

T. C.  
MARMARA ÜNİVERSİTESİ  
SOSYAL BİLİMLER ENSTİTÜSÜ  
İNGİLİZCE İŞLETME ANABİLİM DALI  
ORGANIZATIONAL BEHAVIOUR BİLİM DALI

**THE RELATIONSHIP BETWEEN PERCEIVED SUFFICIENCY OF HRM  
PRACTICES, PERSON-ORGANIZATION FIT, PERSON-JOB FIT AND  
ANXIETY**

Yüksek Lisans Tezi

NESLİHAN YAŞAR

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Tez Danışmanı: Doç. Dr. A. ALEV TORUN

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## TEŞEKKÜR

Bu tezi, hayatımın her döneminde aldığım kararlarda yanımda olan, beni her zaman ve her koşulda destekleyen, benden uzakta da olsalar her daim hissettirdikleri sınırsız sevgileriyle hayatımı aydınlatan aileme, annem Hatice Yaşar ve babam Mahmut Yaşar'a ithaf ediyorum. Bu dönemde her şekilde beni destekleyen, bir hayatı paylaştığımız sevgili kız kardeşim Esmâ Yaşar'a da çok teşekkür ederim.

Hazırlık aşamasında sonsuz sabrı, içten yaklaşımı ve desteğiyle, elimden gelenin en iyisini yapmamı sağlayan, engin bilgisiyle bana yol gösteren ve her ihtiyaç duyduğumda sadece bir telefon kadar uzakta olduğunu bildiğim değerli tez danışmanım Doç. Dr. A. Alev Torun'a çok teşekkür ederim. Ayrıca, analizler konusunda desteğini esirgemeyen Dr. Kutlu Çalışkan'a da teşekkürü bir borç bilirim.

Hayat boyu eğitim felsefesiyle yola çıkan ve yüksek lisansına devam etmem hususunda desteğini esirgemeyen Fen Bilimleri Dershanesi Kurucu ve Genel Müdürü Sayın Nazmi Arıkan'a, şube müdürüm Zinet Bal'a ve birim koordinatörüm Cihan Yeşilyurt'a, birlikte çalışmaktan mutluluk duyduğum, güler yüzleri, her daim pozitif enerjileri, sevgi dolu yürekleri için çok sevgili arkadaşlarım Esin Öztürk'e, Taner Şen'e ve Ayşegül Özdemir'e teşekkürü bir borç biliyorum.

Son on yılda olduğu gibi, yüksek lisansım boyunca yanımda olan, sevimli halleriyle en sıkıntılı dönemlerde yüzümde gülücükler oluşturabilen çok sevdiğim dostum Aysel Yılmaz'a ve burada adını sayamayacağım, bu yoğun dönemde beni yalnız bırakmayan tüm arkadaşlarıma sonsuz teşekkür ederim.

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## **ABSTRACT**

### **THE RELATIONSHIP BETWEEN PERCEIVED SUFFICIENCY OF HRM PRACTICES AND PERSON-ORGANIZATION FIT, PERSON-JOB FIT, AND ANXIETY**

The main purpose of the present study is to investigate the relationship between perceived sufficiency of human resource management (HRM) practices and person-organization fit and person-job fit. It is stated that perceived sufficiency of HRM practices will increase person-organization fit and perceived person job fit. The second purpose of the study is to figure out the moderating effect of state-trait anxiety on the relationship between perceived sufficiency of HRM practices and person-organization fit and perceived person-job fit.

Data were gathered form a sample of 196 employees who work in large-sized companies from 13 different sectors. Multiple and hierarchical regression analyses are used to analyze data. Results showed that perceived sufficiency of HRM practices has a significant effect on person-organization fit and perceived person-job fit. However, no significant moderating effect of anxiety has been found.

