquail (1994); Elsbach, (1999); Pratt, (1998); Rousseau, (1998); Tyler, (1999); Wan-Huggins, Riordan, and Griffeth, (1998).

Identity

To understand identification, we need to understand identity according to the literature. In organizational studies, several conceptualizations of identity have been in consideration over the past 20 years. One is at the micro level, organized in the main idea of Social Identity Theory and the other is the Self-Categorization Theory (Haslam and Ellemers, 2005). SCT (Oakes et al., 1994) postulates that there are three levels of category abstraction which can be used to categorize the self: personal identity (the self as an individual), social identity (the self as a group member) and interspecies (the self as a human being). Tajfel (1978: 63) defined *Social Identity* as "that *part* of an individual's self-concept which derives from his knowledge of his membership of a social group along with the value and emotional significance attached to that membership." *Personal identity* is defined as "a person's unique sense of self" (Postmes and Jetten, 2006b: 260). Social identities are shared by members and distinguish between groups, whereas personal

identities are unique to the individual and distinguish between individuals (Brewer and Gardner, 1996; Turner, Oakes, Haslam, and McGarty, 1994).

Social Identity Theory (SIT)

Social identity theory highlights the categorization and comparison processes that guide individuals' perception of the organization, such as its external recognition or distinctiveness, and stimulate identification (Ashforth and Mael, 1989; Pratt, 1998; Tajfel and Turner, 1986). Social identity theory (Tajfel and Turner, 1986) has been successfully applied to organizational contexts for so many years and it is a social psychological analysis of group membership, and processes along with the intergroup relations. SIT is particularly focused on the role of self-categorization of group life (Hogg, 2006). The theory was originally developed by Henri Tajfel by 1970 and it became one of the most significant social psychology's general theories about the relationship between the self and group (Hogg 2006). Riketta (2005) and Riketta and Van Dick (2005) have provided meta-analytical evidence in regards to the employees' identification with teams and organizations which relates to job satisfaction, extra-role behavior, job involvement and turnover intentions. Ashforth and Mael (1989) viewed organizational identification (OI) as a particular aspect of social identification, as a "perception of oneness with or belongingness to a group, involving direct or vicarious experience of its successes and failures" (Ashforth and Mael, 1989, p. 34). Individuals have the propensity to classify themselves and others into various social groups, such as organizational membership, gender, carrier and age companion. The individuals define a class according to the archetypal characteristics abstracted from the members (Turner, 1985). They have a proclivity to classify themselves and others into meaningful social categories, as members of in-groups and out-groups (Tajfel, 1974, 1982; Tajfel and Turner, 1979; Turner, 1985). This is similar to the *postulated classifications* of Leader-Member Exchange Theory is that subordinates may be grouped into "cadre" or "hired-hand" categories.

Identification

Identification has been referred to as "the perception of oneness or belongingness to some human aggregate" (Ashforth and Mael, 1989: 21). Identification is defined as a cognitive construct as Pratt (1998: 172-174) indicated that it is either "self-referential" or "self-defining". The authors such as Bergami and Bagozzi, 2000; Rousseau, 1998) also indicated that the identification is cognitive. Tajfel (1982: 2) stated that in order to achieve the stage of "identification," two components are necessary; an evaluative one and a cognitive one. However, in order to identify, the individual need only see him or herself as psychologically contracted with the fate of the group (Foote, 1951; Gould, 1975).

Construct Definition of Organizational Identification

Organizational identification (OI) is a construct engaging a gained attention of the organizational studies literature ever since the 60's (March and Simon, 1958; Kelman, 1961). Organizational identification—the perception of oneness with or belongingness to an organization (Mael and Ashforth, 1992)—among members is essential to the success of many organizations (Pratt, 1998). The effect of organizational identification (OID) on the well-being of organizational members and the organization itself has long been realized (e.g. Brown, 1969; Hall and Schneider, 1972; Rotondi, 1975a; O'Reilly and Chatman, 1986). It can be noticed from the research on organizational identity over the past 20 years that there is a strong linkages with organizational images and strategic decision making (Corley et al., 2006). In between this period, organizational identification has been masked by Organizational Commitment. Patchen (1970) defined the OI by listing several important perceptions of the common characteristics of the organization members which are the established solidarity and support of the organization. Various definitions of OI have later been proposed. Most of them conceptualize OID with regard to the cognitive constructs (Bergami and Bagozzi, 2000; Shamir and Kark, 2004), others are referring to an organizational commitment involving an emotional and moral element, or affective component, (Harris and Cameron, 2005; Lopes, 2002; O'Reilly and Chatman, 1986). A various structure of these elements can be seen in several definitions extracted from

SIT (Ashforth, Harrison, and Corley, 2008; Ashforth and Mael, 1989; van Dick, 2001; van Dick, Wagner, Stellmacher, Christ, and Tissington, 2005). The other primary viewpoint related to the study of OI *put forwarded* by Dutton, Dukerich and Harquail (1994). The organizational identification has been interpreted as the degree to which a member define and describe himself or herself by the same attributes that he or she believes define the organization. The confusion between OID and organizational commitment is remarkably problematic (Ashforth and Mael, 1989) or even enigmatic. Some researchers use same definition for OID and organizational commitment; the others evaluate OID as a particular aspect of the commitment (Wiener, 1982). It is assessed by many authors that it is based on the person's belief of the organization's goals and values, willingness to exert effort on behalf of the organization and maintaining membership (Mowday, Steers and Porter, 1979).

