



THE ROLE OF PERSON - ORGANIZATION FIT ON ORGANIZATIONAL CYNICISM

Kişi - Örgüt Uyumunun Örgütsel Sinizm Üzerindeki Rolü

Assoc. Prof. Cem KAHYA

Bayburt University, Faculty of Economics and Administrative Sciences, Department of Business, Bayburt/Turkey

ORCID ID: 0000-0001-8093-3318



ABSTRACT

The main component of an organization is people. Decisions are made through people and are realized through people. In this process, the person efficiency and productivity should be increased in order to achieve successful results. For this, the relationship and interaction between people and the organization must be at a high level, that is, the fit between the person and the organization must be ensured. If a good fit can be achieved between the person and the organization in terms of goals, expectations and values, the tendency of employees to exhibit negative attitudes and behaviors will decrease. This will enable both the employee and the organization to be more effective and efficient. Within the scope of this study, person - organization fit and organizational cynicism, which is seen as one of the negative attitudes mentioned above, were taken into consideration and the effect of person - organization fit on organizational cynicism was examined. As a result of the research, it was determined that person - organization fit affects organizational cynicism significantly and negatively.

Keywords: Person - Organization Fit, Cynicism, Organizational Cynicism

ÖZET

Bir örgütün temel bileşeni insanlardır. İnsanlar yoluyla kararlar alınır ve alınan kararlar yine insanlar yoluyla hayata geçirilir. Bu süreçte başarılı sonuçlar elde edebilmek için insanın etkinliği ve verimliliği artırılmalıdır. Bunun için de insan ile örgüt arasındaki ilişki ve etkileşimin yüksek düzeyde olması, yani kişi ile örgüt arasındaki uyumun sağlanması gereklidir. Eğer kişi ve örgüt arasında gerek amaçlar, gerek beklentiler, gerekse de değerler açısından iyi bir uyum yakalanabilirse, çalışanların olumsuz tutum ve davranışlar sergileme eğilimleri düşecektir. Bu da, hem çalışanın, hem de örgütün daha etkin ve verimli olmasını sağlayacaktır. Bu çalışma kapsamında, kişi - örgüt uyumuyla birlikte, yukarıda sözü edilen olumsuz tutumlardan biri olarak örgütsel sinizm olgusu da ele alınmış ve kişi-örgüt uyumunun örgütsel sinizm üzerindeki rolü sorgulanmıştır. Araştırma sonucunda, kişi-örgüt uyumunun örgütsel sinizmi anlamlı ve negatif yönde etkilediği tespit edilmiştir.

Anahtar Kelimeler: Kişi - Örgüt Uyumunu, Sinizm, Örgütsel Sinizm

1. INTRODUCTION

Workforce is one of the most important inputs of organizations. This input is also compared with other inputs such as capital, natural resources, raw materials; Since it is more uncertain, more variable and interacts with a larger number of factors, it contains a wide range that is open to examination. Human input has a dominant effect on organizational effectiveness and efficiency, and can be positively or negatively affected by both individual attitudes and behaviors and group attitudes and behaviors (Ozkan & Tosun, 2020).

Generally, employees tend to work in an organization where they can make the best use of their talents. One of the most important factors in deciding where the employee will work is person - organization fit (Koksal et al., 2018). Person - organization fit is based on the relationship between an organization and a person's basic characteristics. For the organization, these characteristics are traditionally culture, climate, values, goals and norms. The traits considered for a person are values,

goals, personality and attitude. When there is a similarity between these characteristics of the organization and the person, the fit occurs (Sokmen & Biyik, 2016).

The scope of person - organization fit includes goal fit, value fit, need - supply fit and demand - skill fit, (Vancouver & Schmitt, 1991; Wright & Pandey, 2008; Liu et al., 2015; David et al., 2020). "Value fit", which is the most discussed dimension of person - organization fit (Siegall & McDonald, 2004; Amos & Weathington, 2008; Hoffman et al., 2011; Tang et al., 2017), is the norm and It expresses the fit of values with each other and affects the performance of both the individual and the organization (Sekiguchi, 2004). Within the scope of this study, value fit is taken into account as person - organization fit.

