

DEPARTMENT OF PSYCHOLOGY  
UNIVERSITY OF GHANA



COLLEGE OF HUMANITIES

**PERSON-ENVIRONMENT FIT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR  
AND EMPLOYEE ENGAGEMENT AMONG ADMINISTRATIVE STAFF OF PUBLIC  
UNIVERSITIES IN ACCRA, GHANA.**

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A THESIS IS SUBMITTED TO THE UNIVERSITY OF GHANA, LEGON IN PARTIAL  
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF  
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**DECLARATION**

I, Esther Aryee, the author of this thesis hereby declare, that except for works of other authorities, which have been duly acknowledged, the study presented below is the first of its kind to be carried out in the Department of Psychology, University of Ghana, Legon, during the 2020/2021 academic year under the supervision of Dr. Collins Badu Agyemang and Prof. Maxwell Asumeng. This work has never been submitted in any form whole or part for a degree in this university or elsewhere.

Signed  12<sup>th</sup> January, 2022

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**Prof. Maxwell Asumeng** **Date**

**(Co- Supervisor)**

**DEDICATION**

This is dedicated to my devoted family and friends who have been immensely supportive. You are greatly appreciated.



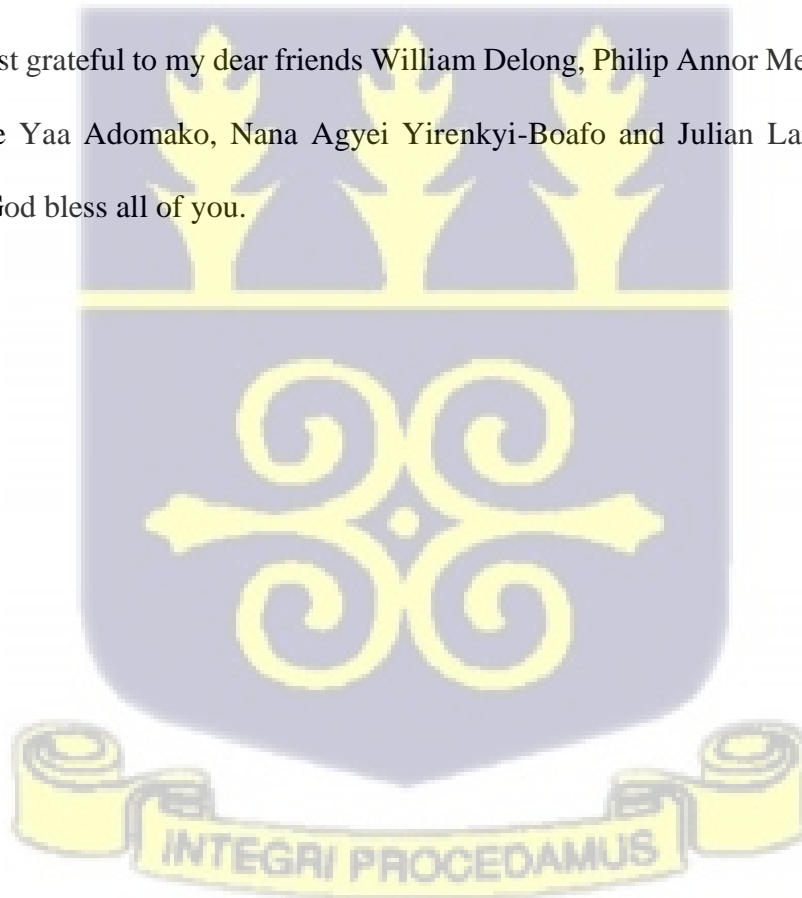
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## ABSTRACT

Effective recruitment in organizations is the bedrock of sustained competitive advantage within an organizations industry. Ensuring a proper and most suitable fit impacts behavioural and organizational outcomes. Employee efficiency and effectiveness is paramount in every sector but more especially the educational sector which primarily shapes the future of younger generations. The aim of this study is to assess the impact of person-environment fit on work-related outcomes among administrative staff of public universities in Accra. A sample of 300 administrative staff (females = 58.4%, ages 18-40= 86.0%) was selected from public universities in the Greater Accra Region to partake in the study using the purposive and snowball sampling method. Participants completed a questionnaire comprising various demographic questions, and measures of person-environment fit, organizational citizenship behaviour and employee engagement. Multiple regression, an independent t test and One way analysis of variance were used in data analysis. The study discovered a positive significant relationship between employees fit and work-related outcomes as well as an interaction between two dimensions of engagement (intellectual and affective) and organizational citizenship behavior. The findings of the study also reveal that various factors such as tenure and age positively impacted the employee's performance of organizational citizenship behavior and engagement levels.

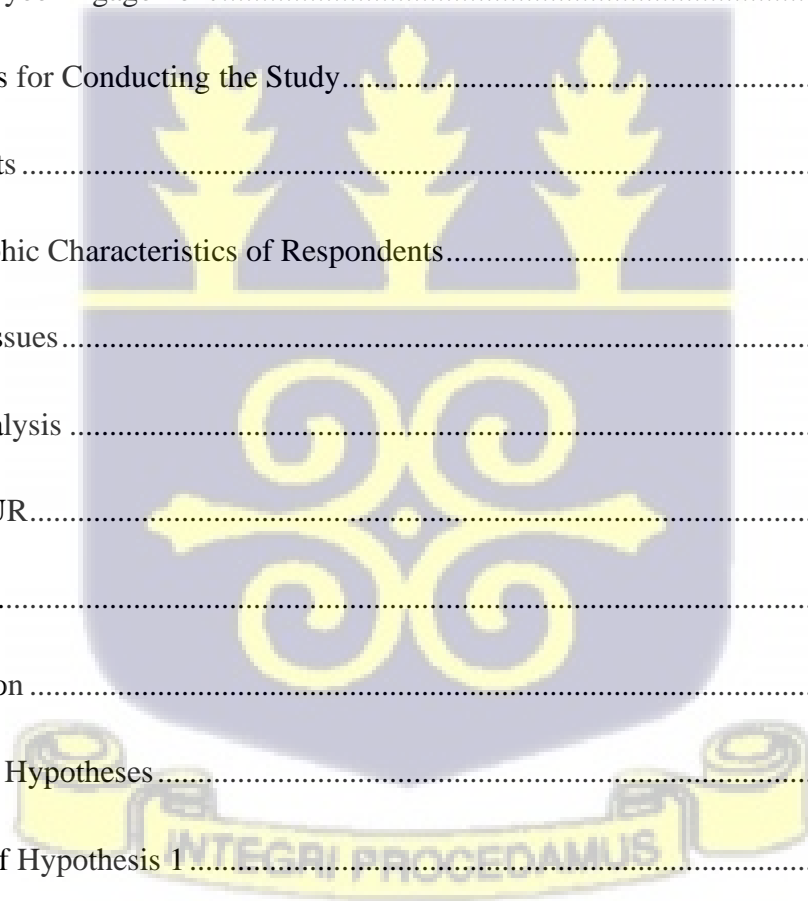


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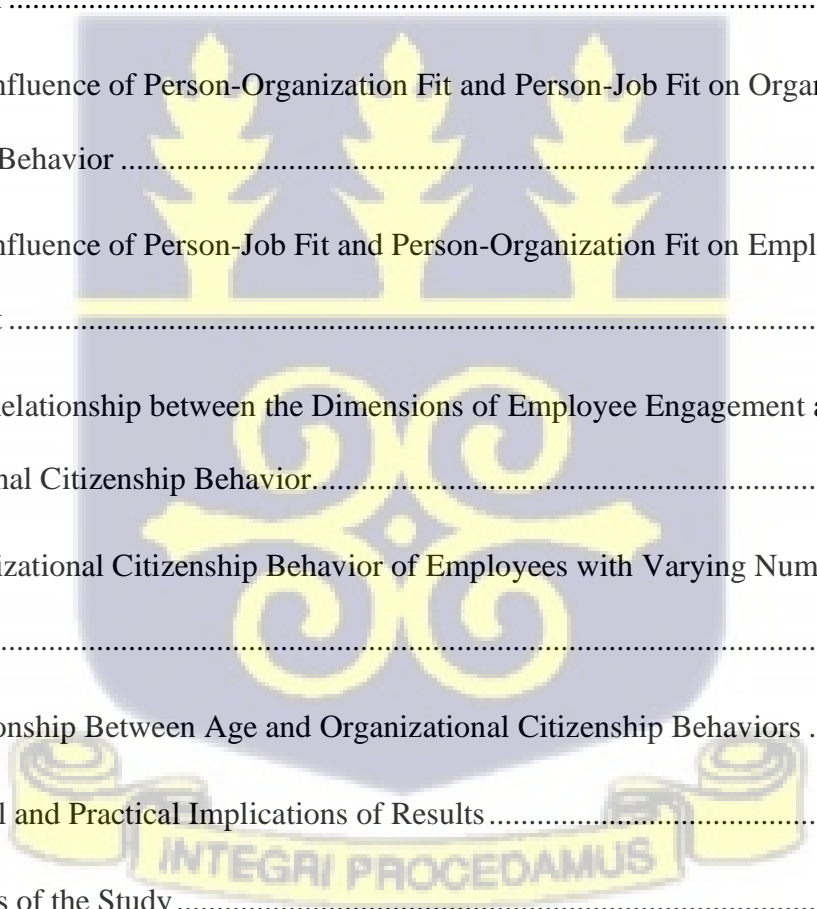
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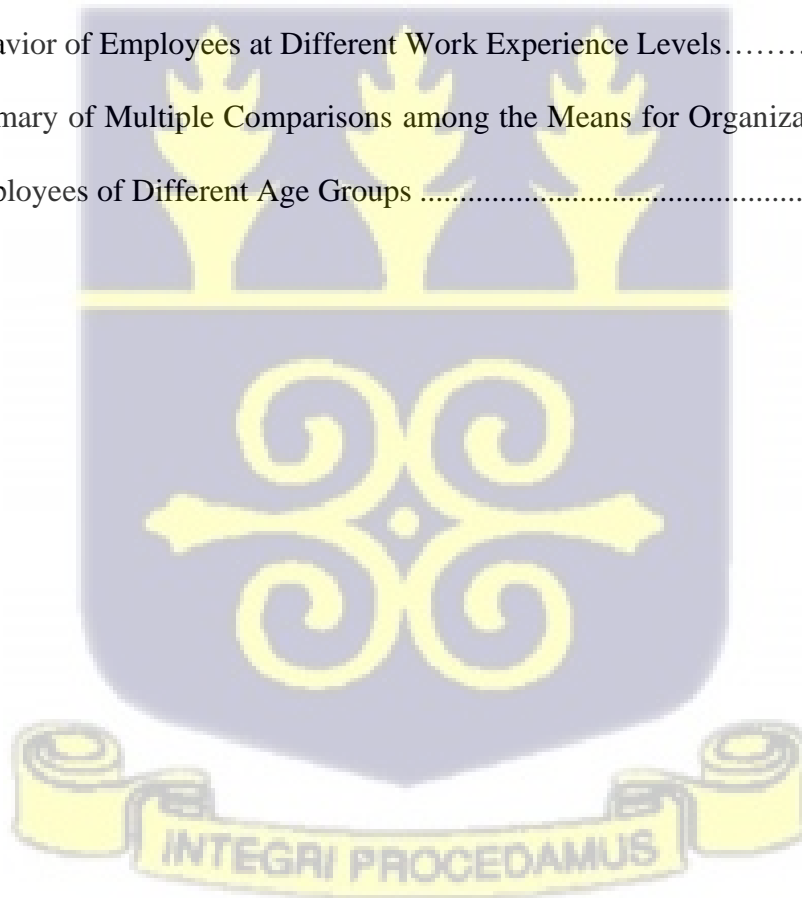
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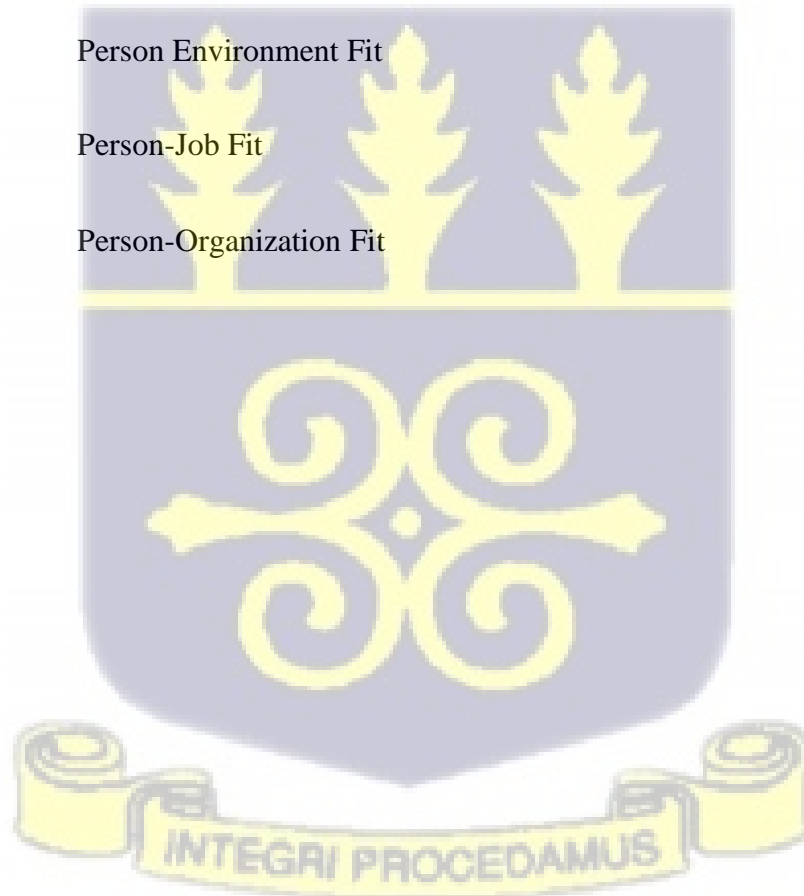
**LIST OF ABBREVIATIONS**

APA	American Psychological Association
DREC	Departmental Research Ethics Committee
EE	Employee Engagement
OCB	Organizational Citizenship Behavior
OCB-I	Organizational Citizenship Behavior toward the Individual
OCB-O	Organizational Citizenship Behavior toward the Organization

PEF Person Environment Fit

PJF Person-Job Fit

POF Person-Organization Fit



## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

The successful nature of an organization can be traced to the caliber of talent that is recruited, and how they are cultivated within the organization through programmes tailored toward the growth of the employees and the organization. An organization's hunt for employees is a task that is given a lot of attention since the outcome of the decision made, can either derail the organization and its stakeholders or cause them to be known as well-renowned in their respective fields. For an organization to enjoy sustainable competitive advantage and ensure their basic survival, effective recruitment is crucial (Taylor & Collins, 2000). The recruitment and selection process together with overall productivity and morale in the organization can take a turn for the worse when crucial elements such as ensuring a suitable match between the individuals and the organization are disregarded and other elements are put at the forefront. The process of hiring and laying off employees are events that occur in the business world on a regular basis. According to the Bureau of Labor Statistics, in November 2020, about six million hires ranked at 4.2 % were made with 3.2 million people quitting and 2.0 million being laid off or discharged from their duties (Department of Labour, 2021). It can be estimated that the loss of these employees either due to management decision or that of the employee can be attributed to a plethora of factors of which dissatisfaction, remuneration rate, poor performance, incompatibility between the organization and the employee, inefficient leadership are notable. Aside these factors, inappropriate selection methods, disengagement and counterproductive work behavior are major factors that could contribute to the decline and loss of employees in organizations. As prospective employees are screened and evaluated prior to employment and during their term in office by organizations, there is the need to cover all bases such that the appropriate authorities ensure that the incoming talent as well as

those who are retained have the necessary KSAOs (knowledge, skills, abilities and others) and values as required by the job tasks and the organization respectively.

In the global marketplace, the growing need to have a competitive edge and remain afloat as a renowned organization in whatever field is of utmost importance to management and stakeholders. In ensuring that this is achieved, a number of measures need to be put in place of which good fit, engagement, commitment and upstanding behaviour are notable. The extent to which an individual matches with the environment they find themselves in has been termed as person-environment fit. This concept has been of growing interest to practitioners and has been studied by a number of researchers (Kristof-Brown, 2000). The person-environment fit approach asserts that an individual's fit with the environment leads to positive consequences such as increased performance and job satisfaction while a mismatch results in psychological and behavioral strains such as burnout (Kristof-Brown et al., 2005). Perceived as a multi-dimensional concept, it has been divided into a number of components of which person-job fit and person-organization fit are notable. According to Ostroff, Shin, and Kinicki (2005), focusing on just one dimension of person-environment fit does not give the complete picture of this concept. Though it is a multi-dimensional concept, person-job fit as well as person-organization fit have been given more prominence across different contexts. As such, this study sought to focus on these dimensions of fit since they focus on how the individual is suited to the job tasks and the overall organization and then assess how they both impact work-related outcomes. The other dimensions were not considered due to their focus on interpersonal compatibilities between the individuals and supervisors as well as group or team members (Chuang et al., 2016; Kristof-Brown et al., 2005). Kim (2012), posited that the person-organization fit theory states that there are some qualities of organizations that coincide with the qualities of individuals and the degree of fit or value congruence between the organization

and the individuals can affect the attitudes and behaviors of the individuals. Not only has this dimension been studied as a unit of the broader term person-environment fit but also as a single construct and how it impacts certain work-related outcomes. It is assumed that person-organization fit has the ability to affect and enhance the outcomes of the employees as well as the performance of the organization (Sharom, 2017).

Person-job fit is essentially how compatible a person's abilities and competencies are with the job's requirements (Charles, 2005; Zheng et al., 2010). This type of fit further broken down includes the needs-supplies fit and demand-abilities fit. Cable and DeRue (2002) expected that when there is no congruence between employees' skills and their jobs' demands, they will be less attracted to stay in their occupations. Due to increased gaps in the employees' demand and supply, employers are striving hard to retain valued people (Guchait & Cho, 2010). A lot of resources need to be invested in this endeavor as any mishap could result in the plummet of the organization into an unrecognizable state.