Organizational Commitment

The concept organisational commitment has grown in popularity in the literature on industrial and organisational psychology (Cohen, 2003). Early studies viewed the construct as a single dimension, based on an attitudinal perspective, embracing identification, involvement and loyalty (Porter, Steers, Mowday and Boulian, 1974). It is defined as the employee's degree of involvement and loyalty to the organization (Porter, Steers, Mowday and Boulian, 1974). Meyer and Allen (1997) define organizational commitment as a behavior that "merge the identity of the person to the organization" which the goals of the organization and those of the individual are in harmony (Meyer and Allen, 1997). Organizational commitment has been the focal point for many on-going researches. These researches have shown that employees who have less commitment lean towards making errors on the job and have more work absenteeism, more than employees who feel strong commitment to the organizations and experience more stress and family-related conflict (Meyer et al., 2002). Porter et al. (1974) defined organizational commitment as a "strong belief in and acceptance of the organization's goals and values, willingness to exert considerable effort on behalf of the organization, and definite desire to maintain organizational membership" (p. 604). Hunt, Wood, and Chonko (1989) defined organizational commitment as the psychological contract between an individual and his/her organization that orient the individual to behave in ways consistent with the goals of the organization. Researchers agree in general that there are three common categories of organizational commitment as conceptualized by Meyer and Allen (1991) which are affective, continuance (or behavioural), and normative commitment. Mowday, Porter, and Steers (1982, p. 27) define affective commitment as 'the relative strength of an individual's identification with and involvement in a particular organisation'. Hrebiniak and Alutto (1972, p. 556) define continuance commitment as "a structural phenomenon which occurs as a result of individual-organisational transactions and alterations in between the sides or investments over time". Meyer and Allen (1997) and Mathieu and Zajac (1990) describe normative commitments as emphasis on strong social ties, obligations and individual pre-dispositions.

The advanced studies on the phenomenon (e.g. Bartol, 1979; Blau and Boai, 1987; Chang, 1999; Fogarty, 2000) suggests going-over the commitment has shown a correlation among organizational behaviors, job performance, turnover, absenteeism and willingness to share knowledge (Fedor, Caldwell, and Herold, 2006). In the past decade, the organizational commitment has occupied a noticeable place in organizational behaviour science (Mowday, Porter, and Steers, 1982; Salancik, 1977; Staw and Ross, 1978). Morrow (1983, p. 486) has pointed out that there are over 25 commitment-related concepts and measures. Staw (1977) has observed that the value of commitment as a separate construct detached from other psychological concepts such as motivation, involvement, or behavioral intention remains to be validated. Porter and his colleagues (Mowday, Steers, and Porter, 1979; Porter, Steers, Mowday, and Boulian, 1974) have defined commitment as "the strength of an individual's identification with and involvement in a particular organization" (Porter et al., 1974, p. 604). Their measurement included valuations of motivation, intention to quit, and identification with the values of the organization. Identification and involvement have also been perceived by other researchers as the main premise for psychological attachment (e.g., Brown, 1969; Hall and Schneider, 1972; Lee, 1971; Sheldon, 1971). Some researchers also have distinguished a type of attachment based on reckoning involvement along with an exchange of behaviour for specific

extrinsic rewards from a moral attachment where involvement is presaged on a congruence of values (Becker, 1960; Etzioni, 1961; Gould, 1979; Hall, Schneider, and Nygren, 1970; Kidron, 1978; Meyer and Allen, 1984). Therefore, it is necessary to have theoretical and operational definitions differentiate commitment and its components from other related constructs (Gould, 1979; Kanungo, 1979; Scholl, 1981; Wiener, 1982). In research, there exist numerous differences in the approach to commitment; however, a common motive that continues to appear is the individual's psychological attachment to an organization. The lack of consensus in previous research did not differentiate carefully among the antecedents and consequences of commitment. Some investigations have explored the processes through which one becomes committed (e.g., Galanter, 1980; Salancik, 1977; Staw and Ross, 1978) or the impact of individual and organizational influences on this process (Angle and Perry, 1983; Steers, 1977). Other studies have explored the consequences of commitment as they are displayed in attitudes and behaviors such as contiguity seeking and long occupation (Horn, Katerberg, and Hulin, 1979; Rusbult and Farrell, 1983; Werbel and Gould, 1984), expressions of positive affect and loyalty (Kanter, 1972; O'Reilly and Caldwell, 1980), motivation and involvement (Mowday et al., 1982; Scholl, 1981), and behaviors such as performance and obedience to organizational policies (Angle and Perry, 1981; Galanter, 1980).

Kelman (1958) constructed taxonomy of behavior or opinion *change* specifying that individuals can accept influence in three conceptually distinct ways: (a) compliance or exchange, (b) identification or affiliation, and (c) internalization or value congruence. Compliance is largely driven by thoughts of pain and please and it occurs when attitudes and behaviors are adopted not because of shared beliefs but simply to gain specific rewards including intangible benefits such as approval. In fact, they do not really agree and internally may well feel the tension of cognitive dissonance as their actions are inconsistent with their beliefs. In this case, public and private attitudes may differ. Identification, in Kelman's terms, occurs when an individual accepts influence to establish a satisfying relationship; an individual may feel proud to be a part of a group, respecting its values and accomplishments. Similarly, as we identify with a group we accept their rules and values. Internalization often requires significant cognitive processing as we think about what is said and fit the ideas into our existing beliefs, values and schema. Internalization occurs when influence is accepted because the encouraged attitudes and behaviors are congruent with one's own values. Mowday et al. (1982, p. 15) addressed that, "There are many instances where organizations need individual affiliates, especially those in critical positions, to perform the duty for the benefit of the organization". The affiliated individuals that shares the organization's goals and values can act instinctively to benefit the organization (Ouchi, 1980; Williamson, 1975). Based on social exchange theory (Blau, 1964) and the norm of reciprocity (Gouldner, 1960), greater perceived organizational support (POS) is expected to result in greater affective attachment and feelings of obligation to the organization (Shore and Wayne, 1993). Besides, Eisenberger, Huntington, Hutchinson, and Sowa (1986) argued that beliefs underlie employees' inferences concerning their organizations' commitment to them in turn contribute to the employees' commitment to their organizations. Employees affectively committed to the organization for the organization's well-being and help the organization reach its goals.