It is thought that if the person - organization fit occurs or cannot be achieved, this situation will affect the success of the individual and therefore the organization (Buyukyilmaz & Yegin, 2017). When a person - organization fit is achieved in an organization, individuals will be able to work with a healthy psychology by feeling more comfortable and as a result, they will be able to gain more efficiency from their work. The most important advantage of person - organization fit is that a trust relationship will be established between the organization and the individual. Establishing a relationship of trust with the organization will increase the individual's sense of belonging, and the individual will work harder to achieve the goals of the organization (Can & Kerse, 2020).

One of these negative attitudes is organizational cynicism. The phenomenon of organizational cynicism is defined as the negative attitudes of an employee towards the organization and includes the belief that the organization lacks honesty (cognitive cynicism), negative feelings towards the organization (emotional cynicism), and the tendency to behave humiliating and critical towards the organization in accordance with these beliefs and feelings (behavioral cynicism) (Dean et al., 1998).

The cognitive dimension of organizational cynicism is the strong belief that there is no truth in the organization, which manifests itself with negative feelings such as anger, contempt and condemnation of other organizational stakeholders (Dean et al. 1998). The emotional dimension of organizational cynicism is emotional situations such as shame, anxiety, distress, and disrespectful behavior (Abraham 2000). The behavioral dimension of organizational cynicism also appears with behaviors and attitudes such as people who display cynical behavior mocking the goals of the organization and redefining the tasks in the organization by mocking them (Brandes 1997).

At the core of the phenomenon of cynicism lies the assumption that organizations lack the principles of truth, honesty, justice and sincerity (Torun & Ucok, 2014). In other words, organizational cynicism is the belief of individuals that their organizations lack moral integrity and that principles such as fairness, honesty, and sincerity are sacrificed in favor of organizational interests (Bernerth et al., 2007). Therefore, it can be said that cynical employees may have negative attitudes towards their organizations due to the incompatibility between personal values and organizational values. This may negatively affect organizational effectiveness and efficiency.

Based on the above explanations, the relationship between person - organization fit and organizational cynicism was examined in this study, and the role of person - organization fit on organizational cynicism was revealed.

2. RESEARCH THEORY AND HYPOTHESES

In previous studies, positive relationships were found between person - organization fit and positive work attitudes and behaviors, whereas negative relationships were found between person - organization fit and negative work attitudes and behaviors. For example, it has been found that person - organization fit increases behaviors such as job satisfaction, organizational commitment, organizational citizenship behavior, and job performance (Deng et al., 2011; Andrews et al., 2011; Vilela et al., 2008; Kim et al., 2013); As suggested in this study, it has been observed that person -

organization fit reduces behaviors such as the intention to leave, organizational silence, and organizational cynicism (Liu et al., 2010; Fan, 2018; Koksal et al., 2018; Molaie et al., 2020).

Abraham (2000) suggested that the perception that there is no fit between the personal values of the employees and the values of the organization may stem from the phenomenon of organizational cynicism. When there is a difference between personal and organizational values, the behavior of employees will not conform to any of these values. Because organizational values tend to be more dominant and these values are generally given priority (Naus, 2007). In this context, it can be thought that this incompatibility between the person and the organization may cause the employees to exhibit negative attitudes and behaviors towards their organizations and consequently cause a decrease in organizational efficiency and productivity.

The main and sub-hypotheses of the research based on the above explanations are below:

H1 = Person - organization fit affects organizational cynicism significantly and negatively.

H1a = Person - organization fit affects cognitive cynicism significantly and negatively.

H1b = Person - organization fit affects emotional cynicism significantly and negatively.

H1c = Person - organization fit affects behavioral cynicism significantly and negatively.

