

The Mediating Role of Person-Organization Fit on The Effect of Organizational Alignment on Job Satisfaction: The Case of University

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Abstract

The purpose of this study is to determine the mediating role of person-organization fit on the effect of organizational alignment on job satisfaction of academic and administrative personnel, based on the theory of person-organization fit. For this purpose, the research is carried out on 141 personnel working at a state university. SPSS Process Macro is used to test the research hypotheses. According to the findings obtained from the research data, organizational alignment has a significant effect on increasing the degree of person-organization fit in organizations. Organizational alignment and person-organization fit have positive and significant effects on job satisfaction. Finally, the person-organization fit has a mediating role in the effect of organizational alignment on the job satisfaction of academic and administrative personnel.

Keywords: Organizational Alignment, Person-Organization Fit, Job Satisfaction, Universities, Academic and Administrative Personnel

Örgütsel Uyumlanmanın İş Tatmini Üzerindeki Etkisinde Kişi-Örgüt Uyumunun Aracı Rolü: Bir Üniversite Örneği

Özet

Bu çalışmanın amacı kişi-örgüt uyumu kuramından hareketle, örgütsel uyumlanmanın personelin iş tatmini üzerindeki etkisinde kişi-örgüt uyumunun aracı rolünü tespit etmektir. Bu amaç doğrultusunda araştırma bir devlet üniversitesinde çalışan 141 personel üzerinde gerçekleştirilmiştir. Araştırma hipotezlerini test etmek için SPSS Process Macro uygulaması kullanılmıştır. Araştırma verilerinden elde edilen bulgulara göre örgütsel uyumlanmanın örgütlerde kişi-örgüt uyumunun derecesini artırmada önemli düzeyde etkiye sahip bir örgütsel değişken olduğu ortaya konmuştur. Örgütsel uyumlanmanın ve kişi örgüt-uyumunun iş tatmini üzerinde pozitif yönlü anlamlı etkilere sahip olduğu tespit edilmiştir. Son olarak örgütsel uyumlanmanın akademik ve idari personelin iş tatmini üzerindeki etkisinde kişi-örgüt uyumunu aracı role sahip olduğu belirlenmiştir..

Anahtar Kelimeler: Örgütsel Uyumlanma, Kişi-Örgüt Uyumunu, İş Tatmini, Üniversiteler, Akademik ve İdari Personel

Paper Type: Research

Makale Türü: Araştırma

1. Introduction

Today, organizations more and more efforts to provide the highest level of efficiency and effectiveness from limited resources. Accordingly, every organization tries to use its physical, financial, and human resources with maximum efficiency to achieve its goals. Job satisfaction is accepted as one of the main factors for the efficiency of human resources at the highest level and increasing the efficiency and effectiveness of organizations (Koçel, 2007). The new management paradigm also supports this situation and reveals that the focus of organizations is now employees rather than earnings and benefits (Daft, 2007:25). According to the new management paradigm, employees should be considered and evaluated as a person with their own wishes, needs, and personal desires. Therefore, for today's organizations accept job satisfaction as an important job indicator (Aziri, 2011:78).

We see that this situation does not remain only in theory, in the statements of Jeff Bezos, the founder of the Amazon company, whose Forbes list has the title of the richest businessman in the world.

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Bezos emphasizes that we will now focus on the well-being of employees rather than the customer, with the statements “*We need a better vision for how we create value for employees for their success*”, “*We are going to be Earth’s Best Employer and Earth’s Safest Place to Work*”. (Amazon, 2021). At this point, it can be stated that job satisfaction is an important factor that can maximize organizational positive outputs (performance, productivity, etc.).