Job Satisfaction

The job satisfaction is maybe the most studied topic in the behavioral sciences (Judge and Church, 2000). It is in the position of an intersection for several theories and models that explain the individual attitudes and behaviors (Judge and Klinger, 2007). Williams and Hazer (1986) define job satisfaction as employee emotion and affection responses to his/her job characteristics. The studies validated with their findings that; there exist a significant correlation between job satisfaction and organisational commitment (e.g. Lo and Lam, 2002; Steers, 1977) and the job satisfaction could be predicted by pre-employment expectations, perceived job characteristics, leadership consideration, and age (Williams and Hazer, 1986). Job satisfaction significantly and positively contributes to the outcomes of organisational commitment, reduces employee intention to leave, and subsequently results in a decreased turnover. It is state that the relationship between job satisfaction and 'age' group can be illustrated with a U-shaped model (Lam, Zhang, and Baum, 2001; Clark, Oswald and Warr, 1996). When people enter an organisation and/or job,

job satisfaction decreases as job expectations are unmet; reality shock may also occur. Afterwards, they adjust their expectations according to the reality of the job. Once the job expectation is reached, job satisfaction will increase.

In the present study, we follow Locke's (1976) well-known working definition of job satisfaction here and contemplate job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1300). Job satisfaction is an issue related to the well-being of an individual from the perspective of humanities, and it contributes to successful organizational management by increasing employee commitment and production efficiency and decreasing turnover (Kalleberg, 1974). Researchers have also found a significant correlation between burnout and job satisfaction (Jayarante and Chess 1984; Penn, Lomano and Foat, 1988). However, cognitive job satisfaction is a multi-dimensional concept that includes satisfaction with the work itself, level of pay, co-workers, supervisors and promotion opportunities (Smith, Kendall and Hulin, 1969).

Job satisfaction has long been a critical perception in the study of organizations. Methodical studies on the job satisfaction date back to the 1930s (Hoppock, 1935; Kornhauser and Sharp, 1932; Mayo, 1945; Roethlisberger and Dickson, 1939). The current studies in job satisfaction mainly concern with its impact on commitment, absenteeism and turnover. Several others (Brooke and Price, 1989; Michaels and Spector, 1982; Mobley, Horner and Hollingsworth, 1978; Mowday, Porter and Steers, 1982; Mowday, Steers and Porter, 1979; Mueller and Price, 1990; Porter, Steers, Mowday and Boulian, 1974; Price and Mueller, 1981, 1986[^]; Steers and Rhodes, 1978) have revealed that job satisfaction can explain to a degree a diversity in employees' identification and involvement in a certain organization (commitment), the missing of scheduled work (absenteeism) and the maintenance of membership in organization (turnover). The relationship between the job satisfaction and absenteeism is not very well supported (Nicholson, Brown and Chadwick-Jones, 1976).

Person-Organization Fit

Person-organization (P-O) fit has been an area of interest among both researchers and managers during recent years and they are mainly concerned with the antecedents and consequences of their reciprocal process between the worker's satisfaction and the employer's satisfactoriness. Literature on consequences of P-O fit has demonstrated significant relationships with important individual outcome variables such as job satisfaction, organizational commitment and organizational identification, which will be explored in detail in the following sections. The developments on the focus of human resource management towards ensuring quality of work life for employees to reduce turnover rate and enhance performance level, the person-organization fit along with many other variables received theoretical and empirical attention (Chernyshenko, et al., 2009). Besides, P-O fit has important effects for the selection practices of organizations (Chatman, 1989).

Person-Environment Fit

The Theory of Work Adjustment (TWA) was developed by Rene V. Dawis and Lloyd H. Lofquist in two phases during 1960s and 1970s. The TWA is based on the psychological nature of the interaction between the personality styles of the individuals and their environments. Dawis and Loftquist (1984) defined work adjustment as a "continuous and dynamic process by which a worker seeks to achieve and maintain correspondence with a work environment" (p. 237). This correspondence is a reciprocal process between the worker's satisfaction and the employer's satisfactoriness (Eggert, 2008). "Satisfaction is a key indicator of work adjustments" as stated by Dawis and Lofquist (1984, p.217).

An employer's satisfactoriness depends on the organization's perception on the employee's successful work behavior which can fit with the organization's culture. "The satisfaction of the needs is met by called the reinforcers which can maintain or increase rate of behaviour (Dawis, 1996, p.80). According to Eggert

(2008) when mutual satisfaction exists, positive outcomes like tenure and job satisfaction occur for the organization. The person-environment fit has been a focus extensively in the professional behavior literature and has been related to several work-related outcomes (Assouline and Meir, 1987; Bretz and Judge, 1994; Hackett, Lent, and Greenhaus, 1991; Meglino, Ravlin, and Adkins, 1989; Spokane 1985). The previous research studies suggest that individuals who “fit” are more attracted to the organization; they are the ones who receive favorable acceptance by organizational members and have ability to show a better performance and generate high level of motivation.

Different Forms of P-E Fit

Kristof (1996) stated that in spite of the efforts made by some authors to classify the several forms of P-E fit, the lines between these types are fuzzy. Schneider et al. (1995) proposed that fit can occur at many different levels of analysis as a construct and Kristof (1996) suggested that P-E fit be categorized into five different levels. The vocational level defined as person-vocation (P-V) fit is the extensive level of the job-related environment with which a person may fit. The second level is the person-organization (P-O) fit, which is generally defined as the compatibility between individuals and organizations. The third level is the person-group (P-G) fit, which is defined as the compatibility between individuals and their work groups. The fourth level is the person-job (P-J) fit, which is the fit between the abilities of a person and demands of a job. Finally, the fifth level labelled as person-person (P-P) fit which is between an individual and his/her supervisor. It is mainly argued in the literature on vertical dyadic linkage. Numerous fit theories have been developed in organizational science, each concentrating on a different level of analysis such as careers (Holland, 1985; Super, 1957), job choice (Hackman and Oldham, 1980), organizational climate (Joyce and Slocum, 1984) and organizational culture (O'Reilly, Chatman and Caldwell, 1991).