## GENEL BİLGİLER

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## ÖZET

### İNSAN KAYNAKLARI UYGULAMALARININ ALGILANAN YETERLİLİĞİ, KİŞİ-KURUM UYUMU, KİŞİ-İŞ UYUMU VE KAYGI ARASINDAKİ İLİŞKİLER

Bu araştırmanın temel hedefi, İnsan Kaynakları Yönetimi (İKY) uygulamalarının yeterli algılanmasının kişi-kurum ve kişi-iş uyumunu nasıl etkilediğini incelemektir. İKY uygulamalarının algılanan etkinliğinin kişi-kurum ve kişi iş uyumunu artıracak ifade edilmiştir. Çalışmanın ikinci amacı ise, durumlu/sürekli kaygı değişkeninin, İKY uygulamalarının algılanan yeterliliği ile kişi-kurum uyumu ve kişi-iş uyumu arasındaki ilişki üzerindeki ılımlaştırıcı etkisini incelemektir.

Araştırma verileri, 13 farklı sektördeki büyük işletmelerde çalışan 196 kişilik bir örneklem grubundan toplanmıştır. Çoklu ve hiyerarşik regresyon kullanılarak veriler analiz edilmiştir. Bulgular, insan kaynakları uygulamaları yeterli algılandıkça, kişi-kurum ve kişi-iş uyumlarının yükseldiğini göstermiştir. Kaygı değişkeninin insan kaynakları uygulamalarının yeterliliği ile kişi-kurum uyumu ve kişi-iş uyumu arasındaki ilişkiyi etkilemediği görülmüştür.

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## **1. INTRODUCTION**

Developments in technology and business world have brought about a more competitive environment. All researchers and practitioners are aware of the advantages and disadvantages of a competitive work environment and try to find ways for adapting to competitive conditions. These efforts have mostly focused on human resource management practices in the last two decades especially with the emergence of strategic human resource management approach. The increased attention on strategic human resource management practices has made HRM applications more influential in terms of individual and organizational outcomes and enabled the companies to gain a competitive advantage in the market.

The main purpose of HRM practices is to increase employee's effectiveness in the organization. This is possible if employees believe that their values match with organizational values and if their skills, abilities, and knowledge fit with skills, abilities, and knowledge required to perform a job. For that reason, HRM practices should provide various experiences and opportunities for employees so that they can develop a sense of fit with organizational values and job requirements.

Providing well-structured HRM practices however, is not enough to gain desired outcomes. The crucial matter is the perception of the employee about those practices. Even if all practices are performed in the best possible way, unless employee perception is positive, no practice will create the intended consequences.

In Turkey, big-sized and medium-sized organizations mostly have HR departments but how well these departments function is a controversial issue. It is observed that many organizations' HR departments are perceived as redundant by employees although the practices are sufficient and effective. So, besides the impacts of HRM practices, perceived sufficiency of these practices should also be considered.

Human resource management literature has generally focused on the constructs of commitment, job satisfaction, and organizational effectiveness. The fit between persons and organizations, and persons and jobs is a neglected area. However, when one considers the intended goals of HRM practices, a sense of fit may be suggested as an expected target. Thus, it seems worth studying whether the positive views of employees about HRM practices makes a difference in terms of their fit with the organization and the jobs that they undertake.

Previous studies have revealed that person-organization fit has significant effects on organizational commitment, performance, positive work attitudes, turnover intention, and the like. But the antecedents of person-organization fit have not been studied as frequent as the outcomes of person organization fit. Among the few antecedents that have been studied, organizational entry and socialization can be mentioned. The present study aims to make a contribution to the literature by examining the perceived sufficiency of HRM practices as an antecedent of person-organization fit.

Selecting the right person to the right position is the crucial point for organizations. So, there are many studies which have focused on person-job fit. Especially, job satisfaction, organizational commitment, and performance have been studied as the outcomes of person-job fit. However, as in the case of person-organization fit, the antecedents of person-job fit have been rarely studied. In the literature, vocational interest and personality, applicants' self-selection and employee selection, and organizational entry have been examined as antecedents of person- job fit. In the current study, in order to provide a better understanding of the antecedents of person-job fit, the perceived sufficiency of HRM practices will be examined as an antecedent of person-job fit.