One of the important factors that ensure job satisfaction of employees in organizations is person-organization fit. As a result of many empirical studies, it has been determined that person-organization fit has effects job satisfaction positively (Verquer, Beehr and Wagner, 2003; Kristof-Brown, Zimmerman and Johnson, 2005). In its most general definition, person-organization fit theory is defined as the fit between the norms and values of organizations and the values of individuals (Kristof, 1996). So, what are the factors that will ensure person-organization fit in organizations? How will the fit between the person and the organization be ensured in universities, which are a public institution that recruits personnel according to public personnel recruitment criteria and central assignment scores? At this point, the studies remain at the theoretical level, and it is seen that empirical research is limited in number. In this study, the research is designed on the basis of person-organization fit theory, with the assumption that organizational alignment is an important antecedent in ensuring person-organization fit in organizations. Organizational alignment means that the organization's strategy, structure, and culture are in harmony and cooperation in order to create the synergy that enables to achieve the goals set in the organizational strategy (Semler, 1997:27). In this context, the research is designed on the basis of the organizational alignment classification made by Labovitz and Rosansky (1976). Labovitz and Rosansky (1997) stated that organizational alignment has two dimensions: vertical and horizontal alignment. Vertical alignment ensures that the organization's strategy (policies, goals, and objectives) and organizational structure are compatible with the values, norms and behaviours of the personnel. This situation creates the harmony between the strategy, structure and culture of the organization. In horizontal alignment, the process between the target audience of the organization and the processes of the organization is aligned. Labovitz and Rosansky (1997) state that for the success of horizontal alignment, the voice of the target audience should not be left out of the organizational processes. Successful organizations understand the needs and expectations of the target audience they serve and organize their processes according to these expectations. In an organization that completes the organizational alignment process at both vertical and horizontal levels, the employee will continue to work in harmony with his own values by internalizing the goals and objectives of the organization. This situation will satisfy both the staff and the target audience, as well as the organization's realization of its goals and objectives. It is possible to say that organizational alignment occurs successfully in an organization that contains all these cases. On the basis of these statements, it is predicted that the organizational alignment affects the degree of the person-organization fit positively in the organizations. Similarly, person-organization affects personnel' job satisfaction positively. This situation shows that organizational alignment has a significant indirect effect on academic and administrative personnel' job satisfaction by way of person-organization fit. In the literature, Crotts, Ford, Heung and Ngai (2009), Heskett, Jones, Loveman, Sasser and Schlesinger (1994), Semler (1994) stated that the positive fit between the fit values of an enterprise and the fit values of the employees provides job satisfaction of the employees. Similarly, many studies reveal that person-organization fit has a positive, significant, and powerful effect on job satisfaction (Cable and Judge, 1996; Verquer et al. 2003; Silverthone, 2004; Sekiguchi, 2004; Kristof-Brown, Zimmerman and Johnson 2005; Liu, Liu and Hu, 2010). Looking at the development of the concept of person-organization fit, it is seen that many models have been developed on value-based conceptualization (Chatman, 1989; Chatman, 1991; Meglino and Ravlin, 1998; Cable and Edwards, 2004). Similarly, Kristof (1996) stated that the focus of the person-organization fit theory is the realization of organizational alignment. However, these conceptual models are not adequately supported by empirical research. The relationship between the concept of organizational alignment, in which the harmony between the structure, strategy, employees, and processes can be handled in a common way, and the person-organization fit has

not been sufficiently tested by empirical research. These findings show that there are various deficiencies in terms of organizational results of organizational alignment. For the existing deficiency and to make an original contribution to the literature, it is evaluated that person-organization fit has an important mediating role on the effect of organizational alignment on job satisfaction. From this point of view, the research question of the study is that person-organization fit has a mediating role on the effect of organizational alignment on personnel' job satisfaction.

2. Organizational Alignment

The alignment can be used in the same meaning as the words of fit, harmony, integration. A similar situation is encountered in the literature. Alignment is attributed similar meaning with the words of harmony, fit, accord. Alignment is defined as "An agreement between a group of countries, political parties, or people who want to work together because of shared interests or aims" in the Cambridge dictionary. It is seen that this definition has a pluralistic structure consisting of certain parties and emphasizes the existence of parties trying to reach a common goal around an agreement. Similarly, Lange and Coltman (2005:43) stated that the first thing to be expressed about alignment is the relationship between the different components that make up an organization and the effect they have on each other. At this point, the concept of 'alignment' differs from words such as 'accord', 'harmony', 'balance', 'integration', 'linkage' and 'fit', which have similar meanings and gains a unique identity.

The origin of the concept is based on the contingency approach. As in the basis of the contingency approach, it is stated that the structure of the organizations and the situational conditions should be in harmony in organizational alignment (Özdemirci, 2011). The concept was first discussed with the expression "alignment as an organizational process model" published by Nadler and Trushaman (1980). Organizational alignment has been defined by many different researchers. Researchers generally defined organizational alignment as the organization's structure, strategy and culture being in harmony and cooperation with each other in line with the determined purpose (Semler, 1997; Tosti and Jackson, 2000; Özdemirci, 2010). Unlike these definitions, Alagaraja and Shuck (2015:21) define organizational alignment as an adaptive, dynamic resource capability that an organization acquires by developing a common understanding of interdependent systems, practices, and routines. Kotnour (2002) stated that the purpose of organizational alignment is to complete the right job in the organization at the right time, with the right people, in the right way. Middleton and Harper (2004) stated that organizations can respond to the needs of the external environment thanks to alignment, and thus, they can demonstrate an effective performance. In line with this idea, organizations should be structure on encouraging and supporting change from all departments.

Based on all these definitions, organizational alignment can be defined as controlling the internal dynamics of the organization and aligning the organizational structure, strategy, and organizational culture in order to achieve the goals and objectives of the organization.

Many different models have been developed on organizational alignment. Semler (1997)'s dynamic relations model of alignment, (Tosti, 2007)'s organizational alignment model, and VOX's organizational alignment models developed by Bojadziev, Tomovska, Stefonovska and Nikolovska (2011) are some of these models. Unlike these models, Labovitz and Rosansky (1997) focused more on the implementation process of alignment rather than explaining alignment's structure. Researchers stated that alignment consists of two parts, vertical and horizontal. As shown in Figure 1, vertical alignment regulates the relationship between the strategy of the enterprise and its employees (academic and administrative personnel). By way of this aligning, employees could take more effective in the organization. In order to ensure vertical alignment, there must be an institutional strategy prepared with the joint participation of personnel and managers. The authors stated that if this strategy is used quickly and well, it releases the unused energy of the staff. In other words, it is stated that the by way of perception and internalization of the organizational strategy determined by the top management by the personnel can increase

the effectiveness of both the strategy and the employees. This situation creates vertical alignment between strategy and employees in the organization.