Defining Person-Organization Fit

The concept of "fit" or "congruence" actually originates from psychology. It has been designated in many theories in the social and organizational sciences. Although there are many types of fit such as person-group fit, person-vocation fit, and person-job fit (Kristof, 1996), this study is focusing only on person-organization fit (POF). The roots for the concept of POF can be traced back in 1950s with the studies in organizational behavior science (Muthusamy, 2009). Person-environment fit is a theory that suggests that the congruence between persons and their environments influences behavior and psychological functions (Walsh, 2009). The construct has its roots in Parsons' (1909) statement that individuals varied in their congruence with different occupations, as well as Kurt Lewin's field theory (1939). The field theory posits that behavior is closely linked to the function of a person and the environment, which is $B = f(P, E)$, and the environment is a function of the person behaving in it, which is $E = f(P, B)$ (Schneider, 1987). This idea underlines a particular setting on people who are attracted to and remain in congruence with the organizational perspectives (Schneider, 1987). In order to deal with this perspective, Attraction-Selection-Attrition (ASA) framework plays a vital role in understanding organizational practices related to the applied technology, organizational structure and the most important environment of organizations formed by people's behavior and personalities (Schneider, 1983, 1987). The concept of P-O fit is pivotal to organizations because it suggests that if people fit well with their *organization*, they are happier and *more likely* to stay and therefore, they exhibit more positive attitudes and behaviours (Schneider, 1987).

Theoretical work by Argyris (1957) showed P-O fit as an individual's organizational behavior which is the result of interaction between the organization and the individual. Argyris (1964) also emphasized the significance of incongruence and its impact on motivation and productivity if the matching does not occur between the organization and the person. P-O fit is defined as being “ the compatibility between the person and the entire organisation, which occurs when one entity will provide what the other needs or at least they share similar fundamental characteristics” (Kristof, 1996; Sekiguchi, 2007). Another definition for P-O fit made by Chatman as the “congruence between the norms and values of organizations and the values of persons” (1989, p. 339). It can be conceptually stated that once assessment of fit is determined and later

established, behavioural outcomes, organizational changes along with the individual's values, interests, beliefs, needs and norms can be predicted (Chatman, 1989; Arthur *et al.*, 2006). In conjunction with this relation, ASA (Attraction-Selection-Attrition) framework postulates that individuals are attracted to organizations, which match their values and interests (Schneider, 1987).

The definition of P-O fit has been subject to confusion due to its multiple conceptualizations and operationalization, as well as its limited distinction from other forms of P-E fit (Judge and Ferris, 1992; Rynes and Gerhart, 1990). The majority of the researchers define P-O fit as the compatibility between individuals and organizations. However, it is necessary to clarify the multiple conceptualizations of the compatibility. PO fit has been conceptualized in several ways, such as value congruence (O'Reilly *et al.*, 1991), goal congruence (Vancouver *et al.*, 1994), and needs-supplies and demands-abilities (Edwards, 1991), as well as personality-climate fit (Ryan and Schmit, 1996). The majority of the researchers define P-O fit as the consistency and reconciliation between individuals and organizations. However, it is necessary to clarify the multiple conceptualizations of these compatibilities. Kristof (1996) elucidates these multiple conceptualizations of Person-Organization Fit by elevating two distinctions. The first one is between supplementary and complementary fit. Supplementary fit occurs when a person; supplements, elaborates, or possesses characteristics which are similar to other individuals in an environment (Muchinsky and Monahan, 1987). This congruence can be differentiated from complementary fit, which occurs when a person's characteristics "make whole" the environment or add to it what is missing (Muchinsky and Monahan, 1987). A second perspective on P-O fit is presented by the needs-supplies and demands-abilities distinction which is often highlighted in discussions of other forms of congruence (eg. Caplan, 1987; Edwards, 1991).

Theoretical Framework

Although the concepts of organizational commitment, organizational identification, person-organization fit and job satisfaction that are related to the attitude and behaviors of the employees are well documented in the scientific literature but these studies frequently concern the developed countries. Contemporary research has indicated that the role of the IT in organizations has been transformed from a back-office role to a more frontline and strategic role, developing and supporting the business needs of the organizations (Kakabadse, Korac-Kakabadse, 2000; Roepke *et al.*, 2000). Furthermore, the fast-paced technology development in the IT field makes it crucial to keep investing in personal development. IT employees in general show higher personal growth orientation compared to other fields (Longenecker and Scazzero, 2003; Carayon *et al.*, 2006; Joseph *et al.*, 2007; Beecham *et al.*, 2008). Research indicates that investments in generic human capitals are needed to create organizational-human capital over time (Ployhart *et al.*, 2011). These findings suggest that organizations should keep investing in the personal development of IT employees, in order to retain them and create long term competitive advantages for the organizations.

The organizational commitment refers to the psychological attitude of the employee towards the organization. At the same time, it is the psychological state reflecting the relationship between the employee and the organization and leading to the maintenance of the organization membership (Allen and Meyer, 1990). According to another definition, the organizational commitment is the degree of the unity between the employee and the organization and it refers to the employee's willingness to continue being an active member of the organization (Davis and Newstrom, 1989). The organizational commitment is comprised by the three aspects of affective commitment, continuance commitment and normative commitment. The affective commitment refers to the emotional relationship of the employee with the organization. The continuance commitment refers to the employee's recognition that leaving the organization would cost him/her a lot. Finally, the normative commitment refers to the obligation the employee feels for the organization for a moral or cultural reason. This means that staying with the organization would be the right thing to do according to the employee (Allen and Meyer, 1990). The factors affecting the organizational commitment of the employees may be considered in three groups. These are the personal factors, organizational factors and factors external to the organization (Mowday, Porter and

Steers, 1982). The personal factors are the job expectations, psychological engagement and personal characteristics. The organizational factors include the nature and significance of the job, manner of management and leadership, wage/salary level, rewards, monitoring/supervision, team work, role conflicts/role ambiguity, organizational justice, organizational culture. The factors external to the organization are the opportunity to find a new job and the professionalism.

