

# EFFECTS OF PERSON-JOB FIT AND PERSON-ORGANIZATION FIT ON WORK ATTITUDES AND ORGANIZATIONAL CITIZENSHIP BEHAVIORS OF FOODSERVICE EMPLOYEES IN CONTINUING CARE RETIREMENT COMMUNITIES

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## ABSTRACT

*Employees who experience great level of person-job (P-J) fit and person-organization (P-O) fit may actively engage in their jobs and perform organizational citizenship behaviors at organization (OCB-O) and individual (OCB-I) level. The purpose of this study is to investigate the effect of individual perceived P-J and P-O fit and work engagement (i.e., job satisfaction, job involvement and organizational commitment) on OCB-I and OCB-O. Two hundred and fifty responses from food-service employees in Continuing Care Retirement Communities (CCRCs) are targeted for final data collection. Descriptive statistics and structural equation modeling will be employed to report participants' demographic characteristics and to examine the relationships among constructs. Findings will help managers recognize the importance of P-J and P-O fit and work attitude in the development of employees' pro-socialization behaviors.*

**Keywords:** *person-job fit, person-organization fit, organizational citizenship behavior-individual, organizational citizenship behavior-organizational, job satisfaction,*

## INTRODUCTION

In 2020, approximately 12 million people are expected to need long-term care services (AAHSA, 2008). This increasing need of housing and supported services for residents requires more numbers of workers in the senior service industry. However, the number of qualified workers needed to fill the anticipated demand falls far short (Powers & Powers, 2010). The difficulties of recruiting employees and, more importantly, retaining existing employees have also been mentioned all over the country (Stone & Dawson, 2008). This challenge, lack of care workers, would become more salient in continuing caring retirement communities (CCRCs) in the future (Castle, Engberg, Anderson, & Men, 2007).

In hiring employees, organizations look for candidates whose abilities can fit the job requirement and whose value and goal coincide with the organizations (Chung & Sackett, 2005). Employees bring different needs, wants, and preferences to the organization and will be attracted to, selected by and stay with the environment that has people similar to them (Schneider, 1987).

Organizational members who experience low quality of person-environment fit may impact their work related attitudes and behaviors.

Employees in CCRCs need to help residents' activities of daily living and keep being considerate, friendly to residents to create a positive living environment. For the need to offer intense and complicated caring activities for residents, it is meaningful for employees to have mutual assistance and support from coworkers. Once individuals are not capable for their jobs or unmatched with organizations, their efforts on residents' quality of life will be reduced as well as the support of other employees at work. Both quality of residents' living and employees' working environment, then, would suffer.

In contrary, employees who perceive the work's potential for satisfying their needs would highly involve in their jobs (Kanungo, 1979). This favorable attitude toward their jobs will result in psychological attachment to their jobs and/or organizations and make these highly evolved employees be more likely to engage in "extra-role" behaviors (Mowday, Porter, & Steers, 1982). Furthermore, individuals may engage in different scopes of helping behaviors based on their perceived extent of attachment to their job and organization. These extra helping behaviors would advance the overall organizational efficiency (Podsakoff & MacKenzie, 1997).

Although immense numbers of research studies that discuss the development of organizational citizenship behaviors (OCBs) are available, little literature has been published in the CCRC setting. In addition, few studies have discussed the effect of individual perceived P-J and P-O fit and work engagement (i.e., job satisfaction, job involvement and organizational commitment) on OCB-I and OCB-O. Therefore, the present study aims to examine the OCBs development process by integrating person-environment fit and work related attitudes (i.e., overall job satisfaction, job involvement and organizational commitment).

## **REVIEW OF THE LITERATURE**

### **Person-Job (P-J) and Person-Organizational (P-O) Fit to overall satisfaction**

Edward (1991) proposed that person-job (P-J) fit should be classified into demand-abilities perspective and needs-supplies perspective. According to the demand-abilities perspective, the fit of demand-abilities could be achieved when individuals bring sufficient knowledge, skill and abilities (KSAs) to meet the job demand. The needs-supplies fit exists when the supplies offered from jobs are compatible to the needs, preferences and desires of individuals. Hence, individuals would be satisfied with his/her job once the organization policies or structure could fulfill individuals' preferences (Kristof, 1996).