Hamid and Yahya (2011) submit that the two dimensions, person-job and person-organization fit are possible factors that could account for the work engagement levels of employees. This is due to the fact that a well fitted employee with the demands of the job and organization, who exhibits the requisite skills and abilities has the tendency to engage at a higher level as they seek to accomplish their set goals. Work engagement occurs when the employee shows dedication and commitment toward the organization such that they would engage in positive speech about the organization and exert additional effort in their behavior within the organization thereby improving the success of the organization. Research conducted by Maslach and Leiter (2008) expressed that the higher an employees' perceived job fit the higher their likelihood of engagement while a lower fit relates to lower level of engagement. Despite the attention and importance of work engagement

and how it is linked to person fit, there is a deficit in the number of studies that have been conducted on the effect that person fit has on work engagement in West Africa unlike other parts of the world such as Malaysia (Hamid & Yahya, 2011; Scroggins, 2008; Shahidam et al., 2018).

Organizational Citizenship Behavior herein after referred to as OCB is among the work outcomes that have been studied in relation to person-job and person-environment fit. Farzaneh et al. (2014), posit that employees who have better fit with the organization have the tendency of exhibiting better Organizational Citizenship Behavior. This concept has been studied in quite a number of disciplines such as marketing, economics, health care and human resources management (Lievens & Anseel, 2004). Organizational Citizenship Behavior (OCB) has been conceptualized by a variety of researchers in differing ways. Basically, Organizational Citizenship Behavior (OCB) entails those voluntary and discretionary behaviors initiated by employees that do not necessarily come under agreed upon job descriptions and will not be penalized upon default. William and Anderson (1991) indicated that this concept can be expressed in two key ways Organizational Citizenship Behavior geared toward Individuals (OCB-I) and Organizational Citizenship Behavior geared toward the Organization (OCB-O). The former refers to those extra-role behaviors that are performed for the benefit of the individual employees while the latter focuses on those actions undertaken in furtherance of the organizations set goals.

The person-job and person-organization fit guides employers in their search for suitable employees based on their needs and preferences as well as how well their values match with that of the organization. Mahardika (2006) is of the view that for employees to work in an organization with all their ability, there must be good level of suitability between the respective parties. This concept is crucial for study in all sectors with education not being exempt because Kristof (1996), found that perceptions of fit matter more for work outcomes than the actual environmental situation

because individuals base their reactions to a situation on their perceptions. The human resource element of educational institutions more especially universities are a crucial element in the various processes undertaken. According to Eyupoglu (2016), employees in all educational institutions are value creators and mainly responsible for shaping the future of the next generation. Therefore, the presence of exceptionally qualified and well-suited employees as a foundation will pave the way and ensure that the various stakeholders are rendered services that rightly meet their needs and prepare them adequately for what lies ahead.

Salancik as cited in Yadav and Rangnekar (2016) asserts that the timeframe spent in the organization is linked to the employee's positive feelings toward the employer and could result in organizational citizenship behavior. Length of service with respect to this study focuses on the number of years spent by the employee in that organization and not their satisfaction levels nor the value of the job to them. The assumption is that the more experience gained will result in familiarity with the organizations needs and as such employees know exactly how to contribute to them. For individuals who may have longer serving periods in organizations, there is the likelihood that due to their identification with the organization and how psychologically involved they are, they may be more dedicated to the organization and would perform those extra-role behaviors. Their attachment to the organization coupled with their awareness of the lapses in the organization could result in their performance of these voluntary and discretionary behaviors rather than see their fellow colleagues or the overall organization deteriorate.

Aside number of years served, other demographic variables have been associated with organizational citizenship behavior such as age, gender, job position, marital status and educational background. Some studies (Farzianpour et al., 2011; Mahnaz et al., 2013; El-Badawy et al., 2017) have researched the influence of demographics on various dimensions of organizational citizenship

behavior. Research on education suggests that those with higher levels of education are more likely to perceive their interactions with the organization as one which is socially inclined and not so rigid or economical. These employees are more likely to accept and advocate for the performance of informal support within the organization. However, less educated ones who may be so focused on economic benefits may not be readily accepting of organizational citizenship behavior. Married employees are perceived to be disinterested in these behaviors because they feel that extra time can be spent on family while their counterparts who are seen to have more time on their hands are willing to sacrifice it to engage in these behaviors. This study also considers the influence age, gender and length of service has on the employee's performance of organizational citizenship behavior

According to Sulistiowati et al. (2018), further research should therefore be done with larger samples, and expand the scope of research at higher education institutions in several countries with different characteristics. As such the topic of suitability of an employee to the organization is relevant to the educational sector as it throws more light on unique work-related outcomes for both the individual and the organization. The differing structures of universities with respect to ownership are also relevant factors that should be inculcated in studies on the previously mentioned concepts.

## **1.2 Problem Statement**

Over the years, quite a number of studies have been conducted on a global scale on how some organizational and employee factors impact work-related outcomes such as organizational commitment, job satisfaction, turnovers and many others.

Despite the fact that organizational citizenship behavior has received attention predominantly in Northern America (Khalid et al., 2009), limited number of studies have been conducted in other

contexts (Paille, 2009). However, the relevance of this concept should not be overlooked but should be given prominence as it contributes to proceedings in the organization. Podsakoff et al. (2000) also encourages the study of this concept in varying contextual environments as he believes that the cultural context in which individuals find themselves in could account for the various forms of organizational citizenship behaviour expressed in the organization.

With regard to engagement and other work-related outcomes, studies have been conducted in western contexts such as United States of America, Norway and Poland (Chirkowska-Smolak, 2012; Hult, 2005) as well as African contexts such as Zimbabwe and Ghana (Agyemang & Offei, 2013; Shoko & Zinyemba, 2014). However not much has been conducted on the impact person-environment fit has on employee engagement. May et al. (2004) asserted that psychological conditions play an important role for employees to be engaged. One of the conditions is a good job fit between employees and their job roles (Juhdi et al., 2013). Employees may at certain moments disengage from their job tasks and the organization at large due to varying reasons. They may distance themselves from work tasks either unconsciously (presenteeism) or consciously (absenteeism or indifference) (Kahn, 1990; Luthans & Peterson, 2002). Therefore, it is fair to assume that effective selection of the individuals, leads to high engagement for the reason that their skills and abilities match their job requirements. On the basis of this, engagement within organizations needs to be given more attention and more especially to how suitability of employees with their organizations could influence its operation in the organization.

With respect to person-job and person-organization fit, studies have been conducted (Andela & Doef 2019; Jin et al., 2018; Langer et al., 2019) in developed countries such as United States of America and France whereas there are not as many studies that have been conducted in Ghana. Perceived fit to the job has been scrutinized in non-educational settings for many years (e.g. Cable

& DeRue, 2002; Kristof-Brown et al., 2005). Other Sectors where person fit has been studied are Finance, Health, Information Technology (Chirkowska-Smolak, 2012), Engineering (Hamid & Yahya, 2011), Research and Development (Cha et al., 2009), Hospitality and catering (Naz et al., 2020). Less attention has been given to the concept of fit and could account for the poor performance of employees, collapse of organizations and dissatisfaction of stakeholders within those organizations. It should however be noted that not all studies arrive at the same conclusions. Some studies have discovered that between person-organization fit and organizational citizenship behavior there is no significant effect (Santoso & Irwantoro, 2014; Tambuwun et al., 2015). Other studies (Kim & Gatling, 2019) on the other hand did not outrightly rule out the effect of person-fit on organizational citizenship behavior but discovered that only some factors of this concept were significantly affected by both person-job fit and person-organization fit.

As a result, there is importance in conducting research on the current topic in the Ghanaian setting because, despite the fact that similar organizational structures and cultures exist across various human societies, the study of individuals in certain environments can be subjective. According to Kristof-Brown et al. (2005), an individual's compatibility with a vocation, job, organization or sector differs due to the differences in abilities, thought processing and motivation. As such, a one size fits all perspective cannot be taken and used in generalizations to describe the state of this concept in Ghana.

According to Pagell (2004), describing a difference in behavior of employees in organizations by their country of origin presupposes that each country possesses unique set of features that are likely to impact the decisions made in those organizations. The unique culture of Ghana presents a plausible foundation for the study of fit in this context. Unlike other cultures that are individualistic in their culture, Ghana is known to be collectivist by nature and this sets the country apart from

the others. The collectivist nature prioritizes the needs and goals of the group of people rather than that of the individual. As a result, the individuals' relationship with the group and their interconnectedness is crucial. Within this culture, emphasis is placed on working as a group, doing what is best for society, taking input from the community and family and promoting selflessness. Ghana's unique collectivist values present a fertile ground for the examination of fit within the workplace.

Honing in on the current global situation, the Covid-19 pandemic has resulted in the shift from physical engagements to remote working using online resources (Brenan, 2020; Fan & Moen, 2021; Renu, 2021). Employees have to therefore adjust to a system they may not be very familiar with while still meeting targets and fully engaging in the organization. This shift tests how strong an employee's fit is with their organization and job tasks and whether this fit is formidable enough to assure their full engagement and performance of organizational citizenship behavior. Despite the changes made in the processes of organizations (Flexible working arrangements), employees are still required to carry out their respective tasks, meeting set standards in order to ensure consumer demands are met and the company remains attractive to potential employees (Bohle, 2016). It is however worthy of notice that though this is the case, the adjustment process or adaptability of some employees may take relatively longer than others. In situations where no sessions are conducted to assist these employees to adapt, the unspoken onus lies on their fellow colleagues to assist where they can. This issue may be experienced by employees of varying ages, genders and differing positions or years of work experience. There is therefore the need for the increase in dedication and performance of voluntary behaviors by colleagues to augment that of other employees.

Disengagement and absence of organizational citizenship behaviour results in counterproductive behaviors (presenteeism, absenteeism, sabotage), job dissatisfaction, weak morale as well as low performance and productivity. Providing solutions to these issues is therefore of utmost importance especially within this global pandemic. Isolating these employees to handle these issues on their own may result in their gradual disassociation from tasks, colleagues and the organization affecting their performance and that of the organization at large as well as putting the stakeholders at a disadvantage.

When addressed, the employee and organizations are most likely to be well equipped to fully engage in organizational tasks thus boosting performance, meet set targets and goals with lower stress levels, experience better levels of social interaction among employees, have low turnover intentions and have high competitive advantage. It is therefore important that issues of fit, engagement and organizational citizenship behaviour are critically looked at within the global pandemic. Research on the outstanding differences that exist among public and private tertiary institutions have been conducted on work-related outcomes such as commitment, engagement and satisfaction (Agyemang & Offei, 2013; Rothman & Jordaan, 2006). However, in line with the current studies focus, not much has been studied (e.g., Sulistiowati, 2018).

In conclusion, the presence of inconsistent results with regard to the interaction between person organization fit and organizational citizenship behavior present a fertile ground for testing these variables in consideration of intervening variables and conditions to determine what findings stand out in the Ghanaian context. Aside this, the unique culture of Ghana and its influence in the workplace, which stands out from that of other organizations in different countries gives a basis for the study of fit in the Ghanaian context.

This study therefore seeks to contribute to the existing literature on the role of person-environment fit with a focus on person-job and person-organization fit on work-related outcomes namely employee engagement and organizational citizenship behavior.

### **1.3 Aim and Objectives**

#### **1.3.1 Aim**

The aim of this study is to assess the impact of person-environment fit on work-related outcomes among administrative staff of public universities in Accra.

#### **1.3.2 Objectives**

1. To determine the relationship between person-organization fit, person-job fit and organizational citizenship behavior.
2. To determine the relationship between person-job fit, person-organization fit and employee engagement.
3. To find out the relationship between the dimensions of employee engagement and organizational citizenship behavior.
4. To determine the impact of number of years served on administrative staff performance of organizational citizenship behaviour and employee engagement.
5. To assess the impact of age on administrative staff performance of organizational citizenship behaviour.

#### **1.4 Significance of the Study**

This study seeks to assess the impact of person-organization fit and person-job fit on employee engagement and organizational citizenship behaviour among administrative staff of public universities in Accra.

A notable practical contribution of this current study is to guide policy makers and rightful authorities in the selection of employees of public universities in order to improve engagement and organizational citizenship behavior once a clear understanding has been derived from the relationship between person-environment fit and work-related outcomes. It is crucial for heads of organizations to assess how congruently employees fit within the organization in order to properly monitor their work-related outcomes such as organizational citizenship behaviour and engagement which ultimately impacts the attainment of the organizations goals and improves productivity. Findings gleaned from this study on the role of selected demographics in influencing the relationship between person-environment fit and work-related outcomes not only guide prospective employees on making the best suited decision but departments in charge of recruitment also benefit as processes can be adjusted to derive excellent end results.

Organizations need to consider actively implementing mentoring programs for their employees especially aligning the newest recruits to those who have served for longer years. This mentoring engagement imprints value systems into the recent recruits which then encourages them to also fully partake in the organizations activities and give themselves wholeheartedly to their colleagues and the organization.

Fit is relevant in organizations as it helps to boost productivity levels as well as increase the morale of the employees. With the presence of good congruence between the employees and the organization, there is the higher probability of employees performing at their utmost best and as such ensuring the productivity is either maintained or boosted in the organization. Aside the benefit to the organization, the employees are also on the receiving end as their morale is boosted. Since the employees are rightly suited for the organization, they do not have a lax attitude toward their duties but rather they are enthused to perform and do so efficiently.

In addition, the findings of this study illuminate the thoughts of employees and management such that they become aware of the extent of fit they have in their current occupations and how that can influence their organizational citizenship behaviour and engagement levels. In light of this, organizations should endeavor to roll out periodic assessment of employees to determine their fit levels over time to assess whether particular employees' level of suitability has evolved over a period of time. This assessment then guides the organization to either reshuffle their employees, or let some go to ensure that their standards and quality of operations are met. Training programs as well as seminars that are tailored toward ensuring suitability should also be periodically run in the organization. These sessions aide the employees to evaluate how best they match with the organization and outline necessary steps they can take to find the environment they are best suited for. Furthermore, the findings enable Industrial and Organizational Psychologists as well as Human Resource managers to evaluate and assess existing policies on fit, organizational citizenship behaviour and engagement and make the needed adjustments in consulting practices where necessary.

Finally, this study helps address the issue of deficits in research on person-job as well as person-organization fit in the Ghanaian sector. It also gives grounds for further studies to be conducted on person-job fit and person-organization fit not only in the educational field but others such as business, mining, health, etc.



## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

The current chapter focuses on the theoretical underpinnings upon which the research is founded and goes on to present a review of similar research. Within this section, the purpose for the investigation, stated assumptions and working definitions are provided.

#### 2.2 Theoretical Framework

##### 2.2.1 Lewin's Field Theory (1951)

Lewin postulates in his theory that some level of interaction that exists between an individual and their working environment could result in their performance of certain behaviour. He suggests that the behaviour carried out is a result of the individuals' perception of their fit toward the environment. Therefore, a positive perception of fit between the individual and their working environment will yield positive behavioral outcomes. He is known for his famous expression,  $B=f(P, E)$  where behaviour is a function or resultant factor of the individual as well as the environment.

Through his scientific research he submitted that the context in which people find themselves in could account for different expressions of behaviour by the same person. Basically, based on one's interpretation of the environment they are currently located in, their peculiar behaviors may differ. Therefore, for an individual placed in a certain organizational setting where they do not perceive a match, they are most likely to act in ways that are counterproductive. However, when placed in the right organizational context, they have the tendency to bloom and excel.

According to Lewin, the field within which an individual's behavior takes place is a set of symbolic interactions and forces such that based on their strength, certain behaviors are either reinforced or

abandoned. He established that when an individual is able to plot and identify the potent forces in their environment, they will not only be able to understand why individuals or groups behave in the way they do, but also determine whether some forces need to be reduced or strengthened in order to yield certain positive behaviors (Burnes & Cooke, 2013). He therefore saw behavior as the resulting factor of how an individual interacts with the external stimuli in their environment. Lewin also described the field as a life space which is the encompassing psychological environment that the individual experiences and encounters on a subjective level though not necessarily consciously (Wheeler, 2008).

The individual forces in the field are themselves subject to change and, as they are constantly interacting with each other, they create a field that is in a continuous state of dynamic equilibrium (Deutsch, 1968). The field theory therefore gives the individual the opportunity to map out and understand how complex the work environment is within which their behavior occurs, and then acknowledge how the forces at play can be adapted or boosted to influence their resulting positive workplace behaviors. As the employees begin to truly appreciate the factors at play in their fit, they are able to monitor them over their term in the organization such that, after a longer serving period, they have a better understanding of where they fit perfectly and are able to then function as efficiently and engage in positive workplace behaviors.

Rummel (1975), also supports the position that the factors at play in the environment are interdependent and are in a relationship which is dynamic and mutual. The dynamic nature of this relationship results from the tension emanating from the needs of both parties and dispelled by the fulfillment of their goals. Perry et al., (2012) in their work present that an employee's fit with their workplace and job tasks have the tendency to shift as they age. In line with this, the above theory

can be viewed as establishing a relationship between age and employee's performance of organizational behavior, giving the foundation for this prediction to be made in this study.

### **2.2.2 Person-Environment Fit Theory**

The person-environment fit theory suggests that a match between an individual's characteristics and the situational factors such as one's work environment results in positive outcomes such as high performance, wellbeing and commitment (Edwards et al. 2006; Edwards & Shipp 2007).

This theory is in sync with the interactionist perspective in psychology which postulates that the attitude and behaviour of individuals are mutually affected by the interaction between the individuals and the environment.

Some researchers distinguish fit in terms of subjectivity and objectivity where objective fit is described as the match between the objective personal characteristics of the individual and the objective working environment. In this case the actual existing attributes of the parties in question is the focus. However, with regard to subjective fit, it considers the subjectively perceived fit of the individuals characteristics and how they match with the subjective perception of their working environment. According to Cable and DeRue (2002), subjective fit has been noted to increasingly predict positive behaviors as compared to objective fit.