After the main and sub-hypotheses of the research are formed, the research model is presented below:

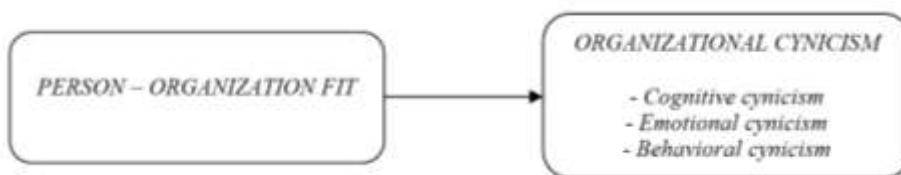


Figure 1. Research Model

3. METHODOLOGY

3.1. Research Sample

The sample of the study consists of 121 male drivers registered in Association of Car Drivers in Bayburt. In terms of age, 9.9% of the respondents are under 30 years, 32.2% are between 30-40 years and 57.9% are over 40 years. In terms of marital status, 86.8% of the respondents are married, % 13.2 of them are single. In terms of educational level, 71.9% of the respondents are primary school graduates, 19% are secondary school graduates, and 9.1% are high school graduates. Finally, in terms of tenure, 29.8% of the respondents have been working in this profession for less than 5 years, 29.8% for 5-10 years, and 40.5% for more than 10 years.

3.2. Measures

Person - Organization Fit: Person - organization fit scale developed by Netemeyer et al. (1997), was used to determine the level of participant's person - organization fit. This scale with one dimension consists four items. As example of scale items is "I feel that my personal values are a good fit with this organization".

According to the results of the reliability analysis, the Cronbach's alpha coefficient of the person - organization fit scale was calculated as .90.

Organizational Cynicism: Organizational Cynicism Scale developed by Brandes et al. (1999), was used to measure the level of participant's organizational cynicism, This scale with 13 items consists of three dimensions (cognitive, emotional, behavioral). As examples of scale items are, "In the institution where I work, employees are expected to do something, but another behavior is rewarded.", "I experience tension when I think about the institution I work for."

As a result of the reliability analysis made for the organizational cynicism scale, the Cronbach's Alpha coefficient for the overall scale is .86. In terms of the dimensions of the scale, Cronbach's alpha coefficients are respectively .85 for cognitive cynicism, .75 for emotional cynicism and .80 for behavioral cynicism.

4. FINDINGS

4.1. Correlation Analysis

The correlation coefficients between research variables are given in table 1. When the coefficients in the table are examined, first of all, significant and positive relationships between organizational cynicism and its dimensions were determined. With these findings, it can be said that the dimensions have high ability to represent organizational cynicism. It has been observed that there is a significant and negative relationship between person - organization fit and organizational cynicism in overall ($r = -.237$). In addition, while there are significant and negative relationships between person - organization fit and cognitive cynicism ($r = -.234$) and emotional cynicism ($r = -.256$), on the contrary, no significant relationship was found with behavioral cynicism. ($r = -.085$).

Table 1. Descriptive Statistics and Correlation Matrix

Variables	Mean	SD	1	2	3	4	5
1. Person - Organization Fit	3,06	1,04	1				
2. Organizational Cynicism	2,60	,71	-,237**	1			
3. Cognitive Cynicism	2,44	,81	-,234**	,882**	1		
4. Emotional Cynicism	2,58	1,10	-,256**	,693**	,461**	1	
5. Behavioral Cynicism	2,89	,92	-,085	,748**	,406**	,438**	1

** Correlation is significant at the 0.01 level (2-tailed).

4.2. Hypotheses Testing

Table 2 shows the findings of the hierarchical regression analysis conducted to test the research hypotheses. Demographic variables of the study were included in the analysis as control variables. Looking at table 2, it is seen that there are four hierarchical regression models, each consisting of two stages. Model 1 was created to determine the effect of person - organization fit on organizational cynicism, and it was found to be a significant model ($R^2 = .174$; $p = .000$). Accordingly, it has been concluded that person - organization fit affects organizational cynicism significantly and negatively in overall ($\beta = -.225$; $p = .011$). In other words, it can be said that as the fit between the employee and the organization he works for increases, the level of organizational cynicism decreases. According to this finding, the H1 hypothesis was proved as the main hypothesis of the study.