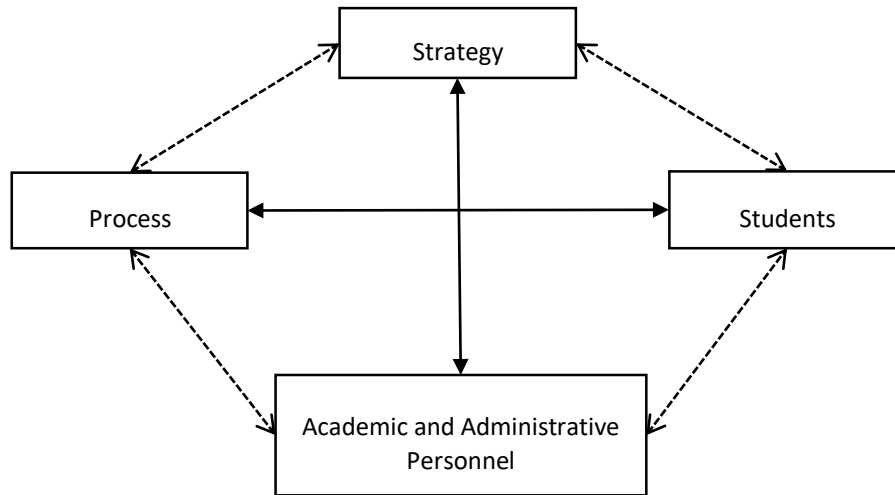


Figure 1: Vertical and Horizontal Alignment for Universities

Source: Adapted from (Labovitz and Rosansky, 1997: 44)

In horizontal alignment, it constitutes the harmonization process between customers (student and society) and the processes of the organization. Successful organizations understand the needs and expectations of the target audience and adapt their processes to these expectations. According to Labovitz and Rosansky (1997), the voice of the target audience should not be left out of the organizational processes in order to achieve horizontal alignment. Those who listen directly to the voices (demands and needs) of target audience are the personnel at the first level of the organization. Employees in senior management and other departments either hear the target audience's voice indirectly or not at all. This situation is a major obstacle to the perception and conclusion of what they really want with a common understanding in the organization. For these reasons, the opinions and suggestions of the personnel who are in contact with the student at the first level are of great importance in designing processes and receiving requests.

3. Job Satisfaction

There are many different definitions of job satisfaction in the literature. The first definition was made by Hapcock (1935). The author stated job satisfaction as a combination of psychological and environmental factors that enable a person to express satisfaction with his/her job. Later, Vroom (1964:99) defined job satisfaction as the emotional orientation or reactions of employees towards their job roles. Locke (1976: 1304), on the other hand, explained job satisfaction as a positive emotional state resulting from the employee's evaluation of his or her job or work experiences. In another definition Schneider and Snyder (1975: 319) stated that job satisfaction is formed by the personal evaluation of the current conditions of the job (type of job, supervision) or the consequences of owning a job (wage, security). Kaliski (2007:446) defined the concept based on the perception of internal reactions and the sense of achievement. According to the author, job satisfaction is expressed as an employee's sense of accomplishment at work. Doing a job that makes the employee happy at work means that he/she does his/her job successfully and his/her efforts are rewarded. From these definitions, it can be stated that job satisfaction is a broad concept affected by internal and external processes.

Job satisfaction can be accepted as a general attitude resulting from many specific attitudes of employees in three areas. These three main areas consist of individual characteristics of the person, specific job factors, and various factors controlled by management. Factors such as the age, gender, education level, and working time of the employees constitute the individual characteristics. Issues such as the type of work performed, the skill level required for the job, the status of the job, and the level of responsibility constitute specific job factors. Issues such as the salary of the job, working conditions, social opportunities, and job security are considered as factors controlled by the management. Based on this multi-factor structure, it is stated that job satisfaction is a general attitude that expresses the positive or negative aspects of the employees' jobs. As a natural consequence of this situation, it is possible to say that job satisfaction occurs when the job requirements of the employee are in line with their wishes and expectations (Mishra, 2013: 46).

4. Person-Organization Fit

Person-organization fit has become an important concept that attracts the attention of both scientists and managers (Kristof, 1996). Researchers define person-organization fit as the fit between the norms and values of organizations and the values of individuals (Kristof, 1996; Chatman, 1989; Judge and Cable, 1997). According to another definition, the person-organization fit is based on the relationship between an organization and a person's basic characteristics. For the organization, these characteristics are culture, climate, values, goals, and norms. Characteristics that are handled on the person's side are values, goals, personality, and attitude. When there is a similarity between these characteristics of the organization and the person, fit emerges (Kristof, 1996). In another definition, the relationship between the value judgments of the employees of the enterprise and the value system (culture) of the workplace where they work is defined as person-organization fit (Yahyagil, 2005: 137). On the basis of these definitions, it has been revealed that being a member of an organization has effects on the values and behaviours of employees, and similarly, the employee has effects on the norms and values of the organization. The authors stated that in order to achieve this fit, it is necessary to determine the level of agreement between the values of the individual and the values of the organization (Chatman, 1989)

