



THE EFFECTS OF THE PERSON – ORGANIZATION FIT AND PERSON -JOB FIT ON BURNOUT: AN APPLICATION IN PRESS OPERATIONS

Dr. Mustafa Karaca¹, Dr. Ali Bayram², Dr. Fatma İnce³, Caner Çakı⁴

¹Assist. Prof. Inonu University Communication Faculty / Turkey

²Assist. Prof. Hitit University Economics And Administrative Sciences Faculty/ Turkey

³Assist. Prof Mersin University Sutiyo Silifke/ Turkey

⁴Res. Assist. Inonu University Communication Faculty / Turkey

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ABSTRACT: *The personality factor, which is influenced by many factors such as family, education, social environment, language, religion and even economy and culture constitutes the basis of all permanent and changeable characteristics of the individual. Individuals with different personalities manage to have different occupational preferences for their job quality and try to have appropriate jobs. It is thought that the individual will have positive psychological feelings if he finds suitable job for his person. However, for career success, not only the right choice of profession is sufficient but also the adaptation to the job as well as the adaptation to the organisation is an important factor. The organization that brings together the different personalities around a common goal, its own values system, the requirement sequence and the cultural structure, it is also necessary to harmonize and integrate the different goals for individual-organization harmony. Individual situations such as job adaptation and person organizational fit can alleviate the consequences of negative outcomes in the organization. For this reason, it has been seen that the burnout, which is a type of stress that is caused by the client being too much communication with the client in the organizational structure, is negatively related to the individual job and organization adaptation, and it is seen that the relationship between the variables is 40% ($p < 0.01$). Despite the many researches related to burnout, the study draws attention to a different area because it has not been mentioned before in relation to person-job and organizational fit. It is important to study not only the person's fit with job, but also his ordeal harmony in terms of burnout.*

Keywords: *Press Operations, Person – Organization Fit, Person – Job Fit, Burnout.*

JEL Classification: *M1, L82, J24, J28*

I. INTRODUCTION

The success of the individual in business life depends on many personal, organizational and environmental factors. It is necessary to pay attention to the concept of harmony, since it is a difficult process to recruit the person who is suitable for the job to adapt to other employees and to make an organizational contribution by chance. The orchestral example used to describe organizations that job in harmony with individuals describes an organization in which the individual jobs in accordance with the job he or she jobs in accordance with the organizational style and enlists the listener.

Person-job fit, defined as the fit between personality traits and tasks and tasks performed, begins with the individual being hired on the basis of decisions that result in the management decision chain and continues with the appropriate job placement. The concept of personality, which is influenced by many factors such as family, language, religion, education and social environment, influences the choice of the individual. Employees who are fit for different professions, developed for various jobs appear to be more cohesive and less inclined to leave from the job (Holland, 1973).

In order for common goals to be achieved, the organization must work in harmony with the individual's job as well as with the organization, since there is a system in which different individuals work together in communication. According to Follet and Barnard, the integration of the individual into the organization takes place in four different ways, since it is also connected to the formal processes as well as the formal. One of the parties to voluntarily adhere to the other party and one of the parties to accept the forced intervention of the

*Corresponding Author: Dr. Mustafa Karaca¹

¹Assist. Prof. Inonu University Communication Faculty / Turkey

other party is to be professional as in the third or fourth method without compulsion, as in the first two methods of person-work fit, which is alternated as reconciliation and integration (Osland et al., 2001). Because Schneider et al. (1997), organizational environment is a dynamic and flexible process created by human beings, and therefore a change towards a more harmonious structure can be achieved by a balance between values and needs. In this balance, the needs and values of the individual must be taken into account while considering the needs and values of the organization. For this reason, Westerman et al. (2005) considers person-organizational fit in three groups as conformity in values, conformity in personality and conformity in business environment. According to this classification, it is necessary to adapt to the environment once the internal harmony is achieved in the organizations.