Subjective fit has been operationalized in two ways as the atomistic and molar approach. The atomistic approach evaluates the individual factors and the environmental factors separately and then later amalgamates them to evaluate fit while the molar approach assesses fit by finding out the extent to which the participants individual characteristics match the specific environmental factors.

Bohdick et al. (2017) suggest that an optimal correspondence between abilities and demands might be more beneficial than abilities simply exceeding demands. This is because, performance

seems to increase when abilities increase toward demands, but excess abilities will likely result in boredom because the available abilities cannot be used (Edwards et al. 1998; Edwards & Shipp, 2007; Reis & McCoach, 2000).

This theory gives the basis for the assumption that probably a perception of person-organization fit and person-job fit by the employee could result in their performance of positive workplace behaviors such as employee engagement and organizational citizenship behavior. The hypothesized relationships between person-organization fit and organizational citizenship behavior have been corroborated in research. For instance, a moderate relationship was found between person-organization fit and organizational citizenship behavior by Hoffman and Woehr (2006).

To sum it up, the theory is an appropriate framework for establishing a relationship between person-organization as well as person-job fit and workplace behaviors because of its emphasis on subjective fit and its tendency to illicit positive behaviors.

### **2.2.3 Theory of Work Adjustment (Dawis & Lofquist, 1984)**

The theory of work adjustment perceives work as an interactive and reciprocal process between the environment and an individual (Dawis & Lofquist, 1984). The notion is that, the work environment has some specific tasks that need to be accomplished and the individuals possess the requisite skills to accomplish them. Just as the individual is seen to fulfill the work requirements of the work environment, the organization is also expected to meet the financial and psychological needs of the individual. These two entities must ensure they are fulfilling each other's requirements in order for a good interaction to be sustained. The extent to which the requirements are met can be termed as correspondence.

In line with this, one conceptualization of work adjustment is that it operates along a bipolar axis. On one end, there is a perfect correspondence between the two parties however on the other end of the pole, there is a complete discorrespondence. When lower levels of discorrespondence are recorded it may be overlooked. In situations where there is a higher occurrence of discorrespondence, adjustment behavior may be initiated. The interval between perfect correspondence and the individual's low threshold can be termed as flexibility. This is observed when the employee is able to tolerate some amount of discorrespondence till they engage in adjustment behavior.

This theory, presents a framework that can be categorized in two ways. The first categorization which is the predictive model is able to predict the end result of the interaction between the environment and the individual. The second one however which is termed the interaction model focuses on the ongoing process of engagement between the environment and the individual. Work adjustment refers to the process by which an individual seeks to achieve and maintain correspondence with their environment. Prospective employees seek to establish a match to their respective work environments and upon integration into that environment, they continually work to sustain the match or adjust to suite the requirements of both parties (Eggert, 2008).

According to Hesketh and Griffin (2005) only a few theories are extensive enough to have application in areas of training, selection, organizational intervention and career choices. Theory of work adjustment however, fulfills this criterion as it emphasizes satisfying both the employee and the organization by using the same process to describe both of them. Within this theory, the predictive model seeks to ensure that there is compatibility between the employees needs and the organizations reinforcers (Eggerth, 2008).

There are two modes for which adjustment behavior can occur and they are the active and reactive mode. The active mode occurs when the employees strive to increase correspondence with the work environment by changing the working environment. The reactive mode on the other hand occurs when the employee takes the decision to improve self to match better with the work environment.

With regard to this theory, it can be predicted that when employees and organizations note a discrepancy in fit, they can engage in peculiar measures such as training sessions and reassignments to ensure that wherever the mismatch stems from, it can be properly addressed whether reactively or actively.

In conclusion, this theory is a sufficient framework in establishing a relationship between the employees' number of years served and their performance of organizational citizenship behavior due to its focus on how employees' behavior can be adjusted in the working environment based on assessment of fit between the respective parties.

These theoretical foundations have been included in this study due to their effectiveness in providing explanations to the mutually beneficial relationship that exists between the employees and the kind of organization they find themselves in. A link is established between these theories in that they take into consideration the interactions that go on between the two parties and how one's expression of behavior influences that of the other. One possible weakness of these theories is the fact that they focus primarily on the mutual relationship that exists between the entities without considering the possibility of other factors.

## **2.3 Review of Related Studies**

### **Person-Job Fit and Person-Organization Fit on Work-Related Outcomes**

### 2.3.1 Person-Environment Fit

The notion of suitability of an individual with their environment is predicated on the fact that prior to one's participation in a particular context, certain factors are looked out for and once these are met, the individual is able to commit and perform at an exceptional rate since the needed requirements are met. Research across various contexts have debated the issue of classification of fit under one universal topic since the setting of suitability can vary. Arguments were raised that emphasis on just a single aspect of fit was inaccurate as relevant sides of the same coin were also being left out. In light of this, person-environment fit has been classified as a multidimensional construct under which varied expressions of fit can be categorized.

From reviewing literature (Andela & Doef 2019; Hoffman & Woehr, 2006), a number of dimensions were developed which include person-job fit, person-organization fit, person-supervisor fit and person-group fit. Among these, the first two have been given quite substantive attention as opposed to the latter two which were introduced quite recently. Person group fit, also referred to as person-team fit encapsulates how compatible individuals are, with group members on an interpersonal level. The fit experienced can be on the basis of values, personality, goals and working style (Kristof-Brown, Jansen, & Colbert, 2002; Seong & Kristof-Brown, 2012). The total experience of fit in this setting is expected to ensure the smooth collaboration of team or group members toward the achievement of set targets.

Person-supervisor fit entails the kind of match that exists between subordinates and their supervisors. Aside the aspects of fit focused on in person-group fit, this dimension goes further to consider the leadership style as well as the lifestyle of both parties. The assumption therefore is that when these two sets of people are strongly related on these factors, they have a strong fit and as such, tasks carried out between them are performed seamlessly without any pitfalls.

### **2.3.2 Person-Organization Fit on Organizational Citizenship Behavior and Employee Engagement**

Person-organization fit entails the level of compatibility an individual has with the organization in relation to their goals and values (Chuang et al., 2016). This dimension of fit is made up of two different types namely supplementary and complementary fit. The former type of fit occurs when the individual shares similar characteristics with those in the organization while the later focuses on employees filling the gaps in the organization which their individual's characteristics meet or the organization filling a gap in the individual's life such that they both support and complement the other. With regard to the assessment of person-organization fit it has been challenging to come to a consensus as to which characteristics rightfully assess it. So far, value congruence, goal congruence and personality congruence have gained attention. However, of these three, value congruence has been at the forefront of most studies (Piasentin & Chapman, 2006).

The relationship between these two concepts as analyzed by Rejeki et al. (2013) found that the compatibility level of an employee and the organizations values can increase the organizational citizenship behavior within the organization. Though some studies have focused on the two conceptualizations of organizational citizenship behaviour simultaneously, others have considered one aspect in isolation of the other. In Pakistan, Ahmad and Dastgeer (2014) discovered that within the textile industry, employee's willingness to assist their colleagues within the organization rose, as was influenced significantly by their person-organization fit. In relation to those behaviors tailored toward the furtherance of the organization's goals, Khaola and Sebotsa (2015), stated that employees who were better suited with the values of the organization had increased acts of organizational citizenship behavior and therefore were more likely to maximize their inputs toward the organization's goals.

It should however be noted that not all studies arrived at the same conclusions discussed above. Some studies have discovered that between person-organization fit and organizational citizenship behavior there is no significant effect (Santoso & Irwantoro 2014; Tambuwun et al., 2015). Other studies (Kim & Gatling, 2019) on the other hand did not outrightly rule out the effect of person-environment fit on organizational citizenship behavior but discovered that only some factors of this concept were significantly affected by both person-job fit and person-organization fit.

The compatibility of an employee with their organizations values is estimated to provide them with some sense of meaningfulness in their work setting. This add on enables them to strive to achieve all requirements as they feel a sense of usefulness and being valued in the work setting. Hamid and Yahya (2011) support this assertion that once there is the presence of feelings of worth on the part of the employee, they will be encouraged to carry out job tasks efficiently and effectively. The relationship between these constructs has been studied in varying directions. In one case, the influence of person-organization fit on employee engagement has been studied while in other scenarios the mediating effect of employee engagement has been studied between person-environment fit and other work-related outcomes (Shahidan et al., 2018).

The limited number of studies conducted on the interaction between person-organization fit and employee engagement leave room for an argument to be made that unlike the conclusions arisen from the studies on person-organization fit on organizational citizenship behavior, a prediction can be made that person organization fit can result in a higher performance of organizational citizenship behavior as compared to employee engagement.

From the above, the person environment fit theory can be seen to be influential in explaining how the notion of individuals personal characteristics matching with the organization's goals and values, could yield the expression of positive workplace behaviors. The assumption that led to the

positing of this hypothesis was that, an employee's experience in the organization when their goals and values match with their organization, has the likelihood of feeling at ease in the organization and feel comfortable enough to attach themselves to the organization as well as their colleagues. It is therefore reasonable to expect that in this current study person-organization fit would predict the occurrence of organizational citizenship behavior. Therefore, in this study this prediction was made in the hope that establishing this fact will bring more clarity to this issue;

Hypothesis 1: Higher organizational citizenship behavior will be associated with higher person-organization fit than person-job fit

### **2.3.3 Person-Job Fit on Organizational Citizenship Behaviour and Employee Engagement**

Boon and Biron (2016) state that individuals desire to have fit in relation to their goals, values and interests. According to Robbins and Judge (2013), the theory of person-job fit is built on the idea that between an individual's characteristics and working environment, there is the need for suitability. Person job-fit is defined by the extent to which an individual's characteristics are compatible with the requirements of the job. Edwards (1991), conceptualized this concept into two; demands-abilities fit and needs-supplies fit. The first category deals with how compatible the employee's knowledge, skills and abilities match the specific requirements of the job. The needs-supplies fit occurs in situations where the needs of employees are met by the organization.

Organizational Citizenship Behaviour as defined by Lambert (2006) suggests that, these actions as performed by employees, are not core behaviors expected in the formal system of rewards, however, they exceed the fundamental requirements of the job. In other literature, this concept is classified as extra-role performance or behaviors. Engaging in these behaviors are fully to the discretion of the employee and are performed by their own choice with no level of pressure from the organization.

Over the years, this concept has been conceptualized by various researchers and notable among them are Organ (1988) and Williams and Anderson (1991). Organ posited that altruism, courtesy, sportsmanship, conscientiousness and civic virtue were the basis of an individual's organizational citizenship behavior and that any occurrence of such could be deemed as voluntary and discretionary actions performed to benefit both employees and the organization as a whole.

William and Anderson later compressed the classification into two major concepts; behaviors that are directed at the individuals within the organization while the other focuses on those actions done to support the organizations overall goals. The former referred to as Organizational Citizenship Behavior toward the Individuals (OCB-I) has been suggested to involve altruism and courtesy while Organizational Citizenship Behavior toward the Organization (OCB-O) has civic virtue, conscientiousness and sportsmanship under its belt. Studies have been conducted on organizational citizenship behavior across varying contexts and in most studies, the outstanding factors of organizational citizenship behavior are the five aforementioned. Altruism entails those acts undertaken with the goal of assisting colleagues when a need is noticed. Courtesy describes actions done in consideration of how they may impact fellow colleagues.

Sportsmanship deals with how willing or tolerant an employee is of unforeseen circumstances that spring up in the organization such that they do not grumble but have a positive outlook. Conscientiousness concerns itself with how dedicated and supportive employees are toward the organization. Their loyalty is usually portrayed in how they speak about the organization. The final indicator of organizational citizenship behavior, civic virtue, encompasses the employees' participatory level in activities of the organization such as meetings, seminars and other engagements that may not necessarily fall within the official roles of the employees.

Some studies that have examined the relationship between person-job fit and organizational citizenship behaviour discovered that a significant effectual relationship exists between the respective constructs (Farzaneh et al., 2014; Sekiguchi & Huber, 2011). An increase in these behaviors outside an employees stipulated roles can be accounted for by how comfortable employees are, especially when suitability between their characteristics and that of the organization is high.

The concept of employee engagement has received attention within research literature and quite a number of conceptualizations have been put across. Khan who can be considered as an esteemed propounder of employee engagement was of the view that for engagement to occur, the emotional, physical and cognitive aspects must be present. Lockwood (2007) suggests that, engagement takes place when employees portray behaviour that reveal their intellectual and emotional connection to the organization. Throughout literature, some factors have been presented as predictive factors of engagement.

Schaufeli and Bakker (2003) submit that vigor, dedication and absorption are key characteristics of employee engagement. In their opinion, vigor entails sense of resilience, increased level of energy, motivation to press on and not back down when faced with varying challenges. Dedication on the other hand is characterized by feelings of meaning, inspiration, enthusiasm and pride. Employees who possess high levels of dedication may engage at higher levels in the organization since the job potentially appeals to them in a challenging and inspiring manner. The final aspect, absorption, concerns itself with one's concentration on the job as well as how interested and invested they are such that they may not even notice as time lapses in their performance of job-related tasks. Aside the submission made by Schaufeli and Bakker (2003), Soane et al. (2012) also conceptualized engagement as consisting of three components.

The primary component referred to as intellectual engagement, deals with how absorbed an individual is in their work on an intellectual level and brainstorms about possible ways to enhance their work. This component has similar characteristics to the absorption aspect discussed previously. The next component suggested was social engagement which describes how much employees are connected with the work setting and possess similar value systems as their colleagues. The final component presented was affective engagement which was explained as the situation where an individual experiences a state of positive emotions toward their roles at work. This is likened to the dedication component as explained by Schaufeli and Bakker (2003).

Within this study, the later conceptualization of engagement and its components are focused on. Considering the above, the person environment fit theory can be seen to be influential in explaining how the notion of individuals personal characteristics matching with the job tasks, could yield the expression of positive workplace behaviors. It is therefore reasonable to expect that in this current study, person-job fit would predict the occurrence of employee engagement. In line with these arguments the following hypothesis was presented:

Hypothesis 2: Higher employee engagement will be associated with higher person-job fit than person-organization fit.

#### **2.3.4 Person-Organization Fit and Person-Job Fit on Work-Related Outcomes Within Public Universities**

The element of suitability is key in the selection, recruitment of personnel, morale and productivity across all organizations. The existence of improper fit could greatly impact and offset the strides organizations are embarking on. Within the educational sector, there is also the need to focus attention on such a relevant cause, as lives of younger generations rest on the oars of the employees. In the recruitment of qualified administrators, a proper alignment of their values and

goals toward the institutions, as well as their skills and abilities to the tasks at hand must be evident. Within the educational context, there is competition in obtaining and maintaining the appropriate personnel since at any point, the loss of an organizations seemingly unattractive talent could be the gain of another organization, who knows the benefit of the prospective employee and how to appropriately assign them. It is worth noting that aside recruiters paying attention to the kind of talent acquired, job applicants also look out for the organizations and job tasks most appropriate for them through realistic job previews.

From a look at some research studies, it is noted that the association between fit and work-related outcomes have been studied, though not extensively. In Malaysia, it is praiseworthy to note that this interaction has not been studied in just one sector but across a variety. Studies (Hamid & Yahya, 2011; Sharom, 2017) have been conducted in engineering, health and education. Prominence has been given to this topic by researchers as they have deemed it an important contribution to an organization's performance. A closer look at the educational sector reveals that the issue of typology has not been looked at extensively, though when researching organizations in general, this factor has been accounted for (Thani & Othman, 2018). Studies conducted evaluating this association have focused on academicians with the neglect of administrative staff. For instance, a study conducted by Sulistiowati et al. (2018) emphasized the effect of person-job fit on employee engagement in higher education institutions. Their focus on the distinctiveness between public and private institutions revealed that though lecturers showed good fit with the job and good engagement levels generally, there was significant differences in how they were portrayed in both public and private institutions. For the private educational institutions there was poor person-job fit which affected their engagement levels and ultimately good performance was a challenge.

### 2.3.5 Length of Service and Age on Organizational Citizenship Behavior

Research has been conducted on the influence of demographic variables on various organizational and behavioral outcomes. Altuntas and Baykal (2014) from their study observed a significant relationship between organizational citizenship behavior and employees' demographics such as age, work position, institutional experience. The assumption was made that the more experience gained within the organization will result in familiarity with their needs and as such employees will have a better understanding of how to contribute to them

Saleem et al. (2017) in their study also found supportive data on the link between gender and age on performance of organizational citizenship behavior. They discovered that, organizational citizenship behavior was significantly affected by gender and age at public and private sector universities, with females as well as employees of age 40 and above accounting for this. Perry et al. (2012) put forth that an employee's fit with their job and organizational context adapts as they age. In line with this, it is suggested that as employees age, they are given the opportunity to craft their job and environments as they perceive misfits.

Regarding number of years served, not a lot of work has been conducted on its relationship to organizational citizenship behavior. Rowe (1988) suggests that, organizational citizenship behaviors may change due to the work experience gained over time. In support of this, Jena and Goswami (2014) as well as O'Reilly and Chatman (1986) discovered that employees with more tenure would perform more organizational citizenship behavior.

Despite the positively skewed data found, another study (Francis, 2014) discovered that in studying this relationship, some demographics (such as gender, educational and marital status) did not impact the performance of organizational citizenship behavior. Other studies investigated these relationships and found no significant relationships between age and organizational citizenship

behavior (Taamneh, 2015) and also between years of experience or years served and citizenship behavior. Length of service in an organization predisposes the employee to the culture and demands of the organization such that they are able to adapt their work skills and abilities to suite the ever-changing patterns of the organization resulting in their full engagement and tendency to freely and willingly engage in behaviors that not only increase team building and show loyalty but also build the other colleagues in their skill set.