5. Development of Research Hypotheses

Considering the development of the concept of person-organization fit, it is seen that there are more models on value-based conceptualization (Chatman, 1989; Chatman, 1991; Meglino and Ravlin, 1998; Cable and Edwards, 2004). Kristof (1996) stated that there are four focal points of person-organization fit. Three of these focus points are the fit between the characteristics (characteristics) of the employee and the organization (value-based harmony), the fit between the individual's personality characteristics and the culture/climate of the organization, the fit between the preferences and needs of the individual and the structure and systems of the organization. All these focus points are the purpose of organizational alignment. The exact goal of organizational alignment is to ensure the fit between the organization's structure, strategy, and culture. At this point, the values between the employees and the organization provided by alignment. On the other hand, the organization structure (rewarding, work processes, performance scoring systems) and the values of the employees are fitted by organizational alignment.

H1: Organizational alignment affects person-organization fit positively.

As a result of the literature review on person-organization fit by Sekiguchi (2004), it is determined that low fit between the person and the organization caused the individual to develop negative attitudes and behaviours towards the organization. On the other hand, it is revealed that a high level of person-organization fit provides positive organizational outputs. The level of person-organization fit has a key role in ensuring the job satisfaction of the employee. It is revealed that the employee's job satisfaction affects high job commitment and low intention to leave positively (Silverthone, 2004:597). Similarly, many studies reveal that person-organization fit has a positive, significant, and strong effect on job sat-

isfaction (Cable and Judge, 1996; Liu, Liu, and Hu, 2010). As a result of meta-analysis on the consequences of person-organization fit, Verquer et al. (2003) ($r=0.25$), Kristof-Brown et al. (2005) ($r=0.44$) determined correlation rates between person-organization fit and job satisfaction.

H2: Person-organization fit affects job satisfaction positively.

Semler (1994) determined that organizational alignment provides achievement of determined goals, job satisfaction of employees, organizational performance, and organizational learning. Crotts, et al. (2009) determined that the staff in hotels with high organizational alignment have higher levels of job engagement and employee satisfaction compared to the staff in hotels with low organizational alignment. Also, Crotts et al. (2009), Heskett et al. (1994) created a conceptual model that describes the relationship of organizational alignment to the service profit chain of the enterprise. In the model, it has been determined that the positive alignment between the fit values of an enterprise and the employees' compliance values affects employee job satisfaction, management support, employee loyalty positively, and the intention to leave the job negatively. It has been revealed that this situation increases the productivity of the employees.

H3: Organizational alignment affects job satisfaction positively.

According to Barrett (2002), the decisions taken by organizations or individuals can be considered as a reflection of their personal or organizational values. In this respect, if the values of the personnel and the organization are in the same direction, a fit of values will emerge. In this context, the author is determined that organizations that align their corporate values with the values of their personnel achieve more successful consequences, focus more on the needs of their personnel and customers, and make the working environment more enjoyable. On the basis of these findings, it is possible to say that organizational alignment has an indirect effect on the job satisfaction of employees in the organization by providing person-organization fit.

H4: Person-organization fit has a mediating role, on the effect of organizational alignment on job satisfaction.

6. Methodology

The aim of this study is to determine the mediating role of person-organization fit on the effect of organizational alignment on job satisfaction of academic and administrative personnel in universities. The research model of the study is formed on the basis of quantitative and qualitative research dealing with the relationships between organizational variables, and person-organization fit theory. The research model is presented in Figure 2.

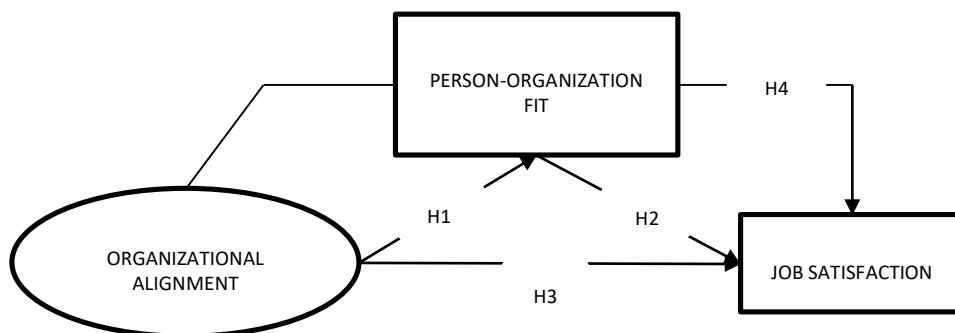


Figure 2: Research Model

6.1. Population and Sample

The universe of the research consists of all academic and administrative staff of a state university in TR83 region. Under the pandemic conditions, there are serious difficulties in collecting scientific data through face-to-face surveys. Depending on this situation, the data of the research were obtained through digital. In the research, the questionnaire form, which was prepared online, was delivered to all academic and administrative personnel by targeting the whole number. First, ethics committee approval for this research was obtained from the Social and Human Sciences Research Ethics Committee of Tokat Gaziosmanpaşa University (Committee Decision Dated 11.04.2021 - No. 05.08) an informed consent form was signed. After this stage, applications were made to the press and public relations coordinator, and the link address and the explanation text of the questionnaire were sent to the institutional e-mail addresses of all academic and administrative personnel. In the explanatory text of the questionnaire, it is stated with the decision and number that the study is based on voluntary participation and the necessary permissions have been obtained from the social and human sciences ethics committee for the field research. After a time of 30 days in April 2021, 141 questionnaires were returned.