The organizational identification is the development of the perception of the unity with the organization or the perception of belonging to the organization upon the congruence in the employees of the personal and organizational values or it is a process involving the individual's perception of himself/herself as a member of certain organization when generally identifying himself/herself (Riketta, 2005). The organizational identification is based on the social identity theory. Namely, organizational identification is a form of the social identity by which the individuals describe themselves in terms of their membership to an organization in particular. The organizational identification is important for the individuals, since it is a process related to the people's self-description; they communicate with others through this description and steer their private life and business life by the use of this description (Myers, Davis, Schreuder, and Seibold, 2016). The organizational identification is also relatively important for the organization. The reason is that it involves the organizational outcomes such as collaboration, effort, participation, decision for the benefit of the organization, internal motivation, task performance, information sharing, coordinated action, turnover and turnover intention, job satisfaction, job adaptation, organizational citizenship behaviors, creative behavior, improved social support, supportive behavior at times of work stress and positive assessment of the organization (Ashforth, Harrison, and Corley, 2008).

The principle of congruence (Aronoff and Wilson, 1985) states that the most productive environment is a result of the match between the characteristics of the person and the situation. Schneider et al.'s (1995) Attraction-Selection-Attrition framework (ASA), which discuss that people look for situations that are attractive to them, are selected to be a part of that situation is one of the major theories that emphasize the role of people in situations. Person-environment interaction had been broadly studied in work-related stress research and a conceptual model concerning person-environment congruence was presented by French, Rogers and Cobb (1974). A central hypothesis of the model was that stress, which is defined as subjective P-E fit, is a major cause of behavioral, physical and psychological strains. P-E fit theory states that the objective person and environment have an effect on their subjective counterparts. The fit may be defined by comparing the internal aspects of a person such as values, personality, goals and abilities with the external environmental aspects that are related to the former in contextual terms, including the organizational values or the values, personality, goals and work demand of the managers (Astakhova, 2016). According to a more comprehensive definition, the person-organization fit relies on the relationship between the basic characteristics of an organization and of a person. From the perspective of the organization, these characteristics are traditionally the culture, climate, values, goals and norms. The characteristics considered for the person are the values, goals, personality and attitude. The fit emerges when similarity forms between these characteristics of the organization and the person (Kristof, 1996). In literature, the person-organization fit has been associated with many organizational behavior concepts and has been the subject of the studies. For example, the results were obtained suggesting that the person-organization fit is a significant factor for the job satisfaction level of the employees as well as the level of organizational commitment and the turnover rates (Silverthorne, 2004).

The job satisfaction is explained as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976). On the other hand, the job satisfaction is also described as a pleasurable emotional state resulting from the appraisal of one's job, which expedites the work performance or makes one successful (Schwepker Jr., 2001). The job satisfaction refers to the general attitude of the individual towards his/her job where an employee with a high level of satisfaction has a positive attitude towards the job, while an employee with a low level of satisfaction has a negative attitude towards the same (Robbins and Coulter, 2012). There are three basic relationships that influence the job satisfaction. The first is the employee-organization relationship, the second is the employee-manager

relationship and the third is the employee-coworker relationship. The employee-organization relationship highlights the importance of the factors of identification with and commitment to the organizational strategy and organizational goals and also includes the organizational support for the employees regarding the work-family balance. The employee-manager relationship has a key role in the job satisfaction, where the manager's transfer of authority or grant of autonomy is rather influential on the employees' appraisal of their job. Lastly, the relationship between the employees and their coworkers is also a significant source for the job satisfaction (Alegre, Mas-Machuca, and Berbegal-Mirabent, 2015). The employees with low level of job satisfaction may react in different ways to this state of dissatisfaction. For instance, even though such an employee may not leave his/her job, he/she may come to the job late or may retard his/her work or may have absenteeism, may complain about the work, may fail to make full effort when fulfilling his/her duty, may evade responsibility or may damage the organization in which he/she works (Robbins and Langton, 2005; Vecchio, 1995). The organizational commitment is among the most important concepts considered together with the job satisfaction. Since the job satisfaction, just like the organizational commitment, significantly influences the performance of the organizations as well as the employees, these variables are employed together in many studies.

The literature review indicates that there are significant relationships among any of the following constructs; organizational commitment, P-O fit, organizational identification and job satisfaction. The structure of these relations has an effect on the attitude and behaviors of the employees, irrespective of the definition, form and categorization of the constructs. Considering that the majority of the previous studies were conducted in the developed countries, the present study aims to investigate the interrelationships of these constructs in a developing economy and in an environment that struggles to be both Eastern and Western culturally. The rapid pace of technological change, expanded globalization, internationalization of business, and intensive move for quality and shifting social and demographic trends have challenged organizations. Organizations grow and prosper when person-organization fit is strong. Recent attention on IT insourcing has led to a need to investigate the behavioural contextual factors such as organizational commitment, social identity, job satisfaction, and p-o fit. Besides, in order to protect intellectual assets, IT managers must provide IT professionals with work environments that positively affect their organizational attitudes and behaviors.

Method

Design

The study was in the form of a questionnaire study. The relationships among the organizational commitment, organizational identification, person-organization fit and job satisfaction in a sample of group of IT employees working in a public enterprise were evaluated.

Participants

The sample group who participated in the study was the IT employees working in the central organization units of a Ministry.