Table 2. Hierarchical Regression Analyses

Variables	Organizational Cynicism		Cognitive Cynicism		Emotional Cynicism		Behavioral Cynicism	
	Step 1	Step 2	Step 1	Step 2	Step 1	Step 2	Step 1	Step 2
Control Variables								
1. Age	-.053	-.037	-.143	-.128	-.107	-.089	.150	.157
2. Marital status	.014	.003	-.006	-.016	.080	.067	-.003	-.008
3. Educational level	-.016	.052	-.092	-.029	-.077	.000	.148	.177
4. Organizational tenure	-.318**	-.285*	-.306**	-.276*	-.101	-.064	-.270*	-.256*
Predictor Variables								
5. Person - Organization Fit		-.225**		-.209*		-.252**		-.094
R²	.126	.174	.140	.181	.039	.098	.067	.075
Adj. R²	.096	.138	.110	.145	.005	.059	.035	.035
F	4.187	4.834	4.721	5.083	1.163	2.508	2.073	1.867
p	.003	.000	.001	.000	.331	.034	.089	.106

Model 2-3-4 was created to examine the effects of person – organization fit on the dimensions of organizational cynicism. Model 1 ($R^2 = .181$; $p = .000$) and model 2 ($R^2 = .098$; $p = .034$) were significant. Accordingly, it was concluded that person - organization fit significantly and negatively

affected cognitive cynicism ($\beta = -.209$; $p = .018$) and emotional cynicism ($\beta = -.252$; $p = .007$). In other words, as the level of fit between the employee and the organization increases, the cognitive and emotional cynicism levels will decrease. According to these findings, while H1a and H1b hypotheses were proved as sub-hypotheses of the study, H1c hypothesis was rejected.

5. CONCLUSION

In order for an organization to achieve its goals and objectives and to survive in the environment in which it carries out its activities, it must first ensure the fit within itself and then ensure the fit between the organization and the external environment. It can be said that the way to ensure fit within the organization depends on the level of fit between the person and the organization. If the level of person - organization fit is high in an organization, the levels of coordination and cooperation within the organization may also be high and consequently a positive atmosphere can be created within the organization. However, there may be reductions in negative employee behaviors that reduce productivity, such as organizational cynicism. With these thoughts, the main hypothesis of the research has been formed: Person - organization fit has a significant and negative effect on organizational cynicism. The main purpose of this study is to prove this hypothesis. In order to achieve this aim, the theoretical background of the research has been established and the findings and comments made by performing the necessary analyzes are presented below.

First of all, correlation analysis was conducted to show the relationships between research variables. Person - organization fit, organizational cynicism and the dimensions of organizational cynicism are included in this analysis. According to the analysis results, a significant and negative relationship was found between person - organization fit and organizational cynicism. In terms of the dimensions of organizational cynicism, while significant and negative relationships emerged between the person - organization fit and cognitive cynicism and emotional cynicism, no significant relationship was found with behavioral cynicism.

After the correlation analysis, hierarchical regression analysis was carried out to prove the main and sub-hypotheses of the research. In this analysis, age, marital status, educational level and tenure variables were included as control variables and their possible effects on organizational cynicism and its dimensions were fixed. As a result of the analysis, it was found that person - organization fit has a significant and negative effect on organizational cynicism in overall. Based on this finding, which is similar to previous studies (Aksay & Yasim; Molaie et al., 2020), the H1 hypothesis has been proven. In other words, the increase of person - organization fit will decrease organizational cynicism. In other words, as the fit between the person and the organization increases in an organization, it can be said that negative attitudes of the employees towards the organization may decrease. Therefore, it is thought that it is important for organizational management to create an organizational environment compatible with the goals, values and expectations of the employees in terms of ensuring and maintaining the fit between the person and the organization.