Working in a competitive environment and facing stressful situations may cause employees to experience anxiety and it has many impacts on the quality of both work and home life. People with high anxiety tend to perceive their environment in a more threatening way and this perception may shape their behavior and attitudes in a particular manner. Therefore, although they live and work in appropriate conditions,

persons with high anxiety will find it difficult to adapt to new situations and new conditions. Such an emotional state may disrupt the congruence they feel with their workplace and job. Since anxiety has been mostly studied in clinical research, there seems to be a need for studies which investigate anxiety in the context of work. The current study aims to investigate anxiety in a work setting and explore its possible moderating effect in the organizational context.

The relationship between perceived sufficiency of HRM practices, person-organization fit, and person-job fit has not been examined before. In the present study, it is hypothesized that perceived sufficiency of HRM practices contributes to actual and perceived person-organization fit and perceived person-job fit. That is, if HRM practices are perceived as sufficient, the employee will have a better sense of fit with the organization and the job. In addition, the other hypothesis asserts that anxiety will influence the positive relationship between perceived sufficiency of HRM practices and person-organization fit and person-job fit. That is, although HRM practices are perceived as sufficient, persons with high anxiety may not have a better sense of fit with the organization and the job.

Briefly, this study aims to figure out the relationship between perceived sufficiency of HRM Practices and person-organization/person-job fit with the moderating effect of state-trait anxiety.

## **2. THEORETICAL FRAMEWORK**

### **2.1. Human Resource Management System**

#### **2.1.1. Definition of Human Resource Management**

Human resource management activities are seen as quite important in today's competitive work environment. The increased attention paid to HRM practices might be explained by Porter's (1985) suggestions. He pointed out that HRM can help a firm to obtain competitive advantage by lowering costs, increasing sources of product and service differentiation or both. All these advantages provided by HRM activities are realized by researchers and especially by practitioners in recent years. And it can be said that one of the major assets that helps a firm to survive in today's competitive work environment is HRM practices.

Many researchers and authors have defined HRM in different ways. Some of these definitions are given below:

Armstrong (2006, p.3) defined Human Resource Management as a "strategic and coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives". According to Armstrong (2006), the main purpose of human resource management is to ensure that the organization is able to achieve success through people.

Another definition is made by Harvey and Bowin (1996, p.6) which is in accordance with the definition of Armstrong. They pointed out that HRM is "the management of activities undertaken to attract, develop, motivate, and maintain a high performing workforce within the organization". These two definitions focused on increasing the performance of individuals and organizations.

Ulrich and Lake (1990) on the other hand, noted that: ‘HRM systems can be the source of organizational capabilities that allow firms to learn and capitalize on new opportunities.’ (Armstrong, 2006, p.3). This definition emphasizes the contribution of the HRM system in terms of catching new opportunities.

Coleman (1982) described human resources as an effective and efficient “collective actor” that should be utilized in order to contribute to the solutions of the problems of the organization. Coleman emphasized the problem solving aspects of the HRM system. According to him, by collaborating with all other departments, HRM systems enable the organization to become more powerful and more efficient.

Barutçugil’s (2004) definition underscored the role of HRM in improving organizations through individual and organizational goals. He identified HRM as “the process of organizational perfectionism with the coalescence of organizational goals and employees’ aim for growth and improvement” (as quoted in Aray, 2008, p.3).

The above mentioned definitions revealed that HRM can be seen as an important component of the organization that contributes to the development and growth of organizations by creating competitive advantages (Wright, McMahan, and McWilliams, 1994).

All these definitions indicate that HRM systems have crucial roles for organizations, directly and indirectly. Some definitions focus on the problem solving aspect of HRM practices, while other definitions point out the role of HRM practices on organizational effectiveness. And still other definitions emphasize the contributions of HRM to management polices, employee empowerment, organizational growth, and etc. These underlined issues imply that today’s organizations can not survive without an effective HRM department in current market conditions. In order to understand the importance of HRM practices clearly, we should first go over the development of human resource management.

### **2.1.2. History of Human Resource Management**

Although it was commonly accepted that HRM practices had formally started with industrial revolution, the fact is that the roots of HRM lie deep in the past. Just as the employees who shared the tasks that have to be done in modern organizations, humans in ancient societies also, divided work among themselves. So it can be said that division of labor has been practiced since prehistoric times. Tasks were allocated according to skills such as the ability to find food or plants, track animals or cook (Price, 2007) but the major contribution to the development of the HRM systems is provided by industrial revolution in the 1800's.