There are inconsistencies in the findings on the relationship between age and organizational citizenship behavior according to Waris (2005), and it can be attributed to cultural diversity. However, El-Badawy et al. (2017) presented indirect but significant relationships between organizational citizenship behavior and culture.

The theory of work adjustment and the field theory support this hypothesis in that, over the employees' period of service in the organization and as they grow older, they gain experience and are able to effectively adjust their skills and personal values to suite the shifting patterns of their organizations such that at every point in time, they have a suitable fit with the organization and express appreciable levels of organizational citizenship behavior. In line with these arguments, we present the following hypotheses:

Hypothesis 4: Employees serving more than 5 years will perceive more organizational citizenship behavior and employee engagement than those below 5 years.

Hypothesis 5: Employees above age 30 will perceive higher levels of citizenship behavior than those below age 30.

## 2.4 Rationale of Study

In 2020, the percentage of Ghana's labor force that were without jobs but were available to work and actively sought employment was approximately 4.51% of the total labor force (Plecher, 2020). When disappointed and are rendered jobless, they are met with the options of either turning to private sectors or taking their talent overseas, especially North America and Europe. Therefore, if this is the situation in the general sense, then how much more within the education sector.

In Ghana, the number of non-teaching staff in public tertiary institutions reached 19,590 in 2019, which was more than three times the number of both teaching and non-teaching staff in private institutions in the country (Sasu, 2020). There is therefore the need for institutions to pay critical attention to their selection methods such that outstanding talent are not lost to organizations overseas more especially since the country is determined to improve its economic and developmental situation.

After reviewing accessible literature on the discussed constructs, it was observed that most of the studies on person-environment fit were conducted in western organizational environments (Purjani & Riana, 2018) with a few in Sub-Saharan Africa (Khaola et al., 2018). Due to the outstanding differences in these countries social, economic and educational backgrounds, their findings may not be appropriate for generalization in the Ghanaian context. Therefore, conducting the study within the Ghanaian context will enable the findings to be most appropriately fitted with the Ghanaian educational workplace setting.

Studies on the relationship between person-environment fit and workplace outcomes have so far assessed the impact of one dimension on dual work outcomes such as the relationship between person-organization fit on employee turnover and satisfaction. Others also consider the effect of both dimensions of fit on work outcomes such as the influence of person-job fit and person-

organization fit on organizational citizenship behaviour. It was therefore observed that the impact of both dimensions of fit on the selected work-related outcomes; employee engagement and organizational citizenship behaviour have not been studied as a whole. Thus, to bridge the gap in literature there is the need for this study to be conducted.

Furthermore, the organizational typology of organizations in general has been estimated to influence the engagement and organizational citizenship behavior levels as expressed by employees. Within the educational institutions, typology has been found to account for employee engagement levels (Sulistiowati, 2018). The nature of the educational institution as private or public could influence the kind of values, beliefs and norms that exist which can limit the expression of employees in relation to engagement and organizational citizenship behavior. This study therefore seeks to assess the employee's engagement and organizational citizenship behavior within public universities in Accra.

Overall, this study therefore seeks to add on to the literature on person-environment fit with a closer look at person-job and person-organization fit and its relation with work-related outcomes (employee engagement and organizational citizenship behaviour) among administrative staff within public universities while accounting for the influence of demographic variables.

## **2.5 Person-Job Fit, Person-Organization Fit and Work-Related Outcomes (Employee Engagement and Organizational Citizenship Behavior) from an Empirical Perspective.**

In connection with the theoretical background, a number of empirical studies have supported the positive associations between person-organization fit, person-job fit and organizational citizenship behavior and employee engagement. In addition, some studies have found a negative association between person-organization fit and organizational citizenship behavior (Santoso & Irwantoro

2014; Tambuwun et al., 2015). Some other research supports these hypothesized relationships between person-organization fit and workplace behaviors, for instance, Hoffman and Woehr (2006) found a moderate relationship between person–organization fit and organizational citizenship behaviors. Empirical evidence has also been provided for the relationship between person-job fit and organizational citizenship behavior (Farzaneh et al., 2014; Sekiguchi & Huber, 2011). These studies set the stage for the following hypothesis to be put forth.

## 2.6 Statement of Hypotheses

**Hypothesis 1:** Higher organizational citizenship behavior will be associated with higher person-organization fit than person-job fit.

**Hypothesis 2:** Higher employee engagement will be associated with higher person-job fit than person-organization fit.

**Hypothesis 3:** The dimensions of employee engagement will be significantly positively related to organizational citizenship behavior.

**Hypothesis 4:** Employees serving more than 5 years will perceive more organizational citizenship behavior and employee engagement than those below 5 years.

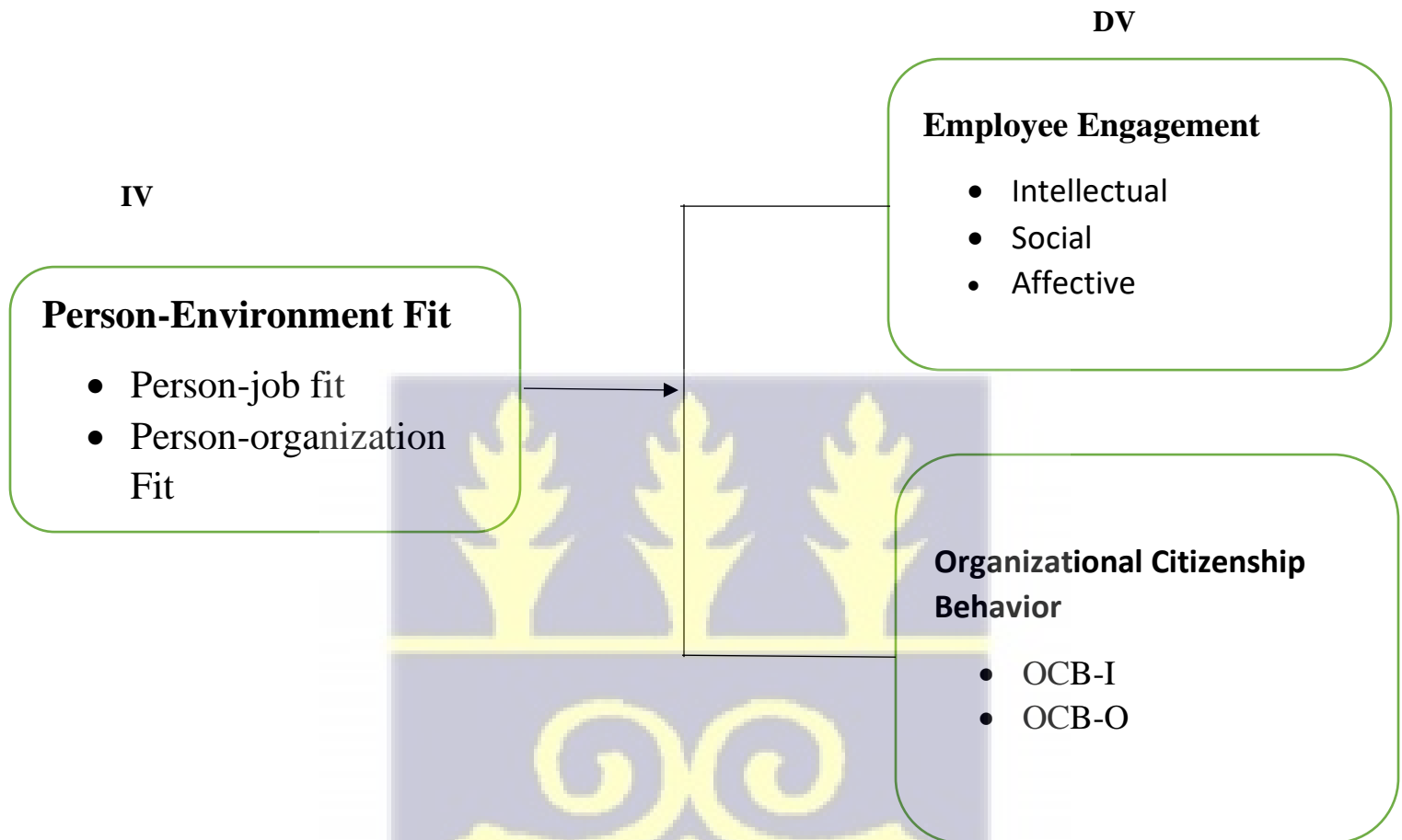
**Hypothesis 5:** Employees above age 30 will perceive higher levels of citizenship behavior than those below age 30.

## 2.7 Variables of the Study

For this study, the independent variable was person-environment fit with two dimensions; person-job fit and person-organization fit. The dependent variables were organizational citizenship behavior and employee engagement with each consisting of subsections where the former includes behaviors directed at individuals (Organizational Citizenship Behavior -Individuals) and those for

the benefit of the organization (Organizational Citizenship Behavior -Organizations) while the latter includes intellectual, social and affective engagement.

## 2.8 Conceptual Model



*Figure 1. Model illustrating the study's hypothesized links between the independent variables and the dependent variables*

The above-mentioned model was put to the test using the hypothesized relationships. The diagram displays person-environment fit as the independent variable of employee engagement and organizational citizenship behavior (OCB). It goes on to detail how the different dimensions of person-environment fit may impact the expression of employee engagement and organizational behavior in a unique way. The current study's goal was to achieve this.

## 2.9 Operational Definitions of Terms

**Person-Job Fit:** The employees' perception of a match between their skills and the job tasks.

**Person-Organization Fit:** The employees' perception of compatibility with the organization's values and goals.

**Employee Engagement:** The employees feeling of positive emotions about their work, being consciously immersed and having a shared value system with colleagues.

**Organizational Citizenship Behaviour:** Voluntary behaviors carried out by the employee as an expression of their support and commitment to the organization and their colleagues through acts such as speaking positively of the organization and regularly attending seminars and training programs.

**Administrative Staff:** Employees who are non-teaching staff within the organization with the exception of graduate and teaching assistants but including administrative assistants, clerks.



## CHAPTER THREE

### METHODOLOGY

#### 3.1 Introduction

The scope of this chapter included methods used to derive results in line with the set objectives and hypothesis of the study. It entails the population, research design, sampling techniques and characteristics as well as the research processes employed in undertaking this research. In addition to these, the various research instruments which were used to assess the constructs are duly described. The step-by step procedures for carrying out the study as well as ethical considerations are also detailed in this chapter.

#### 3.2 Research Setting and Population

The research was conducted in the Greater Accra Region. With Accra as Ghana's capital, one of the major public universities is located there. This study was conducted within the two (2) major public universities in the Greater Accra Region namely, University of Ghana and University of Professional Studies. Data from the National Accreditation Board on tertiary education statistics in Ghana show that, there were 73 private universities as of 2019 compared to 19 public universities. Ironically, the 73 private universities account for only 64,870 (20.5%) of student enrolment compared to 315,380 (79.5%) enrolled by the public universities (Ofosu, 2021). In Ghana, the number of non-teaching staff in public tertiary institutions reached 19,590 in 2019, which was more than three times the number of both teaching and non-teaching staff in private institutions in the country (Sasu, 2020). Despite the increase in the number of private universities, from the data disclosed above, students and employees alike gravitate toward public universities. This population was chosen for a number of reasons. Of first importance is the fact that according to the National Accreditation Board, Greater Accra has the majority of public universities (four out of fifteen accredited public universities) and with Accra being the capital of Ghana, quite a

number of people work there. Also, a majority of administrative personnel are found within public universities. As such, there was the indication that person-organization, person-job fit, employee engagement and organizational citizenship would most likely be on a higher level in this environment than other universities. Therefore, since the study targeted administrative staff, public universities in Accra were the most suitable location for gathering the data.

The study was focused on public universities to discover whether the disparity in numbers was a resulting factor of suitable fit and like-mindedness between the employees and the organization which then influences their dedication and willingness to support the organization and colleagues. The questionnaire was sent to the public universities through physical and electronic means and data was extracted from them. The target population for the study were administrative staff of public universities in Accra. This population was made up of senior members and senior staff.

### **3.3 Research Design**

For this study, the cross-sectional survey design was employed of which the quantitative approach was used to gather data. The cross-sectional survey design, has been deemed effective by researchers (Fink, 2008) in gathering large amounts of data in the social sciences. The use of the cross-sectional survey design is justifiable based on the fact that participants from different universities with varying demographics such as age, gender, tenure and job position were sampled. This study made use of the web-based survey research method of collecting data through the circulation of questionnaires as developed using google forms to available participants with a few printed versions as well.

### **3.4 Pilot Study**

Prior to the commencement of the main study, a pilot study was conducted to evaluate the data collection process, the clarity of the survey items, response rate of potential participants as well as

identifying problem spots in the research process. The pilot study was conducted among thirty (30) administrative staff of Methodist and Ashesi universities. These universities were however not included in the main study to ensure the avoidance of learned responses and biases.

The administrative staff in the private universities were considered a parallel sample in that they have similar characteristics to those in public universities with the outstanding difference being the typology of the university. This was done to prevent learned responses as well as reduce the occurrence of acquiescence bias as a confounding factor in the study. This sample was selected to ensure that participants did not have prior knowledge of the research as well as the researcher's outcome of interest, such that honest responses were given. This also ensured that participants for the main study did not become fatigued with the survey, which would have caused them to respond in an untrue manner thus affecting the validity of the study. The survey was circulated electronically as well as physically presented to ascertain the most effective method of gathering data effectively and efficiently.

The instruments proposed for data collection proved to be adequate for application in the main study. The Employee Engagement Scale which was used to measure the dependent variable, Employee Engagement resulted a Cronbach alpha of .840 depicting how suitable it was to be used.

The subscales of Person-Environment Fit used to assess the independent variable showed an adequate reliability coefficient of .801 for Person-Job fit and .875 for Person-Organization fit. The final instrument, Organizational Citizenship Behavior which assessed the second dependent variable yielded a Cronbach alpha of .931 and therefore the conclusion was drawn that all 3 scales were appropriate for use in the main study. Table 3.0 below summarizes the reliability of the scales used in data collection.

**Table 3.0 Summary of Scales and their Respective Reliability Coefficient**

Scale	Alpha
Employee Engagement	.840
Person-Job fit	.801
Person-Organization fit	.875
Organizational Citizenship Behavior	.931

### 3.5 Sampling and Sampling Procedure

In order to ensure the generalization of findings to the population under study, a sample size of 300 was calculated and the purposive and snowball sampling methods were utilized yielding a heterogenous sample (females = 58.4%, ages 18-40=86.0%). The sample which sought to be representative of the population included participants of both genders, varying ages ranging from 26-59 years, number of years served, positions and different levels of education, etc. The purposive and snowball sampling method was employed to recruit participants into the study.

With the aid of willing and available participants, other prospective participants who fit the criteria were contacted. The same method was required in order to avoid the inclusion of National Service Personnel and interns within the study such that the targeted sample will be used. Public universities were approached and those who agreed to engage in the study upon approach, and duly understood the purpose of the research as explained to them, were used.

The Tabachnick and Fidell (2007) formula for calculating sample size ( $N > 50 + 8m$ , where  $N$  = number of participants and  $m$  = number of IVs) was used to arrive at the sample size for this study.

Taking into consideration that the current study had two independent variables, the implication was that a sample of sixty-six employees and above would be sufficient,  $[(50 + 8(2) = 66)]$ . Some

researchers however, have observed that using a smaller sample than the ideal increases the likelihood of assuming a false premise to be true. Therefore, when working with larger populations, it is expected that using larger sample sizes will increase the external validity of findings gathered in a study. As a result, a total sample of three hundred (300) administrative staff of public universities were targeted to partake in the study. In all, a total of 410 administrative personnel were approached to participate in the study. 310 emails were sent out containing the online survey while 100 hardcopies were handed out to staff. Overall, about 160 mails either did not reach the recipients or they were not responded to while some surveys were incomplete. As such, the response rate for this study was calculated as 60.97%.

### **3.6 Measures**

#### **3.6.1 Demographics**

This aspect of the questionnaire was used to get an idea of the caliber of participants involved in the study. Information that was requested for includes age, gender, number of years served, position at work etc.

#### **3.6.2 Person-Environment Fit**

Perceived fit was measured using the Multidimensional Instrument of Person-Environment Fit as developed by Chuang et al. (2016). It consists of 26 items in total with 4 subscales assessing person-job fit, person-organization fit, person-group fit and person-supervisor fit. However, for this study, the first two subscales were of interest thus making the items 11, assessed on a 7-point scale, where 1 means “no match” and 7 means “complete match”. Some of the items included in the scale are ‘How would you describe the match between your professional skills, knowledge, and abilities and those required by the job?’ and ‘How would you describe the match between your emphasis and your organization’s emphasis on the following values? a) honesty, b) achievement.’

The score on the Person-Job fit scale ranges from a maximum of 28 to a minimum of 4 while the score on the Person-Organization fit scale ranges from a maximum of 49 to a minimum of 7. The Person-Environment Fit scale had a reliability coefficient of .879 while the subscales showed an adequate reliability coefficient of .801 for Person-Job fit and .875 for Person-Organization fit.

### **3.6.3 Organizational Citizenship Behavior**

Organizational Citizenship Behavior was assessed using the organizational citizenship behavior scale as developed by Moorman and Blakely (1995). This scale has 19 items with a 7-point Likert scale ranging from 1 (does not describe my behavior at all) to 7 (describes my behavior perfectly). A high score on this scale reflects high performance of organizational citizenship behavior. The score on this scale ranges from a maximum of 133 to a minimum of 19. The organizational citizenship behavior scale has been reported to have a Cronbach alpha value of .87 (Podsakoff et al., 2000). A sample of the items are “I voluntarily help new employees settle into the job” and “I show pride when representing the organization in public”. Organizational Citizenship Behavior resulted a Cronbach alpha of .931 in this study.