Instruments

The review of the literature indicated that research on organizational commitment has been measured using mainly one of the three approaches: (a) the Organizational Commitment Questionnaire (OCQ) developed by Porter et al. (1974); (b) O'Reilly and Chatman's (1986) instrument; and (c) Meyer and Allen's (1991) instrument. Each of these researchers measured organizational commitment differently. The most widely used and validated Organizational Commitment Questionnaire (OCQ; Mowday, Steer, and Porter, 1979) was used to measure individual workers' perception of commitment to their agencies. This scale has been tested in subsequent studies (McKay et al., 2007; O'Neill et al., 2009; Simons and Roberson, 2003;

Westbrook et al., 2006). In the study, the organizational commitment was evaluated with the 15-item organizational commitment questionnaire developed by Mowday, Steers and Porter (1979), the organizational identification was evaluated with the 6-item organizational identification questionnaire developed by Mael and Ashforth (1992), the person-organization fit was evaluated with the 9-item person-organization fit questionnaire developed by Mitchell et al. (2001) and the job satisfaction was evaluated with 6-item job satisfaction questionnaire developed by Agho, Price and Müller (1992). The items in the questionnaires were evaluated with 5-point Likert scale (1= strongly disagree, 5= strongly agree). Cronbach's Alpha reliability analysis was performed for the questionnaires. The scales showed strong internal consistency estimate of reliability of test scores. The reliability coefficients (cronbach alpha) of organizational commitment, organizational identification, person-organization fit and job satisfaction were determined to be $\lambda_1 = 0.89$, $\lambda_2 = 0.83$, $\lambda_3 = 0.91$ and $\lambda_4 = 0.92$, respectively. Consequently, it was concluded that the compiled data were appropriate for the statistical analyses.

Study Model and Hypotheses

The objective of the research is to reveal the relationships among the organizational commitment, organizational identification, person-organization fit and job satisfaction in a sample of group of IT professionals working in a public enterprise. According to the findings and descriptions obtained from the literature reviews, the positive and significant correlations between the variables are expected. This study is expected to extend the scope of the other studies in terms of the results obtained and provide contribution to the relevant literature as well as bringing forward some proposals for the leaders and managers in the organizations regarding the behaviors of IT employees, thereby supporting the practices. Thus, a model has been generated within the scope of the study in order to exhibit the relationships among the variables in line with the theoretical framework including the research hypotheses (Figure 1).

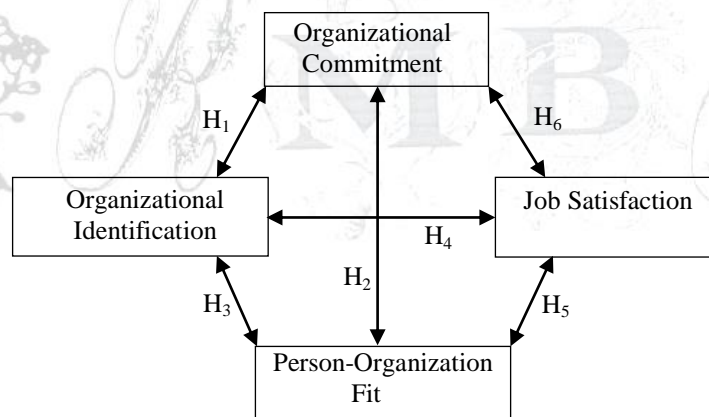


Figure1. Research model

Various studies exist in the organizational behavior literature, dealing with the relationship between the organization commitment and organizational identification. For example, in a study in which the influence of the organizational citizenship behavior was investigated on the relationship among the organizational commitment, organizational identification, job status, job insecurity, job satisfaction and business assets, it was found that a strong positive relationship exists between the organizational commitment and organizational identification (Feather and Rauter, 2004). In addition, despite the presence of a generally strong correlation between the organizational commitment and the organizational identification, which are very similar in conceptual terms, the measures employed feature the ability of being empirically distinguishable (Ashforth, Harrison, and Corley, 2008). The hypothesis developed in light of the information above is as follows:

Hypothesis 1. There is a significant relationship between the organizational commitment and organizational identification.

Another concept being the subject of the study along with the organizational commitment is the person-organization fit. For example, in a study in which the relationships among the ethical context, organizational commitment and person-organization fit are investigated, it was observed that the organizational commitment and the person-organization fit are positively related (Valentine, Godkin, and Lucero, 2002). Moreover, in another study investigating the effect of the organizational culture and the person-organization fit on the organizational commitment and job satisfaction, the findings were obtained suggesting a significant influence of the person-organization fit on the organizational commitment levels of the employees (Silverthorne, 2004). The hypothesis developed based on this finding is as follows:

Hypothesis 2. There is a significant relationship between the organizational commitment and person-organization fit.

The relationship between the organizational identification and the person-organization fit has been studied by the researchers. For example, a positive and significant relationship was found between the organizational identification and the person-organization fit in a study in which the relationship among the servant leadership, organizational citizenship behavior and person-organization fit and organizational identification was investigated. Moreover, the findings were obtained suggesting the mediating effect of the organizational identification and person-organization fit in the relationship between the servant leadership and organizational citizenship behavior (Vondey, 2010). The hypothesis developed based on this information is as follows:

Hypothesis 3. There is a significant relationship between the organizational identification and person-organization fit.

In the results of the studies dealing with the relationship between the organizational identification and the job satisfaction, a generally positive and significant relationship is observed between these two variables (Van Dick, Christ, Stellmacher, Wagner, Ahlswede, Grubba, and Tissington, 2004; Feather, and Rauter, 2004). Therefore, the hypothesis is developed as follows:

Hypothesis 4. There is a significant relationship between the organizational identification and the job satisfaction.

In literature, the person-organization fit has been associated with many organizational behavior concepts and has been the subject of the studies. For example, the results were obtained suggesting that the person-organization fit is a significant factor for the job satisfaction level of the employees as well as the level of organizational commitment and the turnover rates (Silverthorne, 2004). On the other hand, in a study investigating the determinants for the employees' subjective perception of person-organization fit and the influence of the perceptions of the person-organization fit on the job preference decisions and the attitude related to the job or the organizational factors, the results were found suggesting that the perceptions of the person-organization fit have a significant influence on the job satisfaction and the turnover intention, but the same do not have a significant influence on the organizational commitment and the willingness of the individuals to recommend their organization to others (Cable, and Judge, 1996). The hypothesis developed within the context of this information is as follows:

Hypothesis 5. There is a significant relationship between the person-organization fit and the job satisfaction.

