Relationship between Person-Organization Fit and Organizational Identification among Staff Nurses

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Abstract

Background: Person-organization fit refers to conformity between individuals and organizations, which emphasizes the extent to which individuals and organizations share the same characteristics and/or meet each other's needs. **Aim of the study:** It aimed to assess the relationship between person-organization fit and organizational identification among staff nurses. **Research design:** A descriptive correlational design was used to carry out this study. **Setting:** The study was conducted at Dar El Shefaa hospital. **Subjects:** The study subjects included (211) staff nurses out from (466) staff nurses. **Tools:** Data were collected by: Person- organization fit scale and organizational identification questionnaire. **Results:** about two thirds (65%) of staff nurses had high perception level regarding total person- organization fit. More than two thirds (70%) of studied staff nurses had high total perception level regarding organizational identification. **Conclusion:** there was a highly positive correlation between person- organization fit and organizational identification among staff nurses. **Recommendations:** Organizations have to develop strategies to ensure person organizational fit and improve the work environment to stimulate organizational identification.

Keywords: Person-Organization Fit, Organizational Identification, Staff Nurses.

Introduction

Today's health care organization sector becomes global and highly competitive. Therefore, it has become essential for the survival of the organization they become adaptive and responsive to change around them. In essence, the fit between the individual and the organization where the person worked lies behind the success of the organizations **(Badran & Akeel, 2019).**

Person-organization fit is a multidimensional approach that covers the employee's relationship with many working dynamics within the organization. The concept of person-organization fit; is based on the assumption that organizations have some characteristics that have the potential to be compatible with the character of employees and that the behavior of employees will be significantly affected by the degree of this fit **(Ture et al., 2022).**

Person-organization fit is the match or overlap between the values and norms of the organization and the values of the individual. Person-organization fit focuses on the harmony of the person and the organization as a whole rather than a specific job, group, or occupational harmony **(Cinar, 2019).**

The employee creates cognitive awareness about organization membership. It makes sense of this awareness by shaping it with its values. With organizational identification, members of the organization satisfy their psychological needs, such as safety, affiliation, self-enhancement, and self-actualization. Employees who satisfy these needs behave following the organization's goals and needs. Organizational identification means the general satisfaction of employees from their organizations; it reflects the organization's evaluations about its image, attractiveness, and appropriateness **(Gustafsson et al., 2021 & Kumari et al., 2021).**

Person-organization fit is the similarity between a number of personality traits such as values, goals, personality traits and attitudes of individuals, and organizational characteristics such as organizational culture, organizational climate, organizational values, goals, and rules. Therefore, a better understanding of nurses' person–organization fit can help decision-makers prevent unnecessary turnover, enable nurses to work safely and efficiently and save

money for the organization **(Swastasi & Sartika, 2021)**.

Person-organizational fit is "the degree of congruence between employee and organizational beliefs, norms, values and goals". Person-organizational fit is associated with job satisfaction, low turnover level and organizational engagement. It has been widely defined as the compatibility between individuals and the organizations they work. It focuses on the fit of a person with the entire organization rather than a specific job, vocation, group or supervisor **(Badran & Akeel, 2019)**.

Person-organization fit has been conceptualized into four dimensions namely: value congruence, goal congruence, needs of employee fulfillment, and culture personality congruence. Value congruence, is a fit between the intrinsic values of the individual with an organization that makes people feel comfort and confidence being at work. Secondly, goal congruence is a fit between individual objectives with the organization including the leaders and co-workers) **(Jaya & Piartrini, 2021)**.

Moreover, the third dimension is needs of employee fulfillment. It is a fit between the needs of employees with the working environment such as work systems and organizational structures. These needs may include the salary and working facilities and benefits. At last, culture personality congruence, that is a fit between personality of each individual and organizational climate or culture. When individuals and organizations have the same value, then it will improve their performance **(Jaya & Piartrini, 2021)**.

Organizational identification has important effects on individual behavior and performance. Organizational identification of nurses is reflected in job performance and hospital success in achieving organizational goals, by maximizing organizational identification, nurses could improve their service concepts and attitudes. In this direction, they will achieve significant improvements in nurses' extra-role performances **(Kilica et al., 2020)**.

Organizational identification is considered as one of essential conditions for the efficiency of the organization and enhancing employees' performance. It refers to the identification of employees as a part of the organization.. Having a negative effect on employee performance, organizational cynicism is expressed as distrust in other people and in their organization. It is not an innate personality trait, but it is caused by experiences such as distrust in superiors, negative leadership behaviors, role conflicts in the work life, as well as negative working conditions like long working hours and an excessive workload **(Attia & Abdelwahid, 2021)**.