Various sample size calculation methods are used in social science research in order to best represent the research universe. These calculations are based on 95% confidence interval and 5% margin of error. In addition, Hair, Black, Babin and Anderson (2014) state that the sample size required for research analysis should reach 5 times (5:1) the number of observed variables (total number of expressions used in research scales). As stated in the data collection tools of the study, the total number of statements in the research scales is 25. Based on these determinations, it can be stated that the sample size of 141 has sufficient sample size for the analyses.

In this study, academic and administrative staff working in a state university were preferred as the research universe. Universities are ranked according to certain criteria (number of publications, number of students, number of projects, etc.) by many international rating agencies. At this point, in today's competitive conditions, productivity, efficiency, and effectiveness are important factors for universities as higher education institutions. Universities, as public legal entities with an institutional structure, prepare strategic plans and set strategic goals for themselves in order to realize the goals they set. In their strategic plans, together with a mission, vision, and values declarations, objectives, targets, and strategies are determined. Universities tries to use their human, physical and financial resources with the highest efficiency. Considering the success criteria, it is seen that two basic elements come to the fore for universities. These are the most important production source of the universities, the human resource, namely the academic and administrative staff, and the students of the other. In addition to these elements, in recent years, many universities in higher education institutions emphasize the peaceful work environment and student-oriented concepts and it is seen that they are working on this point. Some of the universities design business processes according to student and personnel needs, and expectations. In this context, it is seen that the job satisfaction of the personnel is an important factor in order to achieve the goals and objectives of the organization. In providing this, the alignment between the institution's strategy, policies, and the values of the personnel, the alignment between the service processes in the institution, and the demands and expectations of the students play an important role. For these and similar reasons, it is predicted that the research variables and the designed research model will have a meaningful counterpart in the selected universe. The findings of the demographic characteristics of the research sample are presented in Table 1.

Table 1: Findings of Demographic Characteristics of University Personnel in the Universe

		<i>f</i>	%			<i>f</i>	%
Gender	Male	44	31,2	Marital Status	Married	119	84,4
	Female	97	68,8		Single	22	15,6

Ahmet MUMCU

Academic Staff	Faculty Member (Prof, Assoc Prof, Asst. Prof)	53	37,6	Education	Associate	7	4,9	
	Instructor (Lecturer, Research Asst.)	62	44,0		Bachelor	13	9,2	
	Administrative Personnel	1-5	28		19,9	Master	46	32,6
Doctorate				75		53,2		
Length of Employment(years)	6-10	38	27,0	Age	22-35	38	27,0	
	11-15	35	24,8		36-45	62	44,0	
	16-20	15	10,6		46-55	30	21,3	
	21+	25	17,7			56-67	11	7,8

When we look at the findings regarding the demographic characteristics of the university personnel that make up the research sample, it is seen that 81.6 percent of the sample consists of academic staff and 18.4 percentage is the administrative staff. 53.2 percentage of the sample consists of doctoral graduates. In addition, it is determined that 62 percent of the personnel in the sample were between the ages of 36-45, and 84.4 percentage is married.

6.2. Data Collection

Research data were obtained through survey method. The questionnaire form of the research consists of two parts. In the first part, there are organizational alignment, person-organization fit, and job satisfaction scales prepared according to a 5-point Likert-type rating scale. In the second part, there are open and closed-ended questions in order to determine the demographic characteristics of the academic and administrative personnel. There are 6 demographic questions and 25 items in the questionnaire form. In this part of the study, basic information about the scales used as data collection tools, and the results of the structural validity and reliability analysis are given.

Organizational Alignment Scale: In the study, the organizational alignment scale developed by Labovitz and Rosansky (1997) was used to measure the perceptions of academic and administrative staff about organizational alignment at their universities. There are four sub-dimensions in the scale, each of which consists of 4 statements. These dimensions are strategy, employees, beneficiaries(student), process. While the harmony between the strategy and the employees creates the vertical alignment, the harmony between the beneficiaries and the business processes creates the horizontal alignment. Vertical and horizontal alignment creates organizational alignment in the institution. The Turkish translation of the scale was made by Özdemirci (2010). In the studies conducted by Özdemirci (2010), it was revealed that the Turkish translation of the scale provided structural validity and reached sufficient reliability coefficients. In the study, secondary level multi-factor confirmatory factor analysis was performed in order to determine the construct validity of the organizational alignment scale. As a result of confirmatory factor analysis, two items that distorted the goodness of fit values of the scale and could not reach the required factor were excluded from the model. The factor loads of the expressions in the vertical alignment are between 0.74 and 0.82. The factor loads of the expressions in the horizontal alignment are between 0.77 and 0.93. The model's goodness-of-fit values are χ^2/df : 2.189; IFI: 0.946; NFI: 0.910; GFI: 0.864; RMSEA: 0.75. The Cronbach alpha internal consistency coefficients of the scale and its sub-dimensions are determined 0.952 for organizational alignment, 0.935 for vertical alignment, 0.878 for horizontal alignment.