One of the leading persons who had contributed to the development of HRM was F.W. Taylor. Taylor's scientific management system included work standards which are uniform work methods that ensure workers' abilities to achieve the standards set for them (Hatch & Cunliffe, 2006). By applying scientific management system, Taylor aimed to maximize the benefits of the factory to the society and tried to establish a high level of cooperation between management and labor (Hatch & Cunliffe, 2006). These efforts are the basis of personnel management that we name HRM nowadays and simply emerged with the industrial revolution in the 1800's (Barutçugil, 2006).

Taylor pointed out that individuals who are selected to do the work should be as perfectly matched, physically and mentally, to the demands of the job as possible and overqualified employees should be excluded. Another important point that Taylor focused is the training of employees to ensure that they perform the work exactly as specified. Lastly, Taylor added that employees should be awarded with some incentives to feel better about their jobs (Taylor, 1911 as cited in Jamrog & Overholt, 2004; Kıroğlu, 2008). As it is seen, these three points form the basis of today's human resources management perspective. The crucial portion of Taylor's approach was the emphasis on the match between the person and the job and since that time, this concern has not been changed. Selecting the right person to the right position will always be the frame of HRM practices.

In Taylor's approach, it was assumed that the only motivation for employees was the economic incentive (Ferris, Hall, Royle, & Martocchio, 2004; as quoted in Kırışlu, 2008). But, later, with human relations approach, human resources management gained a new concept: informal ties. From the beginning of the 20<sup>th</sup> century to 1950's, management thinking was dominated by human relations movement. After scientific management, human relations movement had a significant contribution to the development of HRM. Hawthorne studies of Elton Mayo made one of the major contributions to the development of HRM (Carrel, Elbert & Hatfield, 2000).

As a result of the Hawthorne experiments, Mayo and Roethlisberger stressed the importance of internal dynamics of informal groups in organizations. Their study showed that work also has a social function (Ferris et al., 2004; as quoted in Kırışlu, 2008). Hawthorne studies showed that the relationships among supervisors, subordinates, and peers have significant influences on productivity and these effects are stronger than those of the physical environment and economic benefits (Pindur, Rogers & Kim, 1995; as quoted in Kırışlu, 2008).

Hawthorne studies brought a different perspective to human resources management. Before these experiments, economic benefit was the only motivation that was assumed to increase the level of productivity. However, the results of the study figured out the importance of relations between employees. These results may also be accepted as the first appearance of fit concepts, because if people fit with others that they work together, positive outcomes will occur. For that reason, the contribution of human relations approach to HRM is very important.

In 1950's and 1960's, theories and approaches focused mainly on motivating employees to display high performance. For example, Maslow's hierarchy of needs offered a new point of view about the reasons why people work (Price, 2007). Influence of Maslow's hierarchy of needs on organizational behavior and human resources management applications is also observed today, as exemplified by the well-structured human resource policies of large -sized companies.

The effects of motivation theories continued in the later decades. In 1970's, theories mostly advocated participative "soft" approaches to the management and HRM. Besides Maslow's theory, McGregor's Theory X and Theory Y dominated the management approaches (Price, 2007). McGregor's Theory X and Theory Y proposed two distinct views of human beings: one labeled as Theory X is basically negative and the other labeled as Theory Y is basically positive about human nature. Whereas Theory X proposed that lower order needs dominate individuals, Theory Y assumed that higher order needs are influential. McGregor believed that Theory Y is more valid than Theory X. For that reason, he stated that participative decision making, responsibility assigning and challenging jobs, and good group relations would maximize an employee's job motivation (Robbins, 2003).