Person-organization coherence is a concept that requires coordination, business association, reconciliation, socialization, balance and obedience. From here, the adaptation of the individual to the organization is defined as a harmonization in three cases; At least one party meets the needs of the other, similar basic qualities are shared, both are together. This definition which is the result of an integrative and complementary approach is also referred to as needs-supplies and demands-abilities approaches (Piasentin, 2007).

The communication lack, conflict and other negative organizational outcomes will begin to be seen, when it is not compatible with the individual's job and organization. Any factor that adversely affects human psychology can create situations where it can harm both the individual and the wise, or break organizational harmony when it continues for a long time. The concept of burnout, which produces emotional burnout, depersonalization and low personal success is one of the negative outcomes that occur in the organization as a result of long-term relationships that require emotional compromise. Burnout is a type of stress that is characterized by three dimensions: wear and tear due to the social relationship with which employees interact and an emotional state of tension. "Emotional burnout" is the first sub-dimension and psychological and emotional overload is experienced due to intensive communication with the individuals with which the person interacts. The second dimension to escape psychology is "insensitivity" because he/she feels powerless to solve other people's problems. The final dimension is a "low sense of personal accomplishment" that allows one to live with the feeling that someone does not like him/her because he/she has negative thoughts about him/herself and is insufficient to solve other people's problems. The three-dimensional burnout model developed by Maslach (1984) (Maslach and Jackson, 1984) is the most widely accepted burnout model, which is also discussed by Freudenberger (1974) and Cherniss (1980).

Burnout syndrome, which destructively affects the social, psychological and physical life of a person, negatively affects both the person and the organization. For this reason, this study has been researched with the assumption that the individual is related to job and organizational harmony negatively.

II. THE PURPOSE, HYPOTHESES AND MODEL OF THE RESEARCH

The aim of the research is to determine the relationships between person-job fit and person-organizational fit and burnout. As known, burnout is a multidimensional structure consisting of emotional burnout, desensitization and a reduction in the sense of personal accomplishment. Within the scope of this study, it is aimed to determine the relation between the sub-dimensions and the concept of burnout as a whole with person-job fit and person-organization fit. The hypothesis of the research in this direction is as follows.

H1: There is a negative relationship between person-job fit and burnout.

H1.1: There is a negative relationship between person-job fit and burnout subscales to emotional burnout.

H1.2: There is a negative relationship between person-job fit and burnout sub-dimensions to depersonalization.

H1.3: There is a negative relationship between person-job fit and burnout sub-dimensions and a decrease in personal achievement.

H2: There is a negative relationship between person- organization fit and burnout.

H2.1: There is a negative relationship between person-organization fit and burnout sub-dimensions to emotional burnout.

H2.2: There is a negative relationship between person-organization fit and burnout sub-dimensions to depersonalization.

H2.3: There is a negative relationship between person-organization fit and burnout sub-dimensions and personal feelings of success.

The pattern of the study generated from the above hypotheses is as shown in Figure 1;

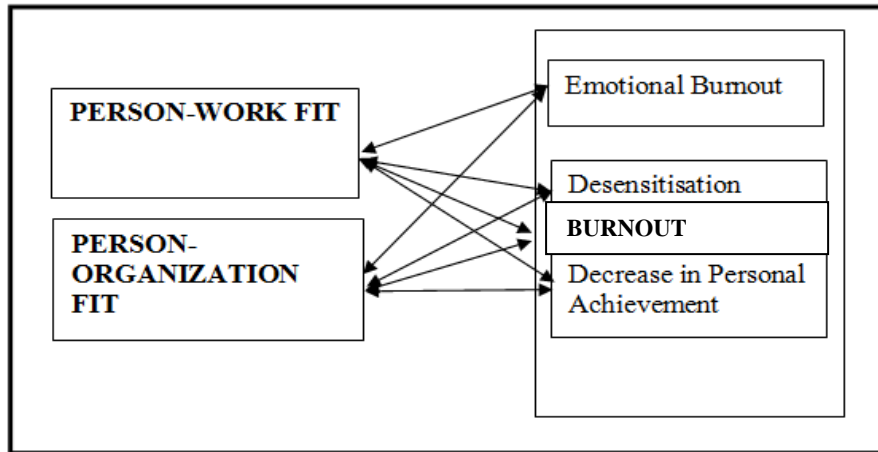


Figure 1. Research Model

Sample

The research was conducted through a questionnaire designed to determine the level of person-job fit, person-organization fit and burnout. In order to increase the sensitivity of the measurement, the expressions in all scales were created to be answered in 7-degree Likert format. Rating are "I definitely do not agree" (1) "I do not participate" (2), "Partially disagree" (3), "I Agree Neither Agree?" (4), "Partially agree" (5), "I agree" (6) and "I absolutely agree" (7) and it is scored.