Person-Organization Fit Scale: In the research, the person-organization fit scale developed by Cable and Judge (1996), Cable and Derue (2002) was used to measure employees' perceptions of person-organization fit. The scale, which was prepared on the basis of a 5-point Likert-type rating, was adapted to Turkish in the studies conducted by Karakurum (2005). As a result of the confirmatory factor analysis based on the first level single-factor model, the goodness of fit index values are χ^2/df : ,209; IFI: 1.003; NFI: 0.999; GFI: 0.999; RMSEA:0.10. It was determined that the factor loads of the other expressions in the scale were in the range of values (0.75 to 0.92). The Cronbach alpha internal coefficient of consistency is 0.888.

Job Satisfaction Scale: In the research, six-item job satisfaction scale developed by Agho, Price and Mueller (1992) was used to measure the job satisfaction levels of the employees. This scale is a shortened form of the original 18-item scale developed by Brayfield and Rothe (1951), which is frequently used in the research, reveal the job satisfaction indicators of employees. In order to determine the construct validity of the job satisfaction scale, confirmatory factor analysis was performed on the basis of the primary level single-factor model. The items "I rarely get bored with my job", which could not reach the required factor load (0,27), were removed from the model. It was determined that the factor loads of the other expressions in the scale were in the range of values (0.60 to 0.88). Goodness of fit index values of the model are χ^2/df : 2,424; IFI: 0.980; NFI: 0.967; GFI: 0.970; RMSEA: 0.78. The Cronbach alpha value is 0.872.

7. Findings

Before proceeding to the analysis of the research data, it is necessary to check whether the data show a normal distribution. For this reason, firstly, the distribution of the data was examined. In order to determine whether each expression in the questionnaire shows a normal distribution, skewness and kurtosis values were examined. According to Tabachnick and Fidell (2013), if the skewness coefficient is between -1.5 and +1.5 confidence intervals, the data is considered to have a normal distribution. It was determined that the skewness and kurtosis coefficient values of each statement in the questionnaire were in the confidence interval of -1,429 to 1,240 and showed a normal distribution. After this determination, the analysis of the research data was started.

In the study, before testing the research hypotheses with Process Macro, the relationships between organizational variables were tested with correlation analysis. Correlation values among the organizational variables of the research are presented in Table 2.

Table 2: Correlation Analysis of Research Variables

	<i>Organizational Alignment</i>	<i>Person-Organization Fit</i>	<i>Job Satisfaction</i>
<i>Organizational Alignment</i>	1		
<i>Person-Organization Fit</i>	,827**	1	
<i>Job Satisfaction</i>	,607**	,643**	1

** correlation is significant at $p < 0,01$

When we look at the data obtained from Table X, it is seen that organizational alignment has a positive significant relationship with person-organization fit (r : ,827). And organizational alignment has positive significant relationships with job satisfaction (r : ,607). On the other hand, there is a positive significant relationship (r : ,643) between person-organization fit and job satisfaction.

In general, the studies dealing with the mediation role in the literature are based on the three-stage approach proposed by Baron and Kenny (1986). However, recent studies have revealed that some of

the conditions sought within the scope of this approach are statistically insufficient and the Sobel test, which deals with the significance of the mediation effect, is a testing method with low reliability. In addition, it has been stated that the use of expressions such as full mediation or partial mediation in studies on the mediation relationship is not theoretically valid. Instead, it is emphasized that the results should be interpreted on the basis of the direct effect, indirect effect, and total effect values in the mediating model. Finally, it was concluded that bootstrapping method should be used in deciding the statistical significance of the data obtained (Preacher and Hayes, 2004; Hayes, 2018; Develi, 2020). For the reasons stated, mediation relationship typology, which is a new and up-to-date approach and developed by Zhao, Lynch, and Chen (2010), was used to identify the relationships in the research model. Based on this typology, the research model of the study was tested.

SPSS Process Macro, developed by Andrew Hayes, was used to analyse the research data and test the mediation effect. Process Macro is an application that tests mediator and regulatory impact analyses and very different situational impact models with path analysis based on linear regression over observed variables. It is a statistical analysis method that has been frequently used in the field of social sciences in recent years. Thanks to the Process Macro application, mediating effects, regulatory effects, and situational effects are presented in tables more easily and practically, and research hypotheses are tested according to the confidence intervals obtained with the Bootstrap technique. It is known that analyses based on the bootstrap technique give more valid and reliable results in mediation models (Preacher and Hayes, 2008). If the BootLLCI and BootULCI values in the confidence interval calculated with the Bootstrap technique do not contain zero, the indirect effect in the analysis result is considered statistically significant. Model 4 created by Andrew F. Hayes (2017) was chosen to test the mediating effect. The findings obtained with the SPSS Process Macro are shown on the Tables below. In the study, firstly, the effect of the independent variable (organizational alignment) on the mediating variable (person-organization fit) was tested by regression analysis.