The organizational commitment is among the most important concepts considered together with the job satisfaction. Since the job satisfaction, just like the organizational commitment, significantly influences the

performance of the organizations as well as the employees, these variables are employed together in many studies. In the empirical studies conducted, a generally positive relationship is observed to exist between the job satisfaction and the organizational commitment (Tett, and Meyer, 1993; Russ and McNeilly, 1995; Testa, 2001; Schwepker Jr., 2001; Williams and Anderson, 1991). Accordingly, the following hypothesis is developed concerning the relationship between the job satisfaction and the organizational commitment:

Hypothesis 6. There is a significant relationship between the job satisfaction and organizational commitment.

Analysis

The research was conducted with the IT employees working in the central organization units of a Ministry. The number of employees working as part of the staff of the IT professionals in the units of Ministry was 207. The complete count was targeted, but the employees who were on leave and who were on duty outside the locality during the respective period could not be reached. As a result, a total of 147 useable questionnaire forms were obtained. In this context, the selected sample may be said to represent 71% of the population. After the return of the responses of the subjects in the area of application to the measuring instrument, a database was generated in the computer.

For the analysis of the data, the SPSS 21 package software was utilized. The data concerning the demographic variables were described with frequency analyses and the percentage values. Cronbach's Alpha reliability analysis was performed for the questionnaires. The data compiled within the scope of the study were analyzed and interpreted in line with the determined objectives by using the descriptive statics and employing various statistical analyses (Frequency Analysis, Correlation and Regression Analyses).

Results and Discussion

The findings according to the demographic properties of the individuals are given in Table 1.

Table1: Distribution of the participants according to their demographic properties.

Gender	Frequency (f)	%	Marital Status	Frequency (f)	%
Male	78	53.1	Single	48	32.6
Female	69	46.9	Married	99	67.4
Total	147	100	Total	147	100
Age Groups	Frequency (f)	%	Educational Status	Frequency (f)	%
19-28	39	26.5	High School	24	16.3
29-38	61	41.5	Bachelor	81	55.1
39 and above	47	32	Master	42	28.6
Total	147	100	Total	147	100

The sample group who participated in the study consists of 46,9 % female and 53,1% male. Regarding the marital status, 67,4 % of the individuals were married and 32,6 % were single. When examining the age distributions of the sample group, 26,5% of the individuals were between 19-28 years , 41,5% were between 29-38 years and 32% were 39 years and above. Besides, it is determined that %16,3 of the staff were high school graduates, 55,1% bachelor science and %28,6 masters.

Table 2: Mean, standard deviation, reliability and correlation values of variables.

	M	SD	1	2	3	4
Organizational Commitment	3.98	0.75	[0.89]			
Organizational Identification	3.86	0.68	0.48**	[0.83]		
Person-Organization Fit	3.41	0.81	0.44**	0.33**	[0.91]	
Job Satisfaction	3.29	0.67	0.28**	0.28**	0.51**	[0.92]

** The correlation is significant at the level of 0.01 (two-way). The values in brackets are Cronbach's Alpha reliability coefficients.

When the levels of organizational commitment, organizational identification, person-organization fit and job satisfaction are examined for the group of professionals who participated in the study (Table 2), it can be noticed that the values which are above the average are observed in all variables. Accordingly, the professionals may be said to be committed to their organization, have good person-organization fit, identify with their organization and have high job satisfaction. The relationships among the variables resulting from the correlation analysis are examined (Table 2) and it is determined that there were a positive significant relationship between the organizational commitment and organizational identification ($r=0.48$, $p>0.01$), a positive significant relationship between the organizational commitment and the person-organization fit ($r=0.44$, $p>0.01$), a positive significant relationship between the organizational identification and person-organization fit ($r=0.33$, $p>0.01$), a positive significant relationship between the organizational identification and job satisfaction ($r=0.28$, $p>0.01$), a positive significant relationship between the person-organization fit and the job satisfaction ($r=0.51$, $p>0.01$) and a positive significant relationship between the job satisfaction and organizational commitment ($r=0.28$, $p>0.01$). As a result, *Hypotheses 1, 2, 3, 4, 5 and 6* were accepted. These findings are also supportive for the results of the similar studies in literature. In line with the previous research, the results demonstrated that job satisfaction is positively and significantly related to organizational commitment, thus supporting H6. These results are in line with the previous research (Azeem, 2010; Chiu, 2003; Malik et al., 2010; Meyer et al, 2002) which shows that the more satisfied the employees are, the more committed they will be towards the organization. However, although it is recognized that identification and commitment are closely related aspects of employees' psychological attachment to the organization, conceptual and empirical differences between organizational commitment and identification have been found in previous research (Ashforth and Mael, 1989; Gautam, Van Dick, and Wagner, 2004). Because previous research has found that several worker and background characteristics such as age, education and type of sector (private vs. public) are related to organizational commitment and relatively to organizational identification (Angle and Perry, 1981; Glisson and Durick, 1988; Morris and Steers, 1980; Steers, 1977; Stevens, Beyer, and Trice, 1978; Zeffane, 1994), we controlled for these worker characteristics on organizational commitment and identification.

Table 3. Regression Analysis.

Independent Variable	Dependent Variables						
	Organizational Identification		Person-Organization Fit		Job Satisfaction		
Organizational Commitment	β	Sig	β	Sig	β	Sig	
		0.483	0.000	0.444	0.000	0.331	0.000
		$R^2 = 0.389$ F = 152.758		$R^2 = 0.304$ F = 105.372		$R^2 = 0.214$ F = 33.664	

The fifth hypothesis, H5 indicating a positive and significant relationship between P-O fit and job satisfaction was supported, which is consistent with other study findings (Downey et al. 1975; Meglino et al., 1989; Vancouver and Schmitt, 1991; O'Reilly et al, 1991; Boxx et al., 1991). Results supported H2 stating that P-O fit is significantly and positively associated with organizational commitment, which is

consistent with other findings (Meglino et al., 1989; Chatman, 1991; Vancouver and Schmitt, 1991; O'Reilly et al, 1991; Boxx et al., 1991). As expected, there was a strong relationship between P-O fit and organisation commitment, implying that high P-O fit leads to high organisational commitment and vice versa. This does not only support Social Identity Theory (Ashforth and Mael, 1989) and Group Engagement Model (Blader and Tyler, 2009), but also past empirical studies in the field (Kristof-Brown et al., 2005).