Significance of the study

Human resources are the most important factor in the success in any organization. It is not able to succeed without suitable and fit and engaged employees. Person-organizational fit is crucial in all relationships formed within an organization. The employee who fit the organization, tend to have higher level of work engagement which is an important component of professional life and has favorable consequences for both the staff and the organization. One reason that Person-organization (P-O) fit is associated with work outcomes such as quality, decreased turnover and absenteeism level, performance improvement, motivation, and job satisfaction **(Kodden & Groenveld, 2019)**.

Studies have also shown that organizational identification has a positive influence on employees' occupational self-efficacy. Job crafting is related to the behavior of workers, namely their intention to find meaning and value in their work, and it also has positive effects for both individuals and organizations **(Qiuyun et al., 2020)**. Therefore, the aim of the current study is to assess relationship between person-organizational fit and organizational identification among staff nurses.

Aim of the Study

This study aimed to assess the relationship between person-organization fit and organizational identification among staff nurses through:

1.Assessing person-organization fit as perceived by staff nurses.

2.Assessing organizational identification as perceived by staff nurses.

3.Finding out the relationship between person-organization fit and the organizational identification among staff nurses.

Research Question:

Is there a relationship between person-organization fit and organizational Identification among staff nurses?

Subjects and Methods

Research design:

A descriptive correlation of design was used to conduct this study.

Study Setting:

This study was conducted at Dar El shefaa hospital which affiliated to specialized medical center of the Ministry of Health and is located in Cairo government. It consists of 2 buildings with124 beds capacity. It provides general and specialized health care through medical, surgical, obstetrics and gynecology, orthopedic, catheterization, sterilization, in addition to emergency, dialysis, premature and adult intensive care units.

Subjects:

The subjects of this study included (211) staff nurses out from (466) staff nurses who working in the above mentioned setting participated in the study. Simple random sample technique was used for the selection of study subjects.

Sample size:

The sample size was calculated according to the following equation:

$$n = \frac{N \times P\,(1-p)}{[N - 1(d^2/z^2)]\ + p(1-p)}$$

n = sample size

N = population size

d = the error rate is 0.05

z= the standard score corresponding to the significance level is 0.95 and is equal to 1.96

p = availability of property and neutral=0.50 **(Thompson, 2012)**

Tools of data collection:

Two tools were used for data collection, namely Person's organization fit scale and organizational identification questionnaire

First tool: Person- organization fit scale

This scale developed by **Winter, (2015)** and adopted from **Salah, (2019),** and consisted of 2 parts:

First Part: personal characteristics and job data of staff nurses including age, gender, years of experience, academic qualifications, unit of work, and marital status, qualifications, years of experience, training courses.

Second Part: It aimed to assess the person organization fit as perceived by staff nurses. It includes (19) items classified into four dimension namely: Value congruence (5 items), goal congruence (3 items), Personality congruence (6 items), and needs-supplies fit (5 items).

Scoring system:

Responses of participants were measured at 5 points Likert scale, ranged from strongly agree, agree, uncertain, disagree, and strongly disagree. Strongly disagree was scored as "1", while had authority and strongly agree was scored as "5". These scores were summed up and were converted into a percentage score. Perception level considered low if the total score was less than 60% while it considered moderate if the score was ranged from 60-75% and it considered high if the total score more than 75% **(Winter, 2015).**

Second tool: organizational identification questionnaire

This questionnaire developed by **Cheny and Tompkins, (1987)** and modified by the researcher. It aimed to assess level of organizational identification as perceived by staff nurses. It consisted of 10 items classified under two dimensions namely: Attractive identification (5 items), correlative identification (5 items).

Scoring system

Responses were measured on a five points Likert scale and ranging from (strongly agree=5, agree=4, uncertain=3, disagree=2, and strongly disagree=1). Perception level considered low if the total score was less than 60% While it considered moderate if the score was ranged from 60-75% and it considered high if the total score more than 75% **(Cheny and Tompkins, 1987).**

Tools Validity

Tools were validated by jury group consisted of 5 professors specialized in nursing administration from faculty of nursing – Ain shams university. Jury group reviewed the tools to judge it's clarity, comprehensiveness and accuracy. Their opinions were elicited regarding the tool format, layout, parts and scoring system. According to jury opinions few modifications were done as rephrasing some statements and rearranging some items.

Tools Reliability:

The reliability of the tools was assessed its internal consistency by using Cronbach Alpha coefficient, test Person organisation fit result was 0.920, and Organizational identification result was 0.860.

Pilot study

A Pilot study will be carried out on 21 staff who represent 10% of the study subjects. The aim of the pilot study was to test the clarity of the language and applicability of the tool, test the feasibility and sustainability of the designed tools .it also served to estimate the time needed to complete the forms by each study subject and identifying potential obstacles and problems that may be encountered during data collection. The time for filling the questionnaires took around 25-35 minutes. The pilot study was conducted in April 2023. The study subjects who participated in the pilot were excluded from the main samples.