Table 3: The Effect of Organizational Alignment on Job Satisfaction

Tested Hypothesis	Regression Coefficients							Model Summary	
	B	Std. β	se	t	p	LLCI	ULCI	R ²	p
OA→POF	,9054	,827	,0521	17,35	,0000	,8023	1,008	,684	,000

(OA: Organizational Alignment, POF: Person-Organization Fit)

As shown in Table 3, the (β : 827; p: ,000) values indicate that there is a positive and meaningful relationship between organizational alignment and person-organization fit. Also, the confidence interval values are between (LLCI: .8023-ULCI: 1.0084). The regression model is statistically significant (p = .000). Adjusted R² value shows that organizational alignment is a predictor of person-organization fit with percentage of 68.4%. H1 is supported.

After this stage of the research, the effects of organizational alignment and person-organization fit on job satisfaction were tested together. The findings of the analysis results are presented in Table 4.

Table 4: The Effect of Organizational Alignment and Person-Organization Fit on Job Satisfaction

Tested Hypothesis	Regression Coefficients							Model Summary	
	B	Std. β	se	t	p	LLCI	ULCI	R ²	p

OA → JS (Direct Effect)	,2141	,2389	,1024	2,09	,0385	,0115	,4167		
POF → JS	,3649	,4454	,0936	3,89	,0002	,1797	,5500	,431	,000

(OA: Organizational Alignment; POF: Person-Organization Fit; JF: Job Satisfaction)

As shown in Table 4, the direct effect of organizational alignment on job satisfaction is positive (β : ,214) and significant (p : ,0385). The confidence interval values of the tested model are between (LLCI: ,0115-ULCI: ,4167). The effect of person-organization fit on job satisfaction is positive (β : ,214; p : ,0002) and statistically significant. Confidence interval values of the tested hypothesis are at the level (LLCI: ,1797-ULCI: ,5500). In addition, the change in organizational alignment and person-organization fit on job satisfaction explains the p (.000) significance value of 43.1% (R^2 :43.1). The regression model is statistically significant (p = .000). Adjusted R^2 value shows that organizational alignment and person-organization fit is a predictor of job satisfaction with percentage of 43.1%. H2 is supported.

After this stage, the effect of independent variable organizational alignment on dependent variable job satisfaction (total effect) will be tested in a model without person-organization fit, which is the mediating variable of the research. The findings of the analyses are presented in Table 5.

Table 5: Total Effect of Organizational Alignment on Job Satisfaction

Tested Hypothesis	Regression Coefficients							Model Summary	
	B	Std. β	se	t	p	LLCI	ULCI	R^2	p
OA → JS (Total Effect)	,5445	,6074	,0604	9,01	,0000	,4251	6639	,369	,000

(OA: Organizational Alignment; JF: Job Satisfaction)

As shown in Table X, the β value (.607) indicates that there exists a positive and meaningful relationship between organizational alignment and job satisfaction in a model without mediating role variable. The confidence interval values of the tested model are between (LLCI: ,4251-ULCI: ,6639). The regression model is statistically significant (p = .000). The adjusted R^2 value shows that organizational alignment is a predictor of job satisfaction with percentage of 36.9%. H3 is supported.

In the last stage of the research, the mediating role of person-organization fit on the effect of organizational alignment on job satisfaction is tested. In determining the mediating effect, the indirect effect result will be examined. In order to determine the statistical significance of the determined indirect effects, the bootstrapping method was applied by selecting the 95% confidence interval and 5000 bootstrap count re/derivative sampling method over the SPSS Process Macro application. The findings of the analysis results are presented in Table 6.

Table 6: The Mediating Role of Person-Organization Fit on the Effect of Organizational Alignment on Job Satisfaction

Tested Hypothesis	Indirect Effect	BootSE	BootLLCI	BootULCI
OA → POF → JS (Indirect Effect)	,3303	,1188	,1163	,5765

(OA: Organizational Alignment; POF: Person-Organization Fit; JF: Job Satisfaction)

As shown in Table 6, person-organization fit has a mediating role on the effect of organizational alignment on job satisfaction. It is determined that the indirect effect is at the level of (β : ,33). The indirect effect is tested with the bootstrapping method, and it is revealed that the confidence interval values are between BootLLCI: .1163 and BootULCI: .5765 and dont include the value of '0'. According to these results, H4 is supported.

The results of the research hypotheses according to the findings obtained in the research data are presented in Table 7.

Table 7: Hypothesis Results

<i>RESEARCH HYPOTHESIS</i>		<i>SUPPORT/ NOT SUPPORTED</i>
H1	Organizational alignment affects person-organization fit positively.	SUPPORT
H2	Person-organization fit affects job satisfaction positively.	SUPPORT
H3	Organizational alignment affects job satisfaction positively.	SUPPORT
H4	Person-organization fit has a mediating role, on the effect of organizational alignment on job satisfaction.	SUPPORT

8. Conclusion and Implications

Efficiency and effectiveness appear as constant success factors for all organizations. Both are among the most widely used criteria of performance appraisal systems. One of the important conditions of providing organizational effectiveness expressed for organizations is that the organization achieves its goals (Çağlar, 2013). One of the most important ways of providing efficiency and effectiveness in organizations is the job satisfaction of the personnel. When analysing job satisfaction, today's managers should never ignore the logic that a satisfied employee is a happy employee, and a happy employee will be a successful employee (Aziri, 2011:78).