The regression analysis was performed in order to measure the influence of the participants' organizational commitment on the organizational identification, person-organization fit and job satisfaction (Table 3). It can be seen that the organizational commitment has a significant effect on the organizational identification ($\beta=0.483$; $p<0,001$) and is 38,9% explanatory ($R^2= 0.389$), that it has a significant effect on the person-organization fit ($\beta=0.444$; $p<0,001$) and is 30,4% explanatory ($R^2=0.304$), that it has a significant effect on the ($\beta=0.331$; $p<0,001$) and is 21,4% explanatory ($R^2=0.214$). Accordingly, it can be said that in case the organizational commitment of the participants increases, the levels of organizational identification, person-organization fit and job satisfaction will also increase.

The discussion on the variables offers suggestions that IT managers can implement to create a work environment that positively affects IT professionals' job satisfaction and organizational commitment. This study shows that when organizational commitment of the IT employees increases, levels of Person-Organization fit and job satisfaction increase as well. Though this study makes important contributions, it is important to consider the limitations to properly interpret the results and potential for future work. One limitation of this study is that an individual's commitment has only been examined towards the organization in certain period within a year. The variables in this research were measured at one given moment. This implies that the present results represent a specific situation in time. Although the results would seem to confirm most of the hypotheses, one must be careful when interpreting the results with regard to the causality of correlations found. As is often the case with such questionnaire research, the nature of the collected data is restrictive. All constructs were measured on the basis of the respondents' self-reporting. All the questions referred to the employees' personal perception. The results of this study are thus dependent on the degree to which employees can assess how for example the outside world views their organization. A third restriction is the fact that only one organization was involved in this study. In order to get a better idea of the multidimensional relationships between the organizational commitment, organizational identification, person-organization fit and job satisfaction, it is necessary to conduct research in more organizations. Future work could expand on the current study by examining not only government IT employees but the smaller or private sector organizations as well.

Conclusion

In this study, the relationships among the organizational commitment, organizational identification, person-organization fit and job satisfaction in a sample of group of IT employees working in a public enterprise were evaluated. Today, rapid growth in the Turkish computer and data processing services industry should result in voluminous opportunities for people in information technology. When compared to other professional employees, IT employees show a considerably higher need for challenging work (Couger and Zawacki, 1978), but they often work in environments categorized by a persistent state of rush or crisis (Ahuja, 2002; Meyerson and Fletcher, 2000) and rapid technological revolution. In the rapidly changing business environment, organizations are realizing that the only way to survive is to create strategies which give them superiority over their competitors. Despite the fact that the latest technology, innovative marketing and manufacturing process can all be replicated, organizations with a more committed and loyal employees will be the winner. The organizations will need more IT employees to implement these new technological restructuring. However, dissatisfaction with these processes and the influences of the organizational culture and working environment can lead to employees exiting IT positions despite the crucial need for skilled personnel. Since the employees maintain their position of being the foundation stone for every institution wishing to succeed, it is essential to provide the employees with a work

environment that facilitates their conditions. Seminal works of researchers have examined whether the behavior of individuals can best be predicted by values, personality traits, abilities, and affect since they are reliable indicators that are displayed in behavior (e.g., Allport, 1937, Staw and Ross, 1985; Weiss and Adler, 1984). The contemporary research that focuses on values and behavior has continued to investigate how people behave in organizational settings and has strived to determine how to best predict these behaviors. The most contemporary research has investigated that both personal and situational factors can influence behavior (Lewin, 1951; Schneider, 1983; Torelli and Kaikati, 2009). According to Arthur *et al.*, (2006), the fit between the individual and the environment is a predictor of specified outcomes such as job performance and turnover.

The results of the current study suggest that in order to have committed employees, managers should consider the fitness between employees and organization so that organizations can achieve competitive advantages through employees. Since employees possess multiple social identities, we also proposed a relationship between the degree to which IT employees identified with their team and their degree of job satisfaction and turnover intentions. A future study could also examine the interrelationship between social identity and psychological contracts. Both psychological contracts and social identity (i.e., organizational identification) have been linked with outcomes such as employee commitment, motivation, organizational citizenship behavior, job satisfaction and turnover intention (Blader and Tyler, 2009; Mael and Ashforth, 1992; Marks and Lockyer, 2005). Retaining highly effective employees is important for an organization to create a competitive advantage (Niederman *et al.*, 2007; Joshi and Agarwal, 2011) and long term organizational success regardless of the sector in which an organization operates (Groves, 2011; McDonnell, 2011). The Information Technology (IT) field is no exception (Hsu *et al.*, 2003). We believe that with an understanding of IT personnel psychological and social impacts, senior management can develop recruitment and management approaches that appeal to the workplace expectations of IT employees. The study indicates that management should ensure that IT work is structured to positively affect their employees' attitudes and behaviors. Alternatively, future studies may explore motivating properties of work in other IT environments. "Talented IT professionals cannot be most productive and retained unless they are satisfied and a proper symbiotic relationship is developed between themselves and the organization" (Kreisman, 2002). We hope this article will serve as an impetus for future research in the area of government employees in IT sector. Considering that the majority of the previous studies were conducted in the developed countries, the present study aimed to investigate the relationships among the organizational commitment, organizational identification, person-organization fit and job satisfaction of IT employees working at the government agency in a developing country with a different cultural structure. The study becomes even more important, since it took place in a country where the issue of the social relations is still encountered with some difficulties on the cultural sanctions and beliefs despite the Western style work environments with Middle Eastern shades. In conclusion, the organizational pendulum between the administration and leadership practices of the managers and the concern for the job security should oscillate in a way to create a dynamic effect on the phenomenon of workplace environment and to bring the same under control so that the performance and the permanence of the IT staff in the workplace may increase in harmony with the organizational strategy (Mete and Sökmen, 2016).

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