### **3.6.4 Employee Engagement**

Employee Engagement was measured using 9 items with each facet consisting of 3 items as developed by Soane et al. (2012). The facets included intellectual engagement with items such as, 'I focus hard on my work', social engagement with such an item, 'I share the same work values as my colleagues', and affective engagement that includes this item 'I feel positive about my work'. All items will be assessed using a 7-point Likert scale ranging from 1 (“strongly disagree”) to 7 (“strongly agree”). The reliability of the engagement measure is strong for the overall construct (alpha = .91) as well as for each facet, where the alpha values are .90 for intellectual engagement, .92 for social engagement, and .94 for affective engagement.

The Employee Engagement scale score was determined by finding the maximum average score for each facet and for the scale overall. The maximum average score for each facet and for the scale overall is 7. Employers will generally aim for a score of 6-7 for each facet and overall. Very low scores of 1-2 suggest a lack of engagement. The score on this scale ranges from a maximum of 63 to a minimum of 9. Employee Engagement resulted an overall Cronbach alpha of .840, while the alpha values are .88 for intellectual engagement, .81 for social engagement, and .86 for affective engagement in this study.

### **3.7 Procedures for Conducting the Study**

Approval was first sought from the supervisor before the research took place and the Departmental Research Ethics Committee (DREC) of the Psychology Department, University of Ghana was also consulted for ethical approval before the research proceeded. Contact persons were engaged in the various departments and units to introduce the researcher to potential participants who then put the researcher into contact with other likely participants. The participants who were available were then given the set of questionnaires assessing person-job fit, person-organization fit, employee engagement and organizational citizenship behavior to complete, and they were self-administered not requiring a translator.

Both web-based and hard copy versions of the questionnaires were circulated to suite those who were technologically savvy and those who were not respectively. The participants were given consent forms to help them understand what the research was about and what was expected of them. The questionnaire contained information about the researcher, the nature of the research and the items to be responded to. Participants were however not forced to complete the questionnaire but rather had the liberty to respond to it or not. The completion of the questionnaire took about

10-15 minutes. Participants who desired hard copy versions of the survey were given contact numbers to reach out to upon completion of the survey.

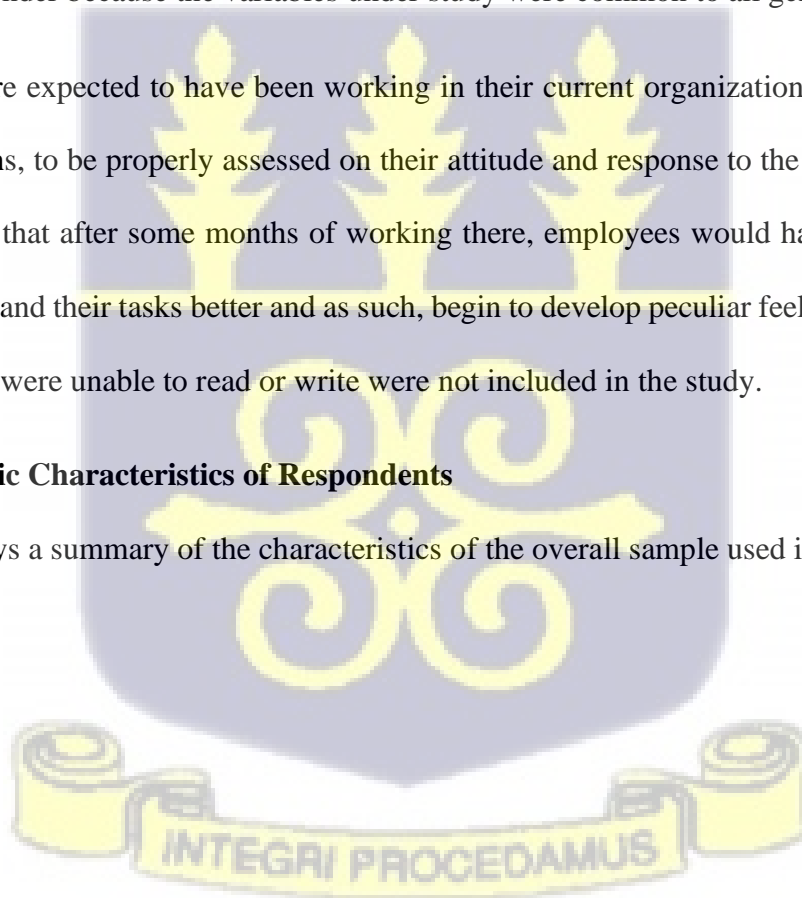
### **3.8 Participants**

For this study, participants included administrative staff of public universities where the participants included senior members and senior staff. However, it should be noted that the exclusion criteria of participants included National Service Personnel, interns, teaching assistants and graduate assistants. The study participants were male and female employees in diverse departments and units of the public universities in the Greater Accra Region. The study was not limited to one gender because the variables under study were common to all genders.

Participants were expected to have been working in their current organization, for at least more than three months, to be properly assessed on their attitude and response to the organization. The assumption was that after some months of working there, employees would have come to know the organization and their tasks better and as such, begin to develop peculiar feelings toward them. Employees who were unable to read or write were not included in the study.

### **3.9 Demographic Characteristics of Respondents**

Table 3.1 displays a summary of the characteristics of the overall sample used in this study:



**Table 3.1 Demographic Characteristics of the Sample**

Variable		Frequency	Percentage
Gender	Male	104	41.6
	Female	146	58.4
Age	18-25	88	35.2
	26-30	70	28.0
	31-40	57	22.8
	41-50	20	8.0
	51 and above	15	6.0
	Number of Years Served	Less than a year	59
1-3years		96	38.4
4-5years		29	11.6
5-10years		33	13.2
10 years and above		33	13.2

The numbers displayed in Table 3.1 indicate that there were 104 males representing 41.6% and 146 females also representing 58.4%. Additional characteristics reveal that 59 (23.6%) participants had served for less than a year, 96 (38.4%) of them between one and three years, 29 (11.6%) had served between four and five years and 66 (26.4%) had served for five years and above. It is also notable that with regard to age, 88 (35.2%) of the respondents were between the ages of 18 and 25 and 15 (6.0%) of them ranged between 51 years and above. These figures indicate an influx of majority of the younger generation while a minimal number of the older generation remains. This

vast difference could be accounted for by the mere rush for employment on the part of the younger generation and the resilience and dedication on the part of the older generation.

### **3.10 Ethical Issues**

In order not to violate any ethical principles spelled out by the American Psychological Association on the code of conduct of research, carefully outlined principles pertaining to this study were adhered to. Strictly following Standard 9.01 of the ethical regulations by the APA, the researcher first got institutional approval from the Departmental Research Ethics Committee (DREC) of the Psychology Department, University of Ghana by providing accurate information regarding the research proposal. The research was then conducted in accordance with the approved research protocol.

In relation to informed consent, the participants were made aware of the nature of the research and what they were required to do. They were assured of confidentiality and anonymity such that any data or information provided, was not disclosed to anyone or group of people without prior permission, but was kept private. Participants were assured that they would incur no risk or adverse effect from the study. Participants were also made aware that, they had the right to decline participation and at any point in the research process, they can withdraw their participation.

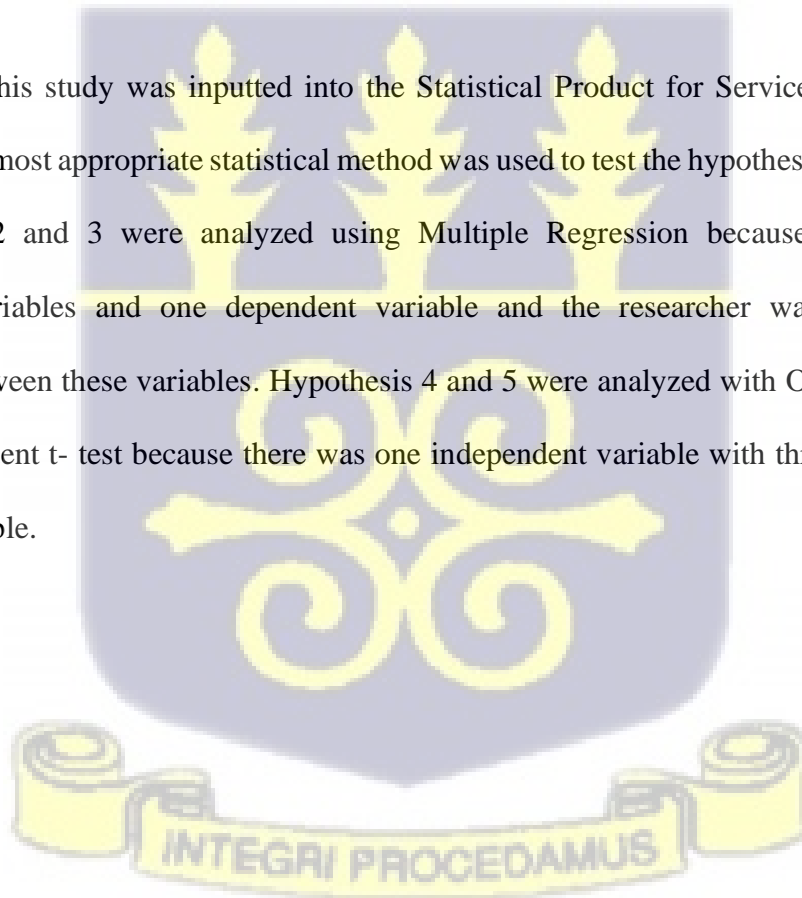
### **3.11 Data Analysis**

Data analysis was carried out in two folds. The initial part entailed preliminary tests of which tests for descriptive statistics, reliability analysis, tests of correlations and tests for normality in the data were inclusive. The final part also involved testing of the hypotheses submitted in the study

Prior to the testing of the five main hypotheses, initial analysis entailing descriptive statistics and reliability analysis were conducted. The reliability analysis determined that all the measures employed in the study were credible as shown in Table 4.1.

During the initial analysis the normality of the data was assessed. The normality assessment showed that Skewness and Kurtosis statistics were between -1 and +1, showing that the variables were distributed normally and suitable for parametric statistical analyses. Table 4.1 summarizes the descriptive statistics, reliability analysis, and normalcy test results for the study variables. In addition, the Bonferroni adjustment was applied in the analysis to prevent the occurrence of false positive results.

The data from this study was inputted into the Statistical Product for Service Solution (SPSS) version 20. The most appropriate statistical method was used to test the hypothesis as stated earlier. Hypothesis 1, 2 and 3 were analyzed using Multiple Regression because there were two independent variables and one dependent variable and the researcher wanted to find the relationship between these variables. Hypothesis 4 and 5 were analyzed with One-Way ANOVA and an Independent t- test because there was one independent variable with three levels and one dependent variable.



**CHAPTER FOUR**

**RESULTS**

**4.1 Introduction**

Within this chapter, the results gleaned from the analysis conducted on the gathered data are presented. Using appropriate tables, the results are put forth with the respective interpretations displayed after. All the accumulated data was analyzed statistically with the Statistical Package for the Social Sciences (SPSS) version 20.0. On the basis of knowledge gathered from already existing literature, five hypotheses were presented and tested with the appropriate statistical methods.

**Table 4.1 Descriptive Statistics and Reliability Indices of the Study Variables**

Variables	Mean	SD	Skewness	Kurtosis	Alpha
Employee Engagement	51.89	6.40	-.46	.92	.85
<i>Intellectual Engagement</i>	18.63	2.11	-.46	.92	.88
<i>Social Engagement</i>	15.58	3.18	-.60	.22	.81
<i>Affective Engagement</i>	17.67	2.89	-.46	.92	.86
OCB	103.87	14.34	-.37	.41	.91
<i>OCB-I</i>	54.96	8.10	-.37	.00	.88
<i>OCB-O</i>	48.90	7.60	-.56	.92	.87
Person-Job fit	21.29	3.61	-.59	.49	.78
Person-Organization Fit	37.44	6.95	-.84	.92	.86

OCB= Organizational Citizenship Behavior, OCB-I= Organizational Citizenship Behavior geared toward Individuals, OCB-O= Organizational Citizenship Behavior geared toward the Organization

After the initial analysis, a correlation analysis was conducted using the Pearson Product Moment Correlation analyses to assess the relationships that exist among the independent and dependent variables. These results are displayed in Table 4.2.

**Table 4.2: Interactions among the Study Variables**

Variables	1	2	3	4	5	6	7	8	9
1. Employee Engagement	—								
2. OCB	.571**								
3. Person-Job Fit	.389**	.531**							
4. Person-Organization Fit	.342**	.335*	.555**						
5. <i>Intellectual Engagement</i>	.457**	.590**	.378**	.242**					
6. <i>Social Engagement</i>	.548**	.242**	.191**	.181**	.281**				
7. <i>Affective Engagement</i>	.436**	.565**	.375**	.381**	.634**	.349**			
8. <i>OCB-I</i>	.473**	.518**	.465**	.270**	.494**	.200**	.466**		
9. <i>OCB-O</i>	.572**	.507**	.505**	.345**	.586**	.243**	.568**	.666**	

OCB= Organizational Citizenship Behavior, OCB-I= Organizational Citizenship Behavior geared toward Individuals, OCB-O= Organizational Citizenship Behavior geared toward the Organization

## 4.2 Testing of Hypotheses

The main statistical tests that were used in the analyses of the hypotheses included the Standard Multiple Regression, One-way Analysis of Variance and Independent t-test. The rationale behind the use of these tests was to discover the strength and direction of relationships between the variables.

#### 4.2.1 Test of Hypothesis 1

Hypothesis 1 states that ‘Higher organizational citizenship behavior will be associated with higher person-organization fit than person-job fit’. A multiple regression was conducted to see if person-organization fit predicted a higher level of the organizational citizenship behavior levels of employees than person-job fit.

**Table 4.3 Model Summary Table of the Relationship between Person-Organization Fit, Person-Job Fit and Organizational Citizenship Behavior**

R	R Square	Adjusted R Square
.534	.285	.279

Table 4.3 presents the model summary table. R, the multiple correlation coefficient is the measure of the quality of the prediction of the dependent variable (Organizational Citizenship Behavior). The table indicates an R value of .534 which indicates a good level of prediction. The R Square represents the proportion of variance in the dependent variable that can be explained by the independent variables (Person-Organization Fit and Person-Job Fit). The value for the R-square is .285 which means that the independent variables (Person-Organization Fit and Person-Job Fit) explain 28.5% of the variability in Organizational Citizenship Behavior. The Adjusted R tells also explains the percentage of variation explained by only those independent variables that truly affect the dependent variable. The Adjusted R values obtained was .279 which indicates that the percentage of variation explained by the independent variables that truly affect the dependent variable is 27.9%.

**Table 4.4 ANOVA Summary Table of the Relationship between Person-Organization Fit, Person-Job Fit and Organizational Citizenship Behavior**

	Sum of Squares	<i>df</i>	Mean Square	<i>F</i>	<i>p</i>
Regression	14594.368	2	7297.184	48.77	.00
Residual	36656.906	245	149.620		
Total	51251.274	247			

The F-ratio in the ANOVA table in Table 4.4 tests whether the overall regression model is a good fit for the data. The table shows that the independent variables significantly predict the dependent variable,  $F(2, 245) = 48.77, p < .05$ . Therefore, the regression model is a good fit for the data.

**Table 4.5 Regression Coefficients of Variables (Person-Organization Fit, Person-Job Fit and Organizational Citizenship Behavior)**

	B	<i>t</i>	<i>p</i>
POFS	.069	1.05	.29
PJFS	.493	7.58	.00

POFS= Person-Organization Fit Scale, PJFS= Person-Job Fit Scale

Table 4.5 indicates the beta value, t-value and significance of each independent value when all other independent variables are held constant. Person-Job Fit ( $b=.493, t= 7.58, p < 0.05$ ), is significant and the coefficient is positive which indicates that high person-job fit is related to high levels of organizational citizenship behavior.

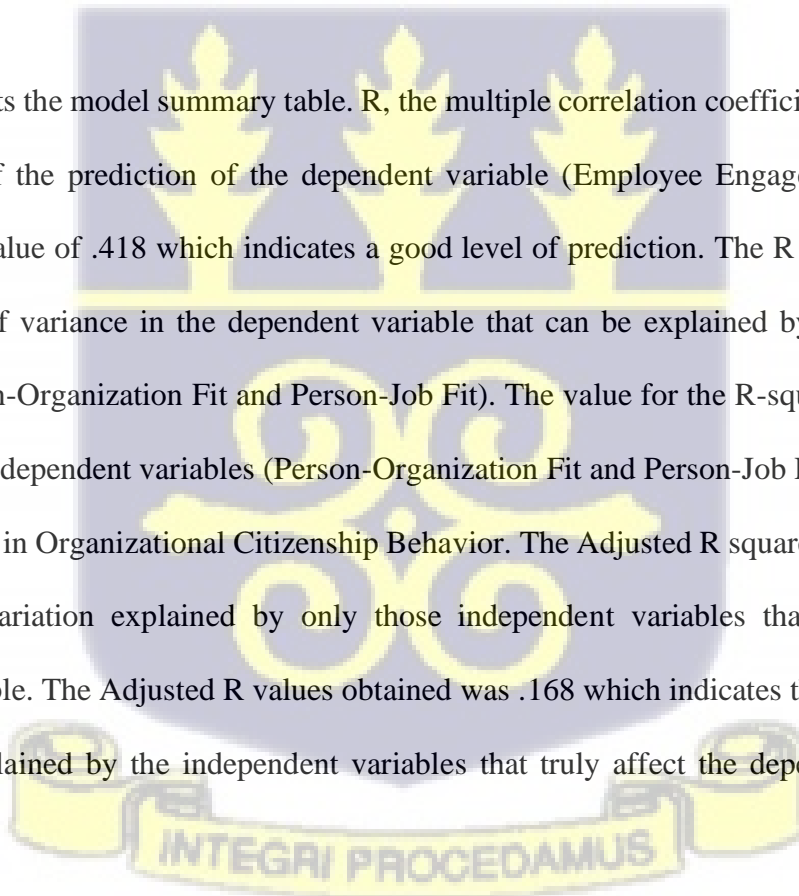
#### 4.2.2 Test of Hypothesis 2

Hypothesis 2 indicates that ‘Higher employee engagement will be associated with higher person-job fit than person-organization fit’. A multiple regression was conducted to see if person-organization fit and person-job fit predicted the employee engagement levels of employees.