After the main hypothesis of the study was proved, the process of proving the sub-hypotheses was started. As a result of the analysis, it was seen that the person - organization fit significantly and negatively affected the dimensions of cognitive cynicism and emotional cynicism, but did not have a significant effect on behavioral cynicism. With these findings, H1a and H1b sub-hypotheses were proved. That is, as the person - organization fit increases, cognitive cynicism and emotional cynicism will decrease. In other words, it can be said that increasing the level of fit between the employee and the organization will reduce the negative thoughts and feelings of the employees towards their organization. As stated above, negative thoughts and feelings of employees towards their organizations can be reduced by creating an organizational environment that will increase the fit between the employee and the organization. It was found that person - organization fit did not have a significant effect on behavioral cynicism. According to this finding, H1c hypothesis was rejected. The fact that the participants of the study did not have other professional alternatives may have caused

them not to reflect these on their behavior even if they had negative thoughts and feelings towards their organization.

In future studies, it is thought that choosing different sectors and including a variable such as organizational culture in the research will provide useful results.

REFERENCES

- Abraham, R. (2000). "Organizational cynicism: bases and consequences.", *Genetic, Social and General Psychology Monographs*, 126(3), 269-292.
- Aksay, K. & Yasim, Y. K. (2016). "Kişi – örgüt uyumunun örgütsel sinizm üzerindeki etkisi: Kamu çalışanları örneği", *Journal of International Social Research*, 9(43), 1602-1611.
- Amos, E. A. & Weathington, B. L. (2008). "An analysis of the relation between employee - organization value congruence and employee attitudes", *The Journal of Psychology*, 142(6), 615-632.
- Andrews, M. C.; Baker, T. & Hunt, T.G. (2011). "Values and person - organization fit: Does moral intensity strengthen outcomes?", *Leadership & Organization Development Journal*, 32(1), 5-19.
- Aybuke, C. A. N. & Kerse, G. (2020). "Kişi - örgüt ve kişi - iş uyumunun örgütsel vatandaşlık davranışı üzerine etkisi: Bankacılık sektöründe bir uygulama, *MANAS Sosyal Araştırmalar Dergisi*, 9(4), 2327-2336.
- Bernerth, J. B.; Armenakis, A. A., Feild, H. S. & Walker, H. J. (2007). "Justice, cynicism, and commitment a study of important organizational change variables", *The Journal Of Applied Behavioral Science*, 43(3), 303-326.
- Brandes, P. (1997). "Organizational cynicism: Its nature, antecedents, and consequences, Dissertation of Doctor of Philosophy", The University of Cincinnati: Ohio.
- Brandes, P.; Dharwadkar, R. & Dean, J. W. (1999). "Does organizational cynicism matter? Employee and supervisor perspectives on work outcomes", *Eastern Academy of Management Proceedings*, Outstanding Empirical Paper Award, 150-153.
- Buyukyılmaz, O. & Yegin, T. (2017). "Banka çalışanları tarafından algılanan kişi - örgüt uyumu ve iş tatmininin örgütsel vatandaşlık davranışı üzerindeki etkisi", *Sosyal Bilimler Metinleri*, 1, 75-87.
- David, E. M.; Kim, T. Y., Farh, J. L., Lin, X. & Zhou, F. (2020). "Is 'be yourself' always the best advice? The moderating effect of team ethical climate and the mediating effects of vigor and demand-ability fit", *Human Relations*, 0018726719894054, 1-26.
- Dean Jr, J. W.; Brandes, P. & Dharwadkar, R. (1998), "Organizational cynicism", *The Academy of Management Review*, 23(2), 341-352.
- Deng, H.; Guan, Y., Bond, M. H., Zhang, Z. & Hu, T. (2011). "The interplay between social cynicism beliefs and person - organization fit on work - related attitudes among Chinese employees. *Journal of Applied Social Psychology*, 41(1), 160-178.
- Fan, P. (2018). "Person-organization fit, work-family balance, and work attitude: The moderated mediating effect of supervisor support", *Social Behavior and Personality: an international journal*, 46(6), 995-1010.
- Hoffman, B. J.; Bynum, B. H., Piccolo, R. F. & Sutton, A. W. (2011). "Person - organization value congruence: How transformational leaders influence work group effectiveness", *Academy of management Journal*, 54(4), 779-796.
- Kim, T. Y.; Aryee, S., Loi, R. & Kim, S. P. (2013). "Person - organization fit and employee outcomes: Test of a social exchange model". *The International Journal of Human Resource Management*, 24(19), 3719-3737.