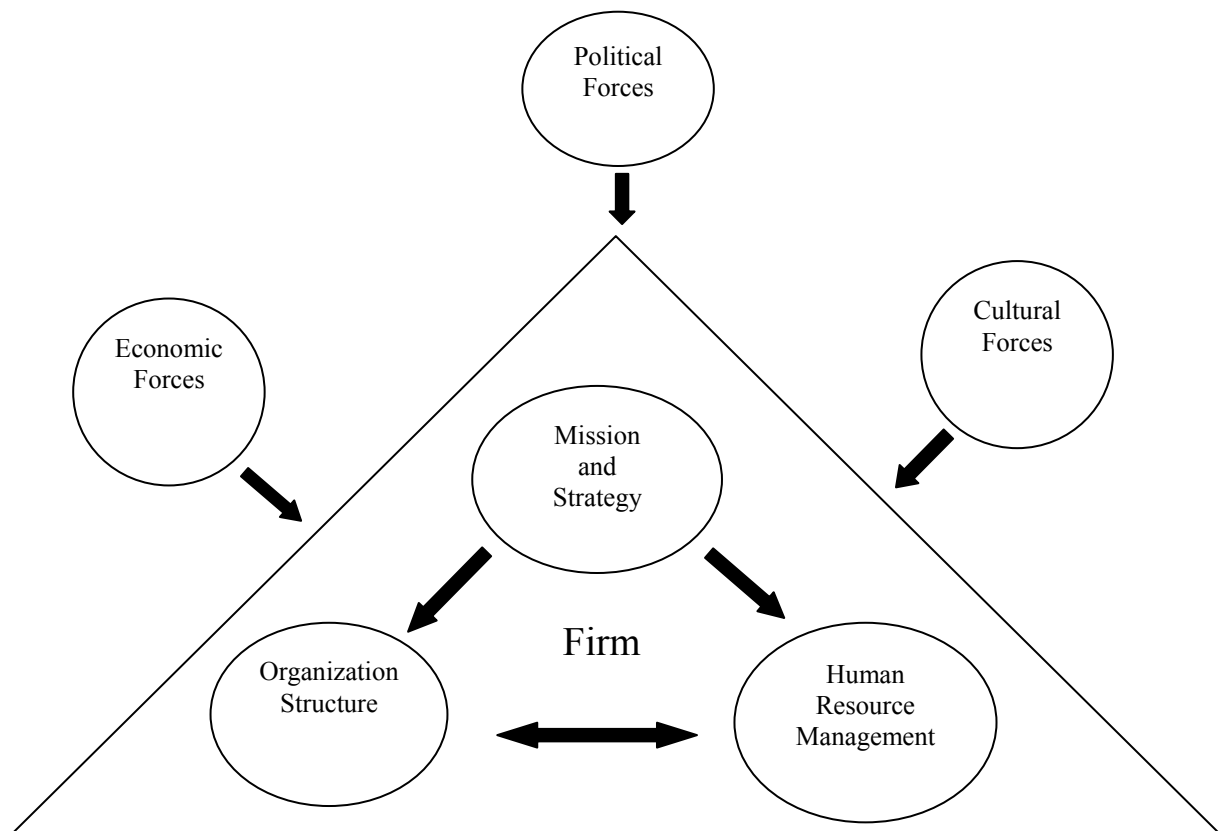
Modern view of HRM first gained prominence in 1980's (Price, 2007) and teamwork, leadership, training and development, and performance assessment became important issues of HRM (Aray, 2008). At the time, HRM was a subsystem function in organizations (Katz & Kahn, 1978). The Social Psychology of Organizations treats HRM as a subsystem embedded in a larger organizational system. Then, the open systems view of HRM was developed further by Wright & Snell (1991), who used it to describe a competence management model of organizations. They stated that skills and abilities are the inputs from the environment, employee behaviors are the throughput, and lastly employee satisfaction and performance are the outputs. According to this model, the HRM subsystems function to acquire, utilize, retain, and displace competencies (Jackson & Schular, 1995). This approach focused on an important concept: person-job fit that will be discussed later.

In 1990's, approaches of 1980's were generally enhanced and concepts such as corporate culture, change management, motivation, and performance management drew more attention (Barutçugil, 2006; as quoted in Aray, 2008). Especially the last two decades witnessed the emergence of a new term: strategic human resource management (SHRM). In the next part, we will go over this construct.