**Table 4.6 Model Summary Table of the Relationship between Person-Organization Fit, Person-Job Fit and Employee Engagement**

R	R Square	Adjusted R Square
.418	.175	.168

Table 4.6 presents the model summary table. R, the multiple correlation coefficient is the measure of the quality of the prediction of the dependent variable (Employee Engagement). The table indicates an R value of .418 which indicates a good level of prediction. The R Square represents the proportion of variance in the dependent variable that can be explained by the independent variables (Person-Organization Fit and Person-Job Fit). The value for the R-square is .175 which means that the independent variables (Person-Organization Fit and Person-Job Fit) explain 17.5% of the variability in Organizational Citizenship Behavior. The Adjusted R square also explains the percentage of variation explained by only those independent variables that truly affect the dependent variable. The Adjusted R values obtained was .168 which indicates that the percentage of variation explained by the independent variables that truly affect the dependent variable is 16.8%.



**Table 4.7 ANOVA Summary Table of the Relationship between Person-Organization Fit, Person-Job Fit and Employee Engagement**

	Sum of Squares	<i>df</i>	Mean Square	<i>F</i>	<i>p</i>
Regression	1779.282	2	889.641	25.89	.00
Residual	8417.089	245	34.355		
Total	10196.371	247			

The F-ratio in the ANOVA table in Table 4.7 tests whether the overall regression model is a good fit for the data. The table shows that the independent variables significantly predict the dependent variable,  $F(2, 245) = 25.89, p < .05$ . Therefore, the regression model is a good fit for the data.

**Table 4.8 Regression Coefficients of Variables (Person-Organization Fit, Person-Job Fit and Employee Engagement)**

	B	<i>t</i>	<i>p</i>
POFS	.182	2.60	.01
PJFS	.289	4.13	.00

POFS= Person-Organization Fit Scale, PJFS= Person-Job Fit Scale

Table 4.8 indicates the beta value, t-value and significance of each independent value when all other independent variables are held constant. Person-Job Fit ( $b = .289, t = 4.13, p < 0.05$ ), is significant and the coefficient is positive which indicates that high person-job fit is related to high levels of employee engagement. In addition, Person-Organization Fit ( $b = .182, t = 2.60, p < 0.05$ ), is also significant and the coefficient is positive which indicates that high person-organization fit is related to high levels of employee engagement.

### 4.2.3 Test of Hypothesis 3

Hypothesis 3 made the prediction that ‘The dimensions of employee engagement will be significantly positively related to organizational citizenship behavior.’. To evaluate this appropriately, a multiple regression analysis was conducted to see if the dimensions of employee engagement will predict the organizational citizenship behavior levels of employees.

**Table 4.9 Model Summary Table of the Relationship between the Dimensions of Employee Engagement and Organizational Citizenship Behavior**

R	R Square	Adjusted R Square
.640	.410	.403

Table 4.9 presents the model summary table. R, the multiple correlation coefficient is the measure of the quality of the prediction of the dependent variable (Organizational Citizenship Behavior). The table indicates an R value of .640 which indicates a good level of prediction. The R Square represents the proportion of variance in the dependent variable that can be explained by the independent variables (Intellectual, Social, and Affective Engagement). The value for the R-square is .410 which means that the independent variables (Intellectual, Social, and Affective Engagement) explain 41% of the variability in Organizational Citizenship Behavior. The Adjusted R square also explains the percentage of variation explained by only those independent variables that truly affect the dependent variable. The Adjusted R values obtained was .403 which indicates that the percentage of variation explained by the independent variables that truly affect the dependent variable is 40.3%.

**Table 4.10 ANOVA Summary Table of the Relationship between the Dimensions of Employee Engagement and Organizational Citizenship Behavior**

	Sum of Squares	<i>df</i>	Mean Square	<i>F</i>	<i>p</i>
Regression	21012.575	3	7004.192	56.95	.00
Residual	30255.329	246	122.989		
Total	51267.904	249			

The F-ratio in the ANOVA table in Table 4.10 tests whether the overall regression model is a good fit for the data. The table shows that the independent variables significantly predict the dependent variable,  $F(3, 246) = 56.95, p < .05$ . Therefore, the regression model is a good fit for the data.

**Table 4.11 Regression Coefficients of Variables (Dimensions of Employee Engagement and Organizational Citizenship Behavior)**

	B	<i>t</i>	<i>p</i>
Intellectual Engagement	.386	6.06	.00
Social Engagement	.025	.470	.64
Affective Engagement	.312	4.79	.00

Table 4.11 indicates the beta value, t-value and significance of each independent variable when all other independent variables are held constant. Intellectual Engagement ( $b = .386, t = 6.06, p < 0.05$ ) and Affective Engagement ( $b = .312, t = 4.79, p < 0.05$ ) are significant and the coefficients are positive which indicates that high intellectual and affective engagement are related to high levels

of organizational citizenship behavior. However, Social Engagement ( $b = .025$ ,  $t = .470$ ,  $p > 0.05$ ), is not significant though the coefficient is positive which indicates that Social Engagement is not related to organizational citizenship behavior.

#### 4.2.4 Test of Hypothesis 4

The fourth assumption put forth that ‘Employees serving more than 5 years will perceive more organizational citizenship behavior and employee engagement than those below 5 years’. A One-way Analysis of Variance was used to assess this and the results are shown below.

**Table 4.12 Descriptive Statistics of Employee’s Number of Years Served and their Engagement and Citizenship Behavior in the Organization**

Number of Years Served	<i>N</i>	OCB		EES	
		Mean	<i>SD</i>	Mean	<i>SD</i>
Less than a year	59	99.61	11.18	52.05	5.28
1-3 years	96	103.05	14.41	51.43	6.38
4-5 years	29	104.44	16.28	51.34	7.49
5-10 years	33	108.72	13.36	52.66	7.26
10 years and beyond	33	108.51	16.30	52.66	6.55

OCB= Organizational Citizenship Behavior, EES= Employee Engagement Scale

From table 4.12, it can be seen that employees who had worked for 5-10 years ( $M=108.72$ ,  $SD=13.36$ ) seemed to have higher organizational citizenship behavior levels than those who had worked for 10 years and beyond ( $M=108.51$ ,  $SD=16.30$ ) who also had higher levels than those of 4-5 years ( $M=104.44$ ,  $SD=16.28$ ), 1-3 years ( $M=103.05$ ,  $SD=14.41$ ) and less than a year ( $M=99.61$ ,  $SD=11.18$ ) in that order. In addition, for that of Employee Engagement, employees who had worked for 5-10 years ( $MD=52.66$ ,  $SD=7.26$ ) as well as 10 years and beyond ( $MD=52.66$ ,

SD=7.26) had higher levels of EE, followed by those who had spent less than a year (M=52.05, SD=5.28) then those from 1-3 years (M=51.43, SD=6.38) and finally employees with 4-5 years (M=51.34, SD=7.49) experience having the lowest levels. To determine the significance in mean differences, the One-way ANOVA was conducted.

**Table 4.13: Summary of Results Based on the One Way ANOVA for the Engagement and Citizenship Behavior of Employees with Different Number of Years Served**

		Sum of Squares	<i>df</i>	Mean Square	<i>F</i>	<i>p</i>
	Between Groups	2635.17	4	658.79	3.31	.01
OCB_Total	Within Groups	48632.73	245	198.50		
	Total	51267.90	249			
	Between Groups	69.60	4	17.40	.42	.79
EES_Total	Within Groups	10135.69	245	41.37		
	Total	10205.29	249			

OCB= Organizational Citizenship Behavior, EES= Employee Engagement Scale

Table 4.13 showed a significant difference in Organizational Citizenship Behavior of employees with varied number of years served ( $F(4,245) = 3.31, p = .01$ ) while that of Employee Engagement was not significant. The significance observed may be between 4 of the groups or all groups and therefore to determine which of them had the significant difference a post-hoc analysis was conducted.

Table 4.14 shows that there was a significant difference in employees' organizational citizenship behavior, between those who had served for less than a year and 5-10 years as well as those who

had served for less than a year and 10 years and beyond. However, there was no significant difference among any of the other comparisons. This means that employees who had worked for 5-10 years as well as those who has worked for 10 years and beyond expressed higher organizational citizenship behavior compared to those who had served for less than a year. Therefore, the hypothesis that Employees serving more than 5 years will perceive more organizational citizenship behavior and employee engagement than those below 5 years was supported partially at the significance level of 0.05.

**Table 4.14 Summary of Multiple Comparisons among the Means for Organizational Citizenship Behavior of Employees with Different Number of Years Served.**

Number of Years Served	Less than a year	1-3 years	4-5 years	5-10 years	10 years and beyond
Less than a year	–	1.00	1.00	.032*	.040*
1-3 years		–	1.00	.470	.558
4-5 years			–	1.00	1.00
5-10 years				–	1.00
10 years and beyond					–

\*. The mean difference is significant at the 0.05 level.

#### 4.2.5 Test of Hypothesis 5

The last assumption put forth that ‘Employees above age 30 will perceive higher levels of citizenship behavior than those below age 30’. For this hypothesis, the One-Way ANOVA will be used.

Considering table 4.15, we can tell that, employees from age 51 and above (M=111.06, SD=19.96) seemed to have higher organizational citizenship behavior (OCB) levels than those between 31-40 years (M=108.64, SD=12.45) who also had higher levels than those between 41-50 years (M=108.50, SD=14.65), 26-30 years (M=103.05, SD=13.31) and 18-25 years (M=99.14, SD=13.63) in that order. To determine the significance in mean differences, the One-way ANOVA was conducted.

**Table 4.15 Descriptive Statistics of Age Groups of Employees and their Citizenship Behavior in the Organization**

Age Groups	<i>N</i>	Mean	<i>SD</i>
18-25 years	88	99.14	13.63
26-30 years	70	103.05	13.31
31-40 years	57	108.64	12.45
41-50 years	20	108.50	14.65
51 years and above	15	111.06	19.96

OCB= Organizational Citizenship Behavior



**Table 4.16 Summary of Results Based on the One Way ANOVA for the Engagement and Citizenship Behavior of Employees at Different Work Experience Levels**

OCB Total	Sum of Squares	<i>df</i>	Mean Square	<i>F</i>	<i>p</i>
Between Groups	4516.137	4	1129.034	5.917	.000
Within Groups	46751.767	245	190.824		
Total	51267.904	249			

OCB= Organizational Citizenship Behavior

The ANOVA table (Table 4.16), showed there was a significant difference in Organizational Citizenship Behavior of employees with different age groups ( $F(4, 245) = 5.91, p = .000$ ). The significance observed may be between 4 of the groups or all groups and therefore to determine which of them had the significant difference a post-hoc analysis was conducted.

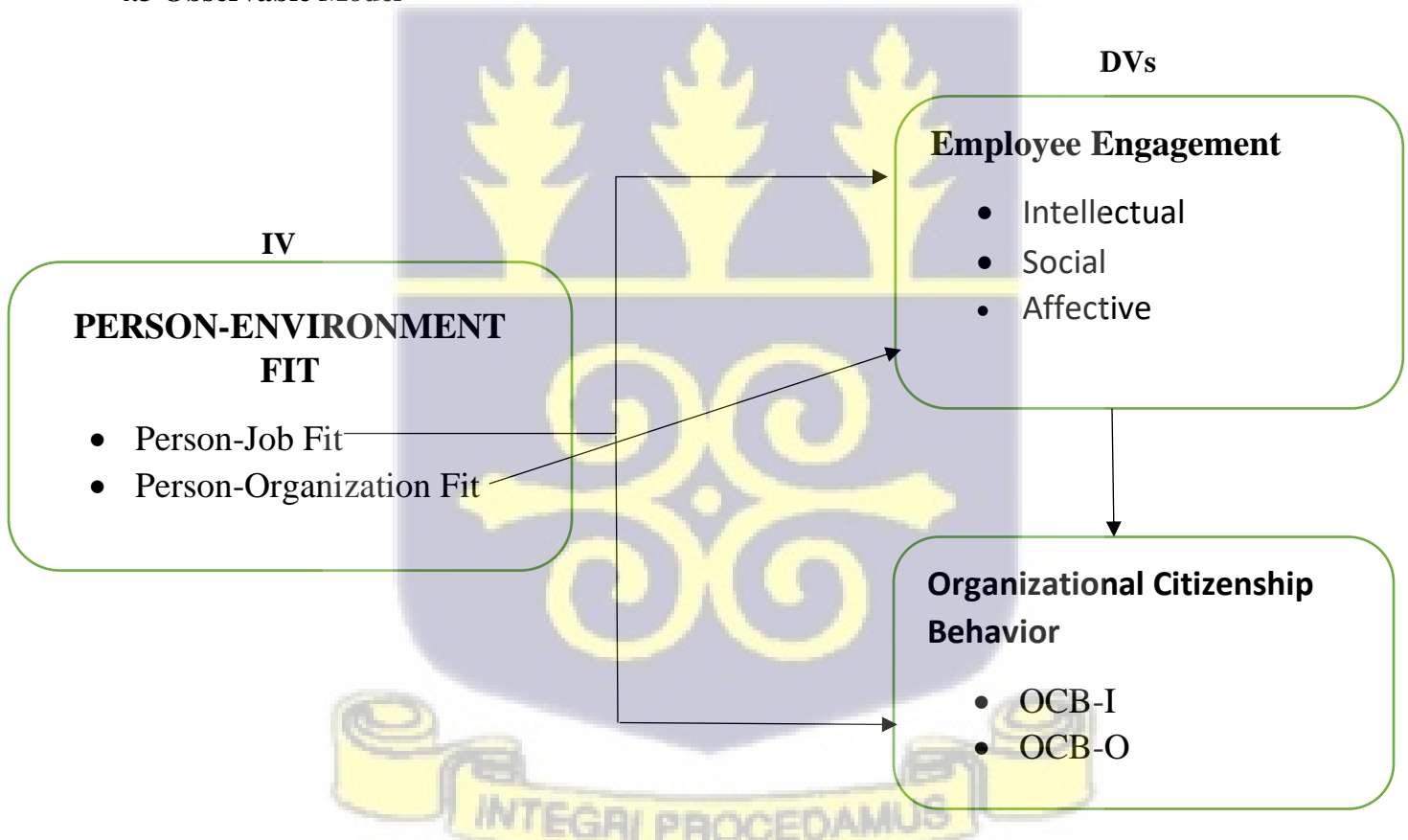
**Table 4.17 Summary of Multiple Comparisons among the Means for Organizational Citizenship Behavior of Employees of Different Age Groups.**

Age Groups	18-25 years	26-30 years	31-40 years	41-50 years	50 years and above
18-25 years	–	.785	.001*	.067	.022*
26-30 years		–	.241	1.00	.426
31-40 years			–	1.00	1.00
41-50 years				–	1.00
50 years and above					–

\*. The mean difference is significant at the 0.05 level.

The final analysis table (Table 4.17), shows that there was a significant difference for employees' organizational citizenship behavior between those who were 18-25 years and 31-40 years as well as those who had served for 18-25 years and 50 years and above. However, there was no significant difference among any of the other comparisons. This means that employees between the ages of 31-40 years as well as those between 50 years and above expressed higher organizational citizenship behavior compared to those who were between 18-25 years. Therefore, the hypothesis that 'Employees above age 30 will perceive higher levels of citizenship behavior than those below age 30' was supported at the significance level of 0.05.

#### 4.3 Observable Model



**Figure 2: Model illustrating observed relationships discovered between the study variables**

The proposed model in figure 1 predicted that person-environment fit would significantly influence employee engagement and organizational citizenship behavior. The data analysis

revealed that both dimensions of person-environment fit positively significantly influenced Employee Engagement and just person-job fit had a positive significant relationship with organizational citizenship behavior. Employee Engagement also contributed significantly to Organizational Citizenship Behavior. Figure 2 therefore displays the model derived after data analysis.

#### 4.4 Summary of Findings

Upon completion of the required statistical analysis, these were the findings put forth;

1. The employee's perception of Person-Organization fit did not have a significant relationship with how they performed voluntary behaviors. However, person-job fit had a significant relationship with the performance of organizational citizenship behavior.
2. The person-job fit level and person-organization fit level of the employee positively significantly influenced their dedication to the organization.
3. The more intellectually and emotionally engaged employees were to the organization and their tasks, the more voluntary behaviors they performed for both the organization and their colleagues. However, this could not be said for social engagement.
4. Employees who had worked for more than 5 years better predicted organizational citizenship behavior than those who had done less than 5 years.
5. Employees who ranged between 31-40 years as well as those 50 years and above expressed higher levels of organizational citizenship behavior (OCB) as compared to the other age groups.

## CHAPTER FIVE

### DISCUSSION

#### 5.1 Introduction

This paper sought to examine the association involving person-organization fit, person-job fit and employee engagement outcomes namely employee engagement and organizational citizenship behavior. Within this chapter, the findings from the data gathered have been discussed in the context of the theoretical foundations, as well as prior studies that have assessed the hypothesized relationships.

#### 5.2 Discussion

##### 5.2.1. The Influence of Person-Organization Fit and Person-Job Fit on Organizational Citizenship Behavior

The initial hypothesis stated that ‘Higher organizational citizenship behavior will be associated with higher person-organization fit than person-job fit’. The assumption that led to the positing of this hypothesis was that, an employee’s experience in the organization, when their goals and values match with their organization, has the likelihood of feeling at ease in the organization and feel comfortable enough to attach themselves to the organization as well as their colleagues.