Organizational alignment ensures that the organizational structure, strategy, culture, and processes are in harmony and cooperation with each other. According to the findings obtained from the research data, it is determined that organizational alignment has a positive and significant effect on person-organization fit. H1 hypothesis is supported. It would be wrong to expect the conceptualization of harmony to take place in public organizations based on the purpose set forth by Schnieder (1987). Schnieder (1987) stated that organizations will attract, select, and associate individuals with similar values (ASA) so that homogeneity will be ensured in the organization and those who are incompatible will be subjected to a natural selection. As a public institution in terms of organizational structure and human resources management, it would be wrong to expect this to happen in universities. It is not possible for universities to measure oral interviews, personality profiles and values like private sector organizations at the stage of personnel selection. From this point of view, universities must align their organizational values and norms with their employees. Based on this result, it can be said that the level of organizational alignment in universities has an important and key role in ensuring person-organization fit.

On the basis of research findings, the person-organization fit has a positive and significant effect on the job satisfaction of employees. According to these results, the H2 hypothesis is supported. In the study, the person-organization fit was measured through perceived fit, which is the perception of the

employees who are members of the organization about the extent to which they see themselves as fit with their organization. The degree of fit (high and low) between the person and the organization is an organizational variable that has a strong effect on the attitudes and behaviours of the employees (Liu et al., 2010: 653). As a result of the alignment of the values, culture, climate, and goals of the organization with its own personality, values, goals, and attitudes, the increase in job satisfaction of academic and administrative personnel is a natural result. This result obtained from the research data supports the literature.

Another result determined from the research is the positive and significant effect of organizational alignment on job satisfaction. H3 is supported. Organizational alignment takes place at the point where there is a systematic fit between strategy, structure, and culture within an organization. This alignment creates a positive business environment that facilitates the achievement of the strategic goals of the organizations by removing the internal obstacles to cooperation and performance in the organization. This result supports the relevant literature.

As a result of the research analysis, it was determined that organizational alignment affects job satisfaction positively through person-organization fit. H4 is supported. According to the mediation typology developed by Zhao et al. (2010), in the research model, it has been determined that person-organization fit has a complementary mediation role. Zhao et al. (2010) stated that the conditions of the complementary mediation model are mediating effect and direct effect are statistically significant and mediating and direct effect is positive. Based on the findings obtained from the research data, the indirect effect (β : .330) and the direct effect (β : .238) of organizational alignment on job satisfaction are significant and both are positive. Organizational alignment has vital importance for organizations. Because organizational alignment is a dynamic resource capability. Organizational alignment actually fulfils the supplementary and complementary alignment functions developed by Kristof (1996) in the organization. By the way of this function, the fit between the person and the organization is ensured. In an organization where person-organization alignment is realized, job satisfaction increases positively.

Managerial Implication

Based on the findings obtained from the research, various suggestions for field practitioners and researchers were presented in the study. Universities should adopt the principle of governance and pass open communication with academic and administrative staff, especially in the process of preparing strategic plans, implementing, and developing policies. University administration should be open to innovation and change, and academic and administrative staff should not refuse change requests. Administrative activities implemented at the university should help the emergence of the knowledge and skills needed by the academic and administrative staff. Efforts should be made to develop cooperation and synergy in the units, and awards should be given to successful units. The job satisfaction level of academic and administrative staff should be measured at regular intervals. All academic unit managers should regularly monitor the functioning of business processes and monitor the results of their work. If there is a malfunction or problem with the processes, they should be corrected. Processes should be arranged according to student expectations and needs. Student complaints should be conveyed to unit managers and employees, and necessary arrangements should be made at the points where problems are observed. All implemented activities should be open to students' feedback and these statements should be considered. At this point, necessary research (survey, etc.) should be done.

9. Limitations and Future Research

In this study, due to time and space constraints, the research sample consists of only the academic and administrative staff of a state university. Research on organizational alignment is limited. It is seen

that these studies on organizational alignment are concentrated under the discipline of strategic management. However, organizational alignment has many individual-based consequences on the basis of manager, employee, and customer. This situation reveals that organizational alignment can have organizational outputs at different levels in organizations. In this study, the mediating role of person-organization fit in the effect of the organizational alignment on job satisfaction was tested. In future studies, student satisfaction can be added. Research variables such as organizational socialization, organizational culture, extra-role behaviour, and performance can be included in the research model. The number of empirical studies on alignment needs to be increased. In this context, it is suggested to researchers that researching the behavioural results of the organizational alignment perceived by the employee in the eyes of the individual and making the necessary determinations will make significant contributions to the literature and practitioners. In future studies, the research universe can be expanded and academic and administrative staff from different universities can be included in the sample. The situation can be compared in public and private universities by including foundation universities in the research universe.

Compliance with Ethical Standards

Conflicts of Interest

The author states that there is no conflict of interest.

Ethical Approval

During the writing process of the study, scientific rules, ethical and citation rules were followed; No falsification was made on the collected data. For this research, ethics committee approval (Commission Date 11.03.2021- Decision No. 05.08) was obtained from the Social and Human Sciences Ethics Committee of Tokat Gaziosmanpaşa University, and an informed consent form was signed.

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