- Koksal, K.; Kara, A. U. & Meydan, C. H. (2018). “Etik ilkeler bağlamında kişi örgüt uyumunun örgütsel ortamda sessizlik davranışına etkisi”, Ömer Halisdemir Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi, 11(2), 1-9.
- Liu, B.; Liu, J. & Hu, J. (2010). “Person - organization fit, job satisfaction, and turnover intention: An empirical study in the Chinese public sector”, *Social Behavior and Personality: an international journal*, 38(5), 615-625.
- Liu, B.; Tang, T. L. P. & Yang, K. (2015). “When does public service motivation fuel the job satisfaction fire? The joint moderation of person–organization fit and needs–supplies fit”, *Public Management Review*, 17(6), 876-900.
- Molaie, P.; Obum, O. E., Tasnim, R. & Khan, J. (2020). “The relationship between person - organization fit and organizational cynicism in higher education industry”, *International Journal of Business and Management*, 4(3), 01-05.
- Naus, A. (2007). “Organizational cynicism: On the nature, antecedents, and consequences of employee cynicism toward the employing organization”, *Dissertation of Doctor of Philosophy*, Maastricht University: Maastricht.
- Netemeyer, R.; Boles, J., McKee, D. & McMurrian, R. (1997). “An investigation into the antecedents of organizational citizenship behaviors in a personal selling context”, *Journal of Marketing*, 61(3), 85-98.
- Ozkan, O. S. & Tosun, B. (2020). “Psikolojik sermaye – iç girişimcilik ilişkisinde kişi – örgüt uyumunun aracı rolü”, *Uluslararası Yönetim İktisat ve İşletme Dergisi*, 16(2), 326-345.
- Sekiguchi, T. (2004). “Person - organization fit and person - job fit in employee selection: A review of the literature”, *Osaka Keidai Ronshu*, 54(6), 179-196.
- Siegall, M. & McDonald, T. (2004). “Person-organization value congruence, burnout and diversion of resources”, *Personnel Review*, 33(3), 291-301.
- Sokmen, A. & Benk, O. (2020). “Dönüşümsel liderlik, kişi - örgüt uyumu ve iş tatmini ilişkisi: Kamu çalışanlarına yönelik araştırma”, *İşletme Araştırmaları Dergisi*, 12(2), 1347-1357.
- Sokmen, A. & Biyik, Y. (2016). “Örgütsel bağlılık, örgütsel özdeşleşme, kişi-örgüt uyumu ve iş tatmini ilişkisi: Bilişim uzmanlarına yönelik bir araştırma”, *International Journal of Informatics Technologies*, 9(2), 221.
- Tang, J.; Liu, M. S. & Liu, W. B. (2017). “How workplace fun influences employees' performance: The role of person–organization value congruence”. *Social Behavior and Personality: An international journal*, 45(11), 1787-1801.
- Torun, A. & Uçok, D. (2014). “Tükenmişliği etkileyen olumsuz tutum ve beklentiler: Sinik tutum ve psikolojik sözleşme ihlali algısı üzerine bir araştırma”, *Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi*, 28(1), 231-250.
- Vancouver, J. B. & Schmitt, N. W. (1991). “An exploratory examination of person-organization fit: Organizational goal congruence”, *Personnel psychology*, 44(2), 333-352.
- Vilela, B. B.; González, J. A. V. & Ferrín, P. F. (2008). “Person - organization fit, OCB and performance appraisal: Evidence from matched supervisor–salesperson data set in a Spanish context”, *Industrial Marketing Management*, 37(8), 1005-1019.
- Wright, B. E. & Pandey, S. K. (2008). “Public service motivation and the assumption of person—Organization fit: Testing the mediating effect of value congruence”, *Administration & Society*, 40(5), 502-521.