As researchers established person-organization fit as a significant determinant of organizational citizenship behavior, the expectation was that higher person-organization fit will be a result of person-organization fit than person job fit. The hypothesis was not supported based on our findings which were that, there was no significant relationship between employee’s perception of person-organization fit and their performance of citizenship behavior. However, there was a positive significant relationship between the employees’ sense of skills congruence with the organizations demands and job tasks and their performance of citizenship behavior. The direction of the

relationship between these variables depicts, the greater the staff's person-job fit, the stronger they perform organizational citizenship behaviors.

The relationship between these two concepts (person-organization fit and citizenship behavior) as analyzed by Rejeki et al. (2013) found that the compatibility level of an employee and the organizations values can increase the organizational citizenship behavior within the organization. From this study however, our findings were not validated by the authority mentioned above. In Pakistan, Ahmad and Dastgeer (2014) discovered that within the textile industry, employee's willingness to assist their colleagues within the organization rose, as was influenced significantly by their person-organization fit.

In relation to those behaviors tailored toward the furtherance of the organization's goals, Khaola and Sebotsa (2015), stated that employees who were better suited with the values of the organization had increased acts of organizational citizenship behavior and therefore were more likely to maximize their inputs toward the organization's goals.

Some studies however discovered that between person-organization fit and organizational citizenship behavior there is no significant effect (Santoso & Irwantoro, 2014; Tambuwun et al., 2015) and these studies verified what was discovered in this study. Other studies on the other hand, did not outrightly rule out the effect of person-fit on organizational citizenship behavior but discovered that only some factors of this concept were significantly affected by both person-job fit and person-organization fit (Kim & Gatling, 2019). In the current study however, the interest was not in discovering which of the dimensions were affected by the variables of fit. The study considered the generalized impact that person-organization and person-job fit simultaneously had on organizational citizenship behavior, though the others did not.

A possible explanation as to the finding in this study is that, individuals who have the requisite skills and abilities to match the organizations job tasks and demands, directly impact their level of response to organizational activities and willingness to lend a helping hand where necessary. As such, when the employees have very strong matches between their skills and the demands of the organization, they feel aligned with them and do not feel any level of dissonance. In addition, scholars in the field (Farzaneh et al., 2014; Sekiguchi & Huber, 2011) also examined the relationship between person-job fit and organizational citizenship behaviour and discovered that a significant effectual relationship exists between the respective constructs. Since they desire to ensure the tasks are duly met in the organization, they will be willing to meet necessary standards which have either been set by the organization or the individuals themselves.

Bohdick et al. (2017), suggests that an optimal correspondence between abilities and demands might be more beneficial than abilities simply exceeding demands. This is because, performance seems to increase when abilities increase toward demands, but excess abilities will likely result in boredom because the available abilities cannot be used (Edwards et al. 1998; Edwards & Shipp 2007; Reis & McCoach 2000). As such, the reasoning behind these results could be that, administrative staff perceived a good subjective fit between their abilities and the demands of their universities and did not observe any dissonance and as a result, were more inclined to perform voluntary behaviors, for the benefit of their colleagues and the organization.

The unsubstantiated finding of the relationship between person-organization fit and organizational citizenship behavior in this study could be attributed to a mismatch between the goals of the administrative staff and the universities. In the explanation of the person-environment theory, it has been established that both entities have a role in determining the output that results from their association. As such, a suitable match between the goals and values of the administrators and that

of the universities will result in the voluntary behaviors, however, in the occasion of the inverse, there is a stronger possibility of counterproductive behaviors taking place in the university. For instance, Demuth (2006) found a significant relationship between person-organization fit and counterproductive work behaviors.

The implication of these findings is that public universities need to ensure that their administrators' skills and abilities equally match the demands of the job and should not exceed them in order to avoid situations of disinterest and boredom. In line with this, positions in the university should be solely assigned on the basis of qualifications and not nepotism.

### **5.2.2. The Influence of Person-Job Fit and Person-Organization Fit on Employee**

#### **Engagement**

This study's second hypothesis was that 'Higher employee engagement will be associated with higher person-job fit than person-organization fit'. Prior to presenting this hypothesis the notion was that when an employee perceived that their skills, goals, attitudes and abilities matched the organizations demands and goals, they will work at an optimal level and give in their all for their job tasks and their loyalty toward the organization will increase. This hypothesis was supported from our multiple regression analysis as there was a significant association between the independent variables, person-job fit, person-organization fit and the dependent variable of employee engagement.

The extent to which an employee felt a congruence between their values, skills as well as abilities and the organizations demands, significantly affected how immersed they were in their tasks and organizational activities. The direction of the relationship between these variables depicts, the stronger a worker's person-job fit, the more they express higher engagement levels. Also, as the employee's person-organization fit rises, so does their level of engagement in the organization.

A study conducted by Sulistiowati et al. (2018) emphasized the effect of person-job fit on employee engagement in higher education institutions. Their focus on the distinctiveness between public and private institutions revealed that though lecturers showed good fit with the job and good engagement levels generally, there was significant difference in how they were portrayed in both public and private institutions. For the private educational institutions, there was poor person-job fit, which affected their engagement levels and ultimately good performance was a challenge. In our study though, the emphasis was placed on administrators in public universities and a similar finding was observed between person-job fit and engagement.

The association between these two independent variables and the dependent variable has been explained by the field theory. As has been established, this theory states that behavior is the resulting factor of how an individual interacts with the external stimuli in their environment. It also acknowledges that, these associations are interdependent and do not stand in isolation. As a result, the administrative staff's expression of engagement is a good indication of their perception of fit with the public universities demands and values.

Robbins and Judge (2013) put forth a theory of person-job fit which was built on the idea that between an individual's characteristics and working environment, there is the need for suitability. Based on this theory it can be said that the suitability drives the employees to immerse themselves into their organization and invest their intellect, emotions and their identity into their work community.

The reasoning behind this could be that the increase in these behaviors by the administrative staff may be accounted for by how comfortable employees are, especially when suitability between their characteristics and that of the organization is high. The implication of this finding is that suitable fit should continually be encouraged among administrators of public universities as it has

been seen to have sufficient impact on their level of engagement. This can be ensured by periodic reviews of employees and their match with job tasks assigned by the university, to determine if there has been any change and also through an active response by the university, to adapt the work environment and goals to suite administrative staff's realistic performance.

### **5.2.3. The Relationship between the Dimensions of Employee Engagement and Organizational Citizenship Behavior.**

Employee engagement has been perceived as influencing the kind of attitude and behavior an employee will carry out in the organization. The assumption is that, where the employee feels wholly dedicated to the organization, they are more likely to engage in practices that will enhance the organizations activities, while the inverse of this, will lead to them resorting to counterproductive behavior.

The third hypothesis therefore sought to test the former assumption. The hypothesis posited was that, 'The dimensions of employee engagement will be significantly positively related to organizational citizenship behavior'. The data from the study indicated that this hypothesis was partially supported. Employees who expressed high levels of intellectual and affective engagement had high levels of citizenship behavior. However, social engagement did not impact organizational citizenship behavior

In prior studies, the dimensions of engagement, namely intellectual, social and affective were merely described. The primary component referred to as intellectual engagement, deals with how absorbed an individual is in their work on an intellectual level and brainstorms about possible ways to enhance their work. The next component suggested was social engagement, which describes how much employees are connected with the work setting and possess similar value systems as their colleagues. The final component presented was affective engagement, which was explained

as the situation where an individual experiences a state of positive emotions toward their roles at work.

In addition, previous studies that have considered these constructs, have not empirically studied the association between the dimensions of employee engagement and organizational citizenship behavior. However, they have considered how these constructs as a whole, have either influenced other constructs such as counterproductive behaviors (Stone et al., 2019), role clarity (Yadav & Rangnekar, 2016) or mediated the relationship between different variables. Based on this, the current study sought to assess the association between these variables, in order to determine if they are significantly related.

The discovery in this study that intellectual and emotional engagement significantly influence organizational citizenship behavior indicate that, administrative staff who exude positive emotions toward the university and are intellectually matched with their job tasks, are more likely to perform voluntary behaviors. This could be explained by the fact that, how well these employees relate better with the organization on an emotional and intellectual manner, determines any other citizenship behavior they will perform.

Therefore, it is reasonable to suggest that, employees should be encouraged to have intellectual and affectual engagements with the organization, in order to influence behavior that is tailored toward the organization and their colleagues. Not much emphasis should be placed on how the administrators relate socially with the organization.

Focusing on the study, it was discovered that the intellectual and affective dimensions presented above, had a significant impact on organizational citizenship behavior. Suggesting that, for employees to adequately perform the voluntary extra-role behaviors, they must be intellectually,

and emotionally engaged in the organization. These features should also be considered during evaluative and selection processes.

#### **5.2.4 Organizational Citizenship Behavior of Employees with Varying Number of Years Served.**

In the initial stage of this study, the assumption was made that the more experience gained within the organization by employees, will result in familiarity with their needs and as such, employees will have a better understanding of how to contribute to them. This assumption led to the development of hypothesis 4 which states that, 'Employees serving more than 5 years will perceive more organizational citizenship behavior and employee engagement than those below 5 years.'

The results revealed that, the number of years served did not predict employee engagement.

However, for that of organizational citizenship behavior, there was a significant difference for employees' organizational citizenship behavior between those who had served for less than a year and 5-10 years, as well as those who had served for less than a year and 10 years and beyond. This means that, employees who had worked for 5-10 years as well as those who had worked for 10 years and beyond, expressed higher organizational citizenship behavior, compared to those who had served for less than a year.

The findings from this current study, were consistent with that of some studies that have been conducted. Jena and Goswami (2014), as well as O'Reilly and Chatman (1986), discovered that employees with more years served, would perform more organizational citizenship behavior as compared to employees who did not have lasting engagements with the organization. Prospective employees, and those who have worked in the organization for a while, seek to establish a match to their respective work environments and upon integration into that environment, they continually work to sustain the match, or adjust to suite the requirements of both parties (Eggert, 2008).

In line with the theory of work adjustment, which suggests that adjustment behavior occurs in the organization when some mismatch is observed between the employee and the organization, the study's findings are supported. Adjustment behavior, which can be either reactive or active, is initiated when the inappropriate fit between the administrative staff and the universities is observed. More relatedly to the studies context, when the administrative staff who have served for longer periods observe dissonance, they are able to respond reactively to the situation, by putting in measures that adapt the working environment to suite them.

Salancik as cited in Yadav and Rangnekar (2016), proposed that the timeframe spent in the organization, is linked to the employee's positive feelings toward the employer and could result in organizational citizenship behavior. The longer the amount of time spent with the university, the administrators are able to plot the trends and changes in the organization, and can then arrange for either training sessions or changes to the organizational structure, as a means of realigning the fit that was once experienced.

Just as for every positive outcome in life circumstances there is a negative one, findings from other studies have contradicted what was put forth by the authorities aforementioned. These researchers found out that, in evaluating the relationship between an employee's work experience and their level of discretionary behavior portrayed at the workplace, there was no significant influence between these two variables (Francis, 2014).

The presented discourse above can be explained based on the fact that, for individuals who may have longer serving periods in organizations, there is the likelihood that due to their identification with the organization and how psychologically involved they are, they may be more dedicated to the organization and would perform those extra-role behaviors. Their attachment to the organization, coupled with their awareness of the lapses in the organization, could result in their

performance of these voluntary and discretionary behaviors, rather than see their fellow colleagues or the overall organization deteriorate.

With regard to the other criterion variable, employee engagement, this study indicated that number of years served did not significantly influence its presence among the employees. Upon considering the sample, a possible factor as to why this occurred is suggested by Lockwood (2007). He was of the view that, engagement takes place when employees portray behaviour that reveals their intellectual and emotional connection to the organization.

The implication from Lockwoods point of view here is that, length of service is not single-handedly responsible for yielding engagement among employees however, their intellect and affect must be stimulated within the organization, either directly by the employer or through activities carried out by the organization. This is supported by the theory of work adjustment, since the employees' input is required to stimulate their intellectual engagement by for instance, attending training sessions to scale up their skills.

Engagement levels can also be boosted among the administrators, when they feel a complete part of the organization and have a sense of identity there. Being a part of such a community and coming to the realization that your contributions to the universities decision making process are appreciated, would go a long way to enhance the engagement levels even if length of service is not considered. This therefore implies that; senior management of the public universities should endeavor to involve administrative staff in the decision-making process and incorporate their ideas and programs into their activities. Implementing this, would go a long way to boosting their morale and improving their level of engagement in the university.

### 5.2.5 Relationship between Age and Organizational Citizenship Behaviors

The final hypothesis of the study indicated that, ‘Employees above age 30 will perceive higher levels of citizenship behavior than those below age 30’. This hypothesis was put across based on the assumption that, employees who are older, are more likely to be more mature to make the decision to assist employees who required it or may just want to spend longer hours at work, seeking to achieve the goals of the organization. The hypothesis was supported by the results presented in the previous chapter.

There was a significant difference for employees’ organizational citizenship behavior between those who were 18-25 years and 31-40 years, as well as those who had served for 18-25 years and 50 years and above. However, there was no significant difference among any of the other comparisons. This means that employees between the ages of 31-40 years, as well as those between 50 years and above, expressed higher organizational citizenship behavior compared to those who were between 18-25 years.

Saleem et al. (2017), in their study also found supportive data on the link between gender and age on performance of organizational citizenship behavior. They discovered that, organizational citizenship behavior was significantly affected by gender and age at public and private sector universities, with females and employees of age 40 and above accounting for this. Therefore, their finding about the age of employees impacting their levels of organizational citizenship behavior was proven in this study.

An associated explanation to these findings could be that, employees at these ages have reached a level of intellectual and practical maturity in their careers, and are more open to assist their fellow colleagues rather than engage in actions that will sabotage their colleagues as may be the case for the younger generation, whose mindset is on securing the next promotion. Perry et al. (2012), put

forth that an employee's fit with their job and organizational context adapts as they age. In line with this, it is suggested that as employees age, they are given the opportunity to craft their job tasks and environments as they perceive misfits.

The theory of work adjustment supports this finding because, it acknowledges that the two entities must ensure they are fulfilling each other's requirements, in order for a good interaction to be sustained. When the correspondence between both parties is low, the tendency is that adjustment behavior will be initiated. With regard to this study, administrative staff above age 30 may have been more exposed to different organizational circumstances.

As they age, their interaction with these do not remain the same and are required to change. The change is termed as the adjustment behavior, brought on to ensure fit is sustained. Adjustment behavior initiated by the administrative staff could take the form of adjusting the workspace or renegotiating their job tasks. These should however not be solely done by the administrators, but in consultation with the heads of the university.

The difference in the levels of organizational citizenship behavior among the age groups, could also be explained on the basis of matching work tasks and life demands. The diverse age groups, despite their age may be tasked with work-related duties and life struggles. The younger generation may have a weaker balance of the two such that, each of them may not out-rightly stand out and perform these extra-role behaviors, because they feel they are already being stretched too thin. However, the older generation who are seen to have more experience and higher maturity levels, could have a better grasp of the balance and as a result, would have sufficient time to perform citizenship behaviors.

### 5.3 Theoretical and Practical Implications of Results

The research outcomes that were gathered, have significant implications for applying theory and also, for the practice of industrial and organizational psychology. They also have implications for the current competitive market, where leaders are burdened with the responsibility of designing strategies and appropriate measures, to ensure survival of their groups.

From the theoretical point of view, the findings show that the explanation given by the field theory concerning how employees behave in relation to the external stimuli at play in their environment, is relevant and useful in our Ghanaian setting. Consistent with this theory, the study highlighted that those employees who perceived high levels of person-job fit, also displayed high levels of citizenship behavior.

Based on the above, it is important for the organization to ensure that their employees of all categories, have a realistic expectation of the organization, the job tasks and what is required of them on a daily basis. A key way of accomplishing this is by organizing a review of employee's realistic job previews to manage and curtail unrealistic expectations they may have on the job and the organization (Sutton & Griffin, 2004). The job previews indicate the positives and negatives of the job, indicating to the employee what exactly they will be engaged in. Realizing that the nuances of the job may change over time, it is important for a review to be conducted with the employees, to assess which areas they may not be well fit to handle and what can be done to improve upon them, as well as ensure the employees subjective perception of fit to their job tasks are realistic.

The theory of work adjustment was supported in this study. Employees who were between age 31-40, and 50 and above, as well as those who had served for more than 5 years were seen to have higher organizational citizenship behavior. This is in line with the position of the theory that, when

employees who have spent a number of years in the university and have gained experience are able to identify a discrepancy between their perceived fit and the organizations requirements, it results in a change in their levels of engagement and citizenship behavior.

As a result, organizations need to design programs and interventions that are tailored toward assessing the fit of employees, as they age and their years of experience in the organization increase. These interventions could be run biannually, to ensure that there is a true reflection of employee fit and they are functioning at the peak of their organizations. Training sessions could also be rolled out for employees who identify a shift in their fit, in order to properly align them to their new working environments.

Practically, this implies that there is the need for leaders to enforce policies and implement strategies, that will guide in the selection and promotion of employees of public universities in order to improve engagement and organizational citizenship behavior, based on the clear understanding that has been derived from the relationship between person-environment fit and work-related outcomes. It is crucial for the heads of universities who have assessed how congruently employees fit within the organization, to properly monitor their work-related outcomes such as organizational citizenship behaviour and engagement, which ultimately impacts the attainment of the organizations goals and improves productivity.

Findings gleaned from this study on the role of selected demographics in influencing the relationship between person-environment fit and work-related outcomes, also serve as a guide for prospective employees on making the best suited decision, but departments in charge of recruitment also benefit, as processes can be adjusted to derive excellent end results. Aside the changes that can be made with regard to recruitment, mentoring sessions should be organized for the younger serving administrators who would benefit significantly from the insight of the longer

serving administrative staff and result in an increase in their performance of voluntary behaviors as well as engagement levels.

#### **5.4 Limitations of the Study**

The current study has made notable contributions to past studies with respect to the scientific understanding of organizational and employee characteristics that can influence the engagement of staff and the overall success of their organizations. Nonetheless, there are some shortcomings that individuals should be aware of in appropriating the evidence presented.