The "Individual-Job Compliance Scale" developed by Saks and Ashfort (2002) was used to measure the Participant's Individual-Job Compliance Scale in the preparation of the questionnaire form. The scale consists of one dimension and 4 words. "The knowledge, skills and features that I have meet the requirements of the job" "My job meets my needs" "The job I'm doing is the most appropriate job for my business" "What I do is what I want to do" are the four expressions used.

In order to determine the level of person-organizational fit of the participants, "Person-Organizational Fit Scale" consisting of four expressions and one dimension as revealed by Netemeyer et al. (1997) was used. "There is a good harmony between my personal values and the business I work with", "I have the same values as my business in the terms of justice", "I have the same values as my business justice" and "This business has the same values as my colleagues" are in scale.

The "Maslach Burnout Inventory" developed by Maslach and Jackson (1981) was used to determine burnout levels of participants. The scale consists of three sub-dimensions and 22 words. The dimension of emotional burnout is 9 expressions, the dimension of desensitization is 5 expressions, and the dimension of decrease of personal success is 8 expressions.

The prepared questionnaire was applied to the press operations operating in Turkey at 6 cities. The questionnaire was applied to 472 press employees working in 65 media operations. 442 of the questionnaires returned and 12 were not included in the study due to incomplete answers. A total of 430 questionnaires were included in the study and the recycling rate of the questionnaire is 91%.

In terms of statistics, Cronbach's Alpha coefficients of variables were examined to test whether the data to be used in the study were reliable. The Cronbach's Alpha coefficients for the scales were calculated as 0.861 for the person-job fit scale, 0.883 for the person-organization fit scale and 0.891 for the burnout scale. These results indicate that the data used in the research are reliable.

2.1. Research Findings

Demographic Findings

	Frequency	Percentage (%)
Sexuality		
Woman	115	26,7
Man	315	73,3
Summit	430	100,0
Age		
21-30	168	39,1
31-40	119	27,6
41-50	109	25,4
51 and more	34	7,9
Summit	430	100,0
Education Degree		
Primary education	101	23,4

High School	205	47,7
Associate Degree, Undergraduate and Graduate	124	28,9
Summit	430	100,0
Marital status	Frequency	Percentage (%)
Single	269	62,6
Married	161	37,4
Summit	430	100,0

As can be seen in Table 1, the vast majority of the studied population consists of males. The number of men working in the media sector is about twice number of women. 40% of the people included in the survey are under 30 years of age and over 50% are between 31-50 years of age. Approximately 50% of the sample is high school graduate and the number of university graduates is less than 30%. 62% of the total participants were married.

The Findings Regarding Research Variables

The mean, standard deviation, and variance values of responses given to the 30 expressions (scale elements) of the research variables are as shown in Table 2

Table 2. The Mean, Standard Deviation and Variance Values of Variables

Variations	Average	Standard Deviation	Variance
1. Person - Job Fit	5,10	1,38034	1,905
2. Person Organisation Fit	4,97	1,36120	1,853
3. Burnout	3,15	1,01395	1,028
4. Emotional Burnout	3,23	1,22874	1,510
5. Desensitization	3,05	1,12585	1,268
6. Decrease in Personal Achievement	3,13	1,21708	1,481

When the mean values of the variables are examined, it is seen that it changes between 5,10 and 3.05. When we look at the standard deviation, which is the measure of the average central tendency and the variance which is the square of the standard deviation, it is understood that the respondents gave the closest responses to each other in the person-job fit variable and the participants in the statements about the dimension of the desensitization.