Fieldwork

The field work of the study took two months started in the half of February 2023 and completed at the half of April 2023. The researcher met staff nurses and head nurse of each unit for determining the suitable time to collect the data. The researcher introduced herself to staff nurses in their workplace, and explained the aim of the study and components of the questionnaires.

The researcher was present during the data collection period to explain how to fill the questionnaire, clarify any ambiguity and answer any questions. Data was collected 4 days per week at the morning and afternoon shifts. The researcher collected about 20-25 questionnaire every week .the filled forms were handed back to the researcher to check its completeness.

I-   Administrative design:

Before starting the study letters were issued from the dean of faculty of Nursing Ain Shams University to gain permission from the hospital and nursing director and the nursing director, the letter explained the importance of the study to facilitate data collection phase. The researcher explained the importance of the study and the implications of expected results of the study subjects

Results

The main findings of this study were summarized follows:

Table (1): Shows that slightly more than half (55.5%) of the study participants were less than 30 years old, more than three fifths (63.5%) of them were female, more than half (54%) of them were married, more than two fifths (40.3.5%) of them had a bachelor degrees in nursing, about majority (80.1%) of them had

experienced less than 10 years, more than half (53.1%) of them were attended the training courses

Table (2) reveals that more than two thirds (71.6%) of staff nurses had a high perception level regarding goal congruence dimension. While, the minority (16.6%) of them had low perception level regarding need/supplies congruence dimension.

Tables (3) reveals that highest mean score of person- organization fit dimensions regarding personality / climate congruence dimension. While, the lowest mean score regarding need/supplies congruence dimension.

Table (4) reveals that less than three quarters (73.4%) of studied staff nurses had high perception level regarding Attractive identification dimension. While, the minority (12.3%) of them had low perception level regarding correlative identification dimension.

Tables (5) reveals that highest mean score of organizational identification dimensions regarding Attractive identification dimension. While, the lowest mean score regarding correlative identification dimension

Table (6) indicates that there was a highly positive correlation between person-organization fit and organizational identification among staff nurses.

Table (1): Distribution of personal characteristics of studied sample (n= 211).

Personal characteristics and Job data	No.	%
Age		
< 30 years	117	55.5
30-40 Years	72	34.1
more than 40 years	22	10.4
mean± SD 34.33± 4.97		
Gender		
male	77	36.5
female	134	63.5
Marital status		
Single	97	46
Married	114	54
Qualification		
Nursing diploma	54	25.6
High average diploma	62	29.4
Bachelor degree in nursing	85	40.3
Other(Master& Doctorate)	10	4.7
Years of experience		
less than 10 years	169	80.1
10 to 20years	28	13.3
more than 20 years	14	6.6
mean± SD 7.24± 3.25		
Attending Training course:		
Yes	112	53.1
No	99	46.9

Table (2): Staff nurses' perception level toward   person- organization fit dimensions (n = 211)

Person organization fit	Perception level					
	Low > 60%		Moderate 60 ≥ 75%		High < 75	
	no.	%	no.	%	no.	%
Value congruence	30	14.2	44	20.9	137	64.9
Goal congruence	25	11.8	35	16.6	151	71.6
Personality / climate congruence	35	16.6	46	21.8	130	61.6
Need/supplies congruence	35	16.6	45	21.3	131	62.1

Table (3): Staff nurses' perception mean score of person- organization fit dimensions

Person organization fit dimensions	Mean ±SD
Value congruence	20±1.7
Goal congruence	10±2.11
Personality / climate congruence	22±1.9
Need/supplies congruence	19±4.2
Total	17.7±2.4

Table (4): Staff nurses' perception level toward total dimensions of organizational identification (n = 211)

Organizational identification dimensions	Perception level					
	Low > 60%		Moderate 60 ≥ 75%		High < 75	
	no.	%	no.	%	no.	%
Attractive identification	16	7.6	40	19	155	73.4
Correlative identification	26	12.3	35	16.6	150	71.1

Table (5): Staff nurses' score of organizational identification dimension

Organizational identification dimensions	Mean±SD
Attractive identification	21±3.5
correlative identification	20±2.3
Total	20.6±2.9

Table (6): Correlation between person- organization fit and organizational identification among staff nurses

Correlation		Organizational identification
Person organization fit	Person correlation	.183**
	sig. (2-tailed)	.000

(**) highly statistically significant at p<0.01

Discussion

Today's health care organization sector becomes global and highly competitive. Therefore, employees' who fit with job demands may know better the job implementation by applying the knowledge, skills, and abilities and consequently helps employees engage in the work. In addition to, employees' who fit organizational characteristics is the congruence of a person's value and belief system with an organization's values, mission, and ethics. When these are largely aligned, an organization's culture is strong as its employees live and breathe what it stands for **(Kristof-Brown et al., 2023).**

Organizational identification (OI) has been considered a source of positive employee outcomes **(Tarakci et al., 2018)** and refers to Today's health care organization sector becomes global and highly competitive. Therefore **(Teng et al., 2020)** so this study aims to assess the relationship between person-organization fit and organizational identification among staff nurses.