First of all, this study encountered difficulties in acquiring available employees as feasible to participate. The majority of these individuals within the public universities chosen, were either not interested or were uncomfortable consenting for data to be given. As a result of this, the resulting sample size for the research was rather minimal. Resulting from this, it is prudent that in applying the findings of this study to other work settings, there must be caution at play and subsequent studies should also consider increasing the sample size.

In addition, the design of the study being quantitative and descriptive in nature was notable. It should be noted however, that the cross-sectional survey design does not enable the establishment of cause-effect relationships between variables under study. Using a cross-sectional survey design, and collecting data with self-report questionnaires attests to this. Opoku (2012), is of the view that these descriptive methods seek only to describe the existing correlations among variables without going further to explain them. As a result, this research has limitations since it just describes the interactions that occur between the factors under review, and does not provide causal proof of any form. The knowledge presented in this study should therefore, not be used in an attempt to explain the associations discovered since this was not the intention of the research. To make explanations

which will be verified by future studies, they must use the explanatory methods which include field experiments and qualitative designs.

Thirdly, the prevailing circumstances within which data was to be carried out is another limitation this study faced. The Covid-19 pandemic introduced a whole new mode of work which saw many people working remotely from their homes and others easing back into the usual routines of working on-site. Since a number of employees were not physically present at the respective departments, electronic mails had to be sent out in order to reach the targeted sample. In this process, the issue of incorrect emails and unread emails were two of the most daunting that affected the number of individuals who eventually participated in the study. Therefore, one of the major limitations was that the response rate was low and increased the amount of time for which data was gathered.

Despite these limitations, the originality and authenticity of this study should not be called into question. The findings can therefore be utilized in carving out policies and implementing strategies that seek to ensure that, employees are maximizing their efforts in positions and with tasks that duly match their skillset and will be inclined to go above and beyond for their workplaces as well as their colleagues.

### **5.5 Recommendations for Future Studies**

Recommendations need to be put forth in order that, future research will be able to avoid and overcome the afore-listed limitations. In order for future researchers to not just establish relationships, but also be able to explain why they occurred, it is recommended that a mixed method study should be employed in these studies. This will enable them to use quantitative and qualitative styles to gain holistic information, which will not only describe the behavioral factors, but go a step further to provide in-depth analyses as to reasons why the relationships occur.

Conducting studies such as these in this related field, would facilitate a better understanding of the relationships that exist between key employee and organization factors and the reasoning behind them in developing countries such as Ghana. Relying on these methods will guide organizations to set-up and implement effective measures, to resolve their problems in a more in-depth manner.

To continue, research when conducted, is aimed at providing solutions to problems that have arisen over a period of time. For these problems to be addressed, the findings from the study need to have the quality of generalizability. The level of external validity in a study can be greatly impacted by the overall sample size, which can then impact how effective the study will be in solving the arising issues. As such, future studies must endeavor to acquire the needed resources in ensuring that the sample can be expanded, thus, enhancing the generalizability of findings. With a highlight on this study, the future researcher may need to provide more substantial information to the participants, on why it is crucial for them to participate, while assuring them of no harm being done to them. The potential participants should also be assured that their participation is anonymous and information will be kept confidential, hence in line with this, data such as email addresses, telephone numbers and other personal contact information should be avoided such that the participants feel at ease to participate.

For future studies to contribute significantly to literature and thus broadening the scope of knowledge with regard to person-environment fit and its relation with work-related outcomes, the researchers may want to consider extending the study to include organizations and sectors where studies like this have been lacking.

Another relevant aspect that seems to be overlooked in the literature is the perspective of employers in relation to person-environment fit and work-related outcomes. The research so far has focused on the employee's, neglecting employers and how their views may also influence the

organizations culture. Therefore, for there to be evidence that is well balanced in the literature, future studies should consider assessing the perception of the employers on person-environment fit and how the results of their perceptions can impact their own engagement and citizenship behavior which will then set the tone for the employees in the organization.

## 5.6 Conclusion

In conclusion, the aim of the study was to assess the impact of person-environment fit on work-related outcomes among administrative staff of public universities in Accra. The objective of carrying this out was to show that person-organization fit and person job fit were predictors of organizational citizenship behavior and employee engagement. It was also interested in discovering whether demographic variables namely number of years served and age had any significant impact on these work-related outcomes.

As such, the study found out that indeed there was a significant relationship between person-organization fit and person-job fit and employee engagement. The study also discovered that person-job fit significantly increased the levels of organizational citizenship behavior. These findings necessitate educational institutions, particularly public universities in Ghana to arrange reviews of the job previews and description of their employees to ensure that their expectations of perceived fit have not evolved over a period of time, affecting their performance of voluntary behaviors within the organization.

However, number of years served was found not to impact the employee's engagement level. This notwithstanding, for number of years served, we discovered that employees who had greater years of experience displayed higher levels of organizational citizenship behavior. For the last demographic, age, employees 31-40 years as well as those 50 years and above expressed higher levels of organizational citizenship behavior as compared to the other age groups.

Public universities should also put in support systems at the disposal of the employees such that, when the signs of mismatch are portrayed over time, they have dedicated people to engage with and a seamless transition is done. As has been shown that employee's subjective perception of fit can change with time and experience, the need arises for the public universities to put into effect measures that ensure both parties fulfill their obligations, in order to ensure the employee-organization relationship is safeguarded as well as boost the voluntary behaviors of the employees.

Therefore, conclusions from the study indicate that among administrative staff of public universities; their age and level of work experience has a significant role to play in their demonstration of employee engagement and organizational citizenship behavior. Also, their level of fit within their job roles as well as the university at large, enables them to adequately and efficiently engage in their tasks, as well as assist their colleagues whether called for or involuntarily.



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**APPENDICES**

**APPENDIX A**

**DEPARTMENT OF PSYCHOLOGY**  
SCHOOL OF SOCIAL SCIENCES  
UNIVERSITY OF GHANA



**DEPARTMENTAL RESEARCH & ETHICS COMMITTEE (DREC)**



27 July, 2021

Esther Maame Efua Aryee  
Department of Psychology  
University of Ghana, Legon  
Ghana

Dear Ms. Aryee

**Protocol number:** DREC/011/20-21

**Project title:** Person-Environment Fit and Work-Related Outcomes Among Administrative Staff of Public Universities in Accra

**Full Approval–Committee Reviewed Protocol**

In response to your application received on June 02, 2021, the Departmental Research & Ethics Committee of the Department of Psychology, University of Ghana has considered the above mentioned application and the protocol has been granted **Full Approval**

Any significant alteration(s) to the approved research protocol (i.e. **the Questionnaire/Semistructured interviews, Informed Consent Form, Title of the Project, Research Approach and Methods**) must be submitted for review and approval prior to implementation. In case you have further queries, please quote the above reference number.

Note: Research data should be **securely stored** at an appropriate location and should only be destroyed after **5 years**.

This ethical clearance certificate is valid for only 12 months from the date of issue. Thereafter, re-certification must be applied for on annual basis.

We take this opportunity to wish the very best in your research.

Yours faithfully,



Annabella Osei-Tutu, Ph.D.  
Chair, Departmental Research & Ethics Committee (DREC)

Cc: Prof. Joseph Osafo, Head, Department of Psychology, University of Ghana



**APPENDIX B**

**CONSENT FORM**

**Person-Environment Fit and Work-Related Outcomes Among Academic Staff of Public Universities in Accra**

**General Information about Research**

The purpose of this study is to assess the impact of person-organization fit and person-job fit on employee engagement and organizational citizenship behaviour among academic staff of public universities in Accra. The study seeks to understand how an employee's level of suitable fit influences their performance of voluntary discretionary behaviour as well as their dedication to their job tasks and the organization. Questionnaires will be circulated via electronic mail to avoid physical contact within the covid-19 pandemic. However, upon request, hard copies can be made available where forms will be submitted in a sealed envelope to the appropriate office. Participants will be required to fill a questionnaire which will use approximately 20 minutes to complete and is made up of four sections.

**Benefits/Risks of the study**

There is no direct benefit of this study to the participants. In the long term, the findings of the study will reshape recruitment and placement processes in organizations as well as informing potential employees on how essential suitable fit is in the job search process. The potential risk of this study is the loss of the participants' time while responding to the survey.

**Confidentiality**

The participants biographical data will not be disclosed to any other persons aside the researcher and supervisors. For the duration of the All data gathered electronically will be stored in excel while hard copies will be stored away in a secure location away from prying eyes.

### **Compensation**

The participants involvement in the study will not be compensated with any monetary or other form of compensation.

### **Withdrawal from Study**

The participants involvement in the study is voluntary and throughout participation in this study, the participant reserves the right to withdraw at any point without any penalty or giving reasons.

### **Contact for Additional Information**

For further clarification about participation in this study, please contact;

Esther Maame Efua Aryee

University of Ghana,

Telephone number: 0209129983

Email: [emearyee@st.ug.edu.gh](mailto:emearyee@st.ug.edu.gh)

**"I have read or have had someone read all of the above, asked questions, received answers regarding participation in this study, and am willing to give consent for me, my child/ward to participate in this study. I will not have waived any of my rights by signing this consent form. Upon signing this consent form, I will receive a copy for my personal records."**

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Initials of Participant

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Signature of Participant Date

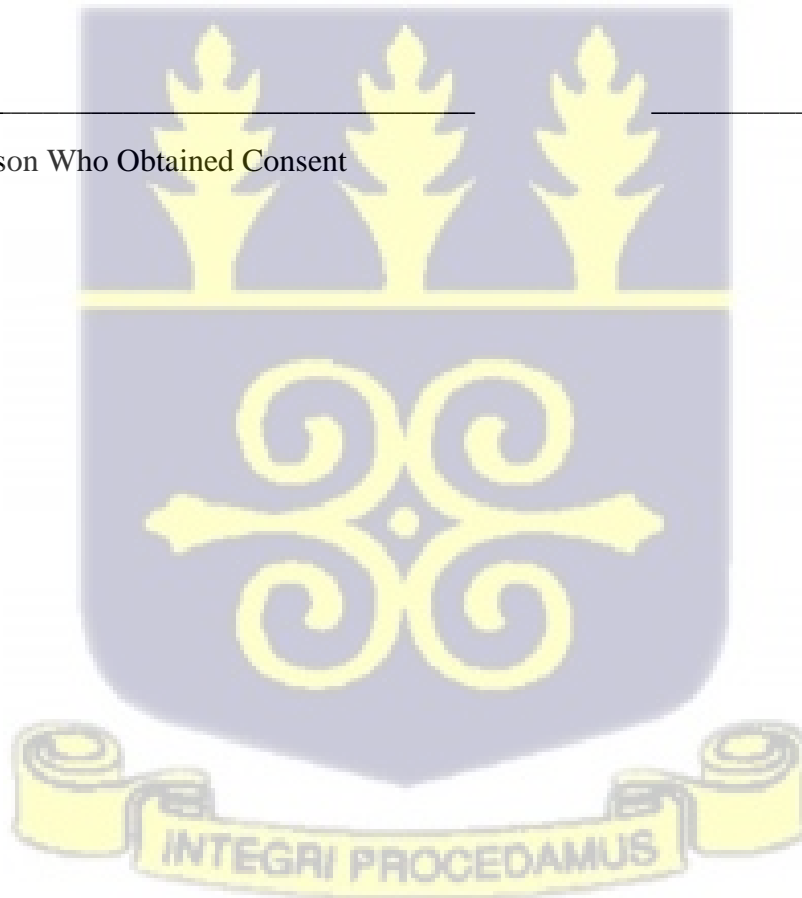
I certify that the nature and purpose, the potential benefits, and possible risks associated with participating in this research have been explained to the above individual.

---

Name of Person who Obtained Consent

---

Signature of Person Who Obtained Consent Date



**APPENDIX C**

**MEASURES**

**UNIVERSITY OF GHANA**

**DEPARTMENT OF PSYCHOLOGY**

**PERSON-ENVIRONMENT FIT AND WORK-RELATED OUTCOMES AMONG  
ADMINISTRATIVE STAFF OF PUBLIC UNIVERSITIES IN ACCRA**

I am a second year MPhil student of the Department of Psychology, University of Ghana embarking on the above-named research. Please read the consent form carefully before you decide to participate in this study. This study is for academic purposes, information provided will be treated with confidentiality, and anonymity is assured. I would be honored if you would volunteer to participate by providing some information. At any point in the study, you may choose to withdraw if you wish to. The study seeks to understand how an employee's level of suitable fit influences their performance of voluntary discretionary behavior as well as their dedication to their job tasks and the organization. Completion of this questionnaire will last for about 15-20 minutes.

If you consent and want to participate in this study, please type in your initials as well as the date of completion

INITIALS: \_\_\_\_\_ DATE: \_\_\_\_\_

**Demographic Information**

**Gender:** Female  Male

**Age:** 18-25 years  26-30 years  31-40 years  41-50 years  51 years and above

**Marital status:** Single  Married  Divorced  Widowed

**How many years have you worked with the organization?**

Less than a year  1-3 years  4-5 years  5-10 years  10 years and beyond

**Job title:** \_\_\_\_\_

**Highest Educational Qualification:** Diploma/HND  Bachelor's Degree  Master's Degree   
 Doctorate Degree

**SECTION A: HOW HAS THE COVID-19 PANDEMIC IMPACTED YOUR ENGAGEMENT AND VOLUNTARY BEHAVIOR**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I feel that I am as productive working during the pandemic as I was prior to the pandemic.	1	2	3	4	5
I have everything I need to do my job while working within the pandemic.	1	2	3	4	5
I am willing to assist colleagues to complete tasks even during the pandemic	1	2	3	4	5
I go the extra mile for my organization whether working from home or on-site	1	2	3	4	5

**SECTION B: PERCEIVED PERSON–ENVIRONMENT FIT SCALE (PPEFS)**

Please select the option that best applies to you where, 1 means no match and 7 means complete match

<b>Person–Job Fit Scale (PJFS)</b>							
How would you describe the match between your professional skills, knowledge, and abilities and those required by the job?	1	2	3	4	5	6	7
How would you describe the match between your personality traits (e.g. extrovert vs. introvert, agreeable vs. disagreeable, and dependable vs. undependable) and those required by the job	1	2	3	4	5	6	7

How would you describe the match between your interests (e.g. social vs. unsocial, artistic vs. inartistic, and conventional vs. unconventional) and those you desire for a job?	1	2	3	4	5	6	7
How would you describe the match between the characteristics of your current job (e.g. autonomy, importance, and skill variety) and those you desire for a job?	1	2	3	4	5	6	7
<b>Person–Organisation Fit Scale (POFS)</b>							
<b>POFS-Values</b>							
How would you describe the match between your emphasis and your organisation’s emphasis on the following values?							
Honesty	1	2	3	4	5	6	7
Achievement	1	2	3	4	5	6	7
Fairness	1	2	3	4	5	6	7
Helping others	1	2	3	4	5	6	7
<b>POFS-Goals</b>							
How would you describe the match between your goals and your organisation’s goals on the following dimensions?							
Reward	1	2	3	4	5	6	7
The amount of effort expected	1	2	3	4	5	6	7
Competition with other organisations	1	2	3	4	5	6	7

**SECTION C: ORGANIZATIONAL CITIZENSHIP BEHAVIOUR**

Please indicate, by circling, the number that corresponds with the extent to which each of the statements below describes your behaviors at work on a scale from (1) does not describes my behavior at all, (2) does not describe my behavior well, (3) does not describe my behavior, (4) I am not sure, (5) describes my behavior, (6) describes my behavior well, (7) describes my behavior perfectly

1. I go out of my way to help coworkers with work related problems	1	2	3	4	5	6	7
2. I voluntarily help new employees settle into the job	1	2	3	4	5	6	7
3. I frequently adjust my work schedule to accommodate other employees request for time-off	1	2	3	4	5	6	7
4. I always go out of the way of making new employees feel welcome in the work group	1	2	3	4	5	6	7
5. I show genuine concern and courtesy toward coworkers, even under the most trying business or personal situations.	1	2	3	4	5	6	7
6. For issues that may have serious consequences I express my opinion honestly, even though others may disagree	1	2	3	4	5	6	7

7. I often motivate others to express their ideas and opinions	1	2	3	4	5	6	7
8. I encourage others to try new and more effective way of doing their job	1	2	3	4	5	6	7
9. I encourage hesitant or quiet coworkers to voice their opinions when they might otherwise not speak-out	1	2	3	4	5	6	7
10. I frequently communicate to coworkers' suggestions on how the group can improve.	1	2	3	4	5	6	7
11. I rarely miss work even when I have a legitimate reason for doing so	1	2	3	4	5	6	7
12. I perform my duties with unusually few errors	1	2	3	4	5	6	7
13. I perform my duties with extra – special care	1	2	3	4	5	6	7
14. I always meet or beat deadlines for completing work	1	2	3	4	5	6	7
15. I defend the organization when other employees criticize it	1	2	3	4	5	6	7
16. I encourage friends and family to utilize the organization's products	1	2	3	4	5	6	7
17. I show pride when representing the organization in public	1	2	3	4	5	6	7
18. I defend the organization when outsiders criticize it	1	2	3	4	5	6	7

19. I actively promote the organization's products and services to potential users	1	2	3	4	5	6	7
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**SECTION D: EMPLOYEE ENGAGEMENT SCALE**

	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
1. I focus hard on my work	1	2	3	4	5	6	7
2. I concentrate on my work	1	2	3	4	5	6	7
3. I pay a lot of attention to my work	1	2	3	4	5	6	7
4. I share the same work values as my colleagues	1	2	3	4	5	6	7
5. I share the same work goals as my colleagues	1	2	3	4	5	6	7
6. I share the same work attitudes as my colleagues	1	2	3	4	5	6	7
7. I feel positive about my work	1	2	3	4	5	6	7
8. I feel energetic in my work	1	2	3	4	5	6	7
9. I am enthusiastic in my work	1	2	3	4	5	6	7

**THANK YOU FOR YOUR PARTICIPATION**