Chatman (1989) defined person-organization (P-O) fit as "the congruence between the norms and values of organizations and the values of persons" (p.339). He found that the change of P-O fit explains a significant amount of variance in employee job satisfaction (1991). Tepeci and Barlett (2002) found that the more values consistency employees perceive with their organization, the more satisfaction employees experience from their jobs. Therefore, the following hypotheses are proposed in the study.

*H1: Person-job fit will positively relate to overall job satisfaction.*

*H2: Person-organization fit will positively relate to overall job satisfaction.*

### **Job Satisfaction to Work Attitudes**

Individuals come to organizations with certain needs, desires, skills and so forth and expect to find an environment where they can utilize their abilities and satisfy many of their basic needs. People feel highly involved in an activity or an organization when they recognize a potential that their work satisfies their salient needs (Kanungo, 1979). If more salient psychological needs could be satisfied within the job, employees put more efforts into task-oriented involvement. This causal relationship could be extended to the organizational level. That is, staff members who are more satisfied with their job are also more committed to their employing organizations (Sikorka-Simmons, 2005). On the basis of these supports, the following hypotheses are proposed.

*H3: Job satisfaction will positively relate to job involvement.*

*H4: Job satisfaction will positively relate to organizational commitment.*

*H5: Job involvement will positively related to organizational commitment.*

### **Work Attitudes to Organizational Citizenship Behaviors (OCBs)**

OCB is defined as “individuals’ extra-helping behaviors that are discretionary, not directly or explicitly recognized by the formally rewarded systems, and that in the aggregate promote the effective functioning of the organization” (Organ, 1988, p.4). Employees with high level of OCBs could result in higher productivity through helping their coworkers in the work unit (Podsakoff, & MacKenzie, 1997). William and Anderson (1991) further distinguish the operations of OCBs into two broad groups: (a) OCBI directed at specific individuals in the organization and (b) OCBO more toward to benefit the organization.

A meta-analysis study by Diefendorff, Brow, Kamin and Lord (2002) demonstrated that job involvement tends to be a potential predictor on OCBs. *Dimitriades* (2007) noted that frontline workers with high levels of involvement tend to perform more customer oriented OCBs than employees with low job involvement. Employees whose degree of psychological attachment to their organizations is high may engage more in pro-social behaviors (Schappe, 1998; Obeng & Ugboro, 2000). Accordingly, the following hypotheses are presented.

*H6: Job involvement will positively relate to organizational citizenship behavior-interpersonal.*

*H7: Organizational commitment will positively relate to organizational citizenship behavior-organizational.*

## **METHODOLOGY**

### **Sample and Data Collection**

Foodservice employees working at long-term care facilities in Midwestern states will be used in the current study. Approximately 250 responses are targeted. Before sending out the questionnaire, the food service director and/or human resource director in the facilities will be contacted through email or phone call first to explain the purpose of the study and to ask their willingness to distribute the questionnaire to their employees. Postage paid return envelopes will be supplied to employees so that completed survey questionnaires can be mailed back directly to the research institution.

## Measures and analysis

Existing measurement items that demonstrated strong validity and reliability will be adopted from existing studies. All construct will be measured with multi-items ranging four to seven. Examples of the measurement are such as how employees' abilities and personalities fit the job, I feel my values match or fit this organization and I conserve and protect organizational property. All measures will be assessed on 7-point Likert scale ranging from strongly disagree (1) to strongly agree (7). Demographic information and further job-related questions will also be included.

Graduate students and faculty members at the researchers' institution in a Midwestern state will evaluate the content validity of the measurement items. Measurement items will be pilot-tested with approximately 35 employees working at long-term care facilities. Lastly, confirmatory factor analysis using AMOS will be employed to examine the relationships proposed in the structural model.

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