Regarding staff nurses' perception level toward person-organization fit dimensions, the current study result revealed that more than two thirds of staff nurses had a high perception level regarding goal congruence dimension. While, the minority of staff nurses had low perception level regarding need/supplies congruence dimension. These findings may be due to clarify the importance of matching goals of organization with their staff nurses, and liability of their staff to adapt with sacrifice the supplies but don't still in work without goal congruence.

This result was in the same line with **Al Halbusi et al., (2020)** who applied study entitled " Examining the impact of ethical leadership and organizational justice on employees' ethical behavior: Does person–organization fit play a role?" and found that the studied subjects had low perception about "I am careful with company materials and supplies.

Regarding staff nurses' perception level of person- organization fit regarding personality/ climate congruence, the current

study result found that more than thirds of staff had a high perception level of personality/ climate congruence regarding item (staff nurse's level of sociability meet the organization's level of sociability). While the minority of staff nurses had a low perception level regarding item (staff nurse's level of cooperativeness meet the organization's level of cooperativeness). These findings may be related to the organization partially meets expectations of the employees, and there congruent between the organization and personal values of employees, they are more likely to feel satisfied with their jobs and be committed to their organization.

This current result was disagreed with **Salah, (2019)** who showed that the studied subjects had neutral perception regarding item "my level of sociability meet my organization's level of sociability" and regarding item "my level of cooperativeness meet my organization's level of cooperativeness.

Regarding staff nurses' perception level regarding attractive identification dimension, the current study result revealed that less than three quarters of studied staff nurses had high perception level of attractive identification regarding item (In the future, staff nurses still feel proud of being a members of this hospital). While the item (as members of this hospital, it's staff nurses responsibility to make it more) had the minority of staff nurses low perception level. This result may be due to value and mission of the organization and strong relationship between supervisor and manager and organization.

This current study result was in the same line with **Chen et al., (2015)** who study entitled "Organizational justice, trust, and identification and their effects on organizational commitment in hospital nursing staff" and found that the studied subject had high perception regarding items (In the future, I will still feel proud of being a member of this hospital.

This current result supported with **Teresi et al., (2019)** in a study entitled "Ethical climate (s), organizational identification, and employees' behavior" and confirmed that organizational identification represent staff nurses still feel proud of being a members of this hospital that promote pro-organizational behavior.

Regarding correlation between person-organization fit and organizational identification among staff nurses, the current study result indicated that there was a highly positive correlation between person- organization fit and organizational identification among staff nurses. These finding might be due to ensured that value congruence between a healthcare organization and its staff nurses fosters communication, enhances head nurses' identification with the organization, creates an environment of trust, and translates into positive work-related attitudes and behaviors.

This current result was supported by **Mete et al., (2016)** in a study entitled "The relationship between organizational commitment, organizational identification, person-organization fit and job satisfaction" and found that there were positive relations between organizational commitment and organizational identification, person organization fit and job satisfaction, And similar with **Demir, Sen Demir, & Nield, (2015)** showed that person-organization fit has a significant and positive influence on organizational identification. Also in accordance with **Cinar, (2019)** in a study entitled "The effect of person-organization fit on the organizational identification: The mediating role of organizational attractiveness" and revealed that there was a highly positive correlation between person-organization fit and organizational identification.

Conclusion

In the light of the current study findings, it can be concluded that:

Less than two thirds of studied staff nurses had high perception level regarding total person-organization fit and more than two thirds of them had high perception level regarding organizational identification. Additionally there was a highly statistically positive correlation between person-organization fit and organizational identification among staff nurses.

Recommendations

Based on the current study finding the following recommendations were proposed:
- ✓ The human resource managers have to consider the person organizational fit in the selection for employees and training strategy.
- ✓ Organizations have to develop strategies to ensure person organizational fit and create an atmosphere that is under which nurses fell more supported.

- ✓ Inform nurses about the organization, provide in-service training, and help identify them with the organization.
- ✓ Improve the work environment to stimulate higher organizational identification.
- ✓ The hospital should focus on the development of nursing staff's identification.
- ✓ The hospital should provide a meaningful work connection with nursing staff and that connection needs to correspond to nursing staff's values.

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