The Testing to Research Model

When the research model was tested, a correlation analysis was used. The correlation coefficient that is used to determine linear relationships between variables is a value between -1 and +1. If the coefficient is positive, one of the variables increases while the other increases; Negative, one of the variables increases while the other decreases (Nakip, 2003: 322). Correlation levels between variables are like tablodas.

Table 3. The Correlation Analysis Results

Variations	1	2	3	4	5	6
1. Person - Job Fit	1					
2. Person. Organisation Fit	,554**	1				
3. Burnout	-,413**	-,427**	1			
4. Emotional Burnout	-,484**	-,526**	,821**	1		
5. Desensitization	-,262**	-,277**	,866**	,529**	1	
6. Decrease in Per. Ach.	-,245**	-,222**	,858**	,439**	,806**	1

**p<0.01

Significant correlations were found between negative self-efficacy and burnout (41.3%), between emotional burnout (48.4%) and negative (26.2%) and negative self-efficacy (24.5%) . Significant relationships were found between the person-organizational fit and burnout at a level of 42.7%, between negative and emotional burnout at 52.6%, between negativity with negative 27.7% and with negative personal feeling 22.2% .

The above results demonstrate that two main and six sub-hypotheses established within the scope of the research are validated in determining negative relationships at various levels between person-job fit and person-organization fit and burnout and sub-dimensions.

III. CONCLUSION

The success of the individual in business life depends on many personal, organizational and environmental factors. It is necessary to pay attention to the concept of harmony, since it is a difficult process to

recruit the person who is suitable for the job to adapt to other employees and to make an organizational contribution by chance. The orchestral example used to describe organizations that work in harmony with individuals describes an organization in which the individual works in accordance with the job he or she works in accordance with the organizational style and enlists the listener. The right job and the right organization choice vary according to many internal and external factors and even time. Feeling fit with the job not only effects his ability to adapt to other employees, but also his or her own life quality and creating organizational contributions. Therefore, the notion of person-job fit that affects the compatibility between personal characteristics and job characteristics will have an impact on individual and organizational perceptions. Similarly, the organizational structure that brings people together to achieve a common goal and the harmony between personality that develops under the influence of many factors such as family, education and the environment, that is, the achievement of person-organizational fit are also factors that can increase organizational success. However, it is also important to realize as much as the existence of person-organization fit. The adoption of the employee's forced adaptation or forced by one's opinions will be a far-sighted and relational approach rather than a participatory approach. In addition, the integration of the organization and the individual and the reconciliation of the person-organization will help to meet the anticipations due to the psychological contract from both sides, resulting in a more efficient organization structure.

It is considered that the concept of person-organizational fit, including values and personality as well as adaptation to the business environment will increase negative organizational behavior while increasing positive organizational behavior with the concept of person job fit. From this point, it was investigated whether there was a negative relationship between extinction and sub-dimensions of person-job and person-organizational fit in the job carried out with 430 press employees. In the questionnaire where the variables had mean values between 3,05 and 5,10; Significant correlations were found between negative self-efficacy and burnout at 41.3%, negative 48.4% with emotional burnout, 26.2% negative with desensitization, and negative 24.5% with personal feelings of success. There was also a significant negative relationship between person-organization fit and burnout in the level of 42.7%, negative 52.6% with emotional burnout, negative 27.7% with desensitization and negative 22.2% with personal feelings of success. For this reason, hypotheses have been accepted that there are negative correlations between person-job fit and person organizational fit and burnout and emotional burnout, depersonalization and decrease in personal sense of achievement.

The research limited to press enterprises can be extended to a wider sample or a comparison and it can be made between different occupational groups. It may also be suggested to consider the concept of person-organization fit for future researches with other concepts in the organizational plane. In addition to researchers, it may be suggested that managers who have tried to achieve successful outcomes by directing individuals towards organizational goals should pay attention to personality during recruitment and help individuals adapt to job. In addition to all these, it can be said that the managers can reduce the negative emotional situations such as burnout by creating organizational harmony.

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