### **2.1.3. Strategic Human Resource Management**

Strategic human resource management started to draw the attention of researchers at the end of 1970's, especially through the transition from the old personnel administration approach to the modern concept of human resources (Alca'zar, Romero, & Gardey, 2005). And today, strategic human resource management is an essential part of organizations. According to Wright and McMahan (1992), strategic human resource management (SHRM) is "the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals" (Datta, Guthrie & Wright, 2005, p.135). That is to say that SHRM helps the organization to achieve its goals and enhance organizational effectiveness. For that reason, HRM has a strategic importance for the growth and development of organizations. In order to realize organizational effectiveness through strategic human resource management, there must be a fit between an organization's HRM policies and practices and its strategy (Beer, Spector, Lawrence, Quinn Mills, & Walton, 1984). The fit between HRM policies and practices and organizational strategy is seen as the basis of an effective HRM system by Devanna and his colleagues (1984) and they explored the relation between them by using matching model (Bratton & Gold, 2007).

The model called matching model (Figure 1) that was proposed by Devanna and his colleagues (1984) explain the relations among the business strategy, organizational structure, and HRM practices. According to them, HRM system and organizational structure follow and feed one another and are influenced by environmental forces. Again, the matching model predicts that the mission and strategy of the organization influences both organization structure and human resource management system.



**Figure 1: Devanna et al.'s Strategic Human Resource Management 'Matching' Model (Bratton & Gold, 2007)**

Since there is an interaction between organization structure and human resource management system, any change in the structure may be accompanied by a change in human resource management practices. The important components of the external environment like economic, cultural, political, and technological forces, on the other hand, shape the firm's internal structure. For example, a sudden economic change in the market may force the organization to reconstruct. Besides, a new technological product developed in accordance with the organizational strategy may lead to new changes in the organization, and all these changes will have an impact on HRM practices (Bratton & Gold, 2007).

Besides Devanna and colleagues (1984), many other researchers have tried to explain strategic human resource management. Four main perspectives that have focused on SHRM (Alca'zar, Romero, & Gardey, 2005) are as follows:

### **2.1.3.1. The Universalistic Perspective**

The simplest approach to human resource management strategies is the universalistic perspective. For the universalistic perspective, the most important point is how certain isolated HR policies are linked to organizational performance (Terpstra and Rozell, 1993; as quoted in Alca'zar, Romero, & Gardey, 2005). For that reason, researchers can identify best human resource management practices according to the following criteria:

1. Having demonstrated the capacity to improve organizational performance,
2. Being generalizable.

The universalistic approach tries to classify HRM practices in order to find the most efficient ones. This approach can not be applied by today's human resource management professionals since all current practices have specific and essential functions like the parts of a puzzle. On the other hand, some practices may have greater impact or assume more significant functions, but generalization of these practices may not be suitable for all cultures due to cultural, economic, and political variations. In one culture, a specific practice may be needed but in another one, a different HRM practice may be more crucial.

### **2.1.3.2. The Contingency Perspective**

The contingency model proposed a different assumption in terms of the relationship between variables. The relationship between the dependent and the independent variables is no longer stable, and it may vary depending on third variables, named contingency variables such as technological developments, cultural and organizational changes. These factors moderate the link between human resource management and performance and, so, deny the existence of best practices that could lead to superior performance under any circumstance (Delery and Doty, 1996; Galbraith and Nathanson, 1978; as quoted in Alca'zar, Romero, & Gardey, 2005). That is to say that, single functional areas and groups of practices such as selection and training may have contributions on organizational performance and effectiveness.

### **2.1.3.3. The Configurational Perspective**

According to this perspective, HRM system is a multidimensional set of elements that can be combined in different ways to provide an infinite number of possible configurations (Miller and Friesen, 1984; as quoted in Alca'zar, Romero, & Gardey, 2005). This approach evaluates HRM function as a complex and interactive system. So, the main contribution of this model is the assumption that the relation among the configurational patterns and organizational performance is not linear. Although configurational models acknowledge the importance of contingency models, the main focus of the approach is to achieve the same business goals with different combinations of policies which may be equally efficient for the organization (Delery and Doty, 1996; as quoted in Alca'zar, Romero, & Gardey, 2005) and to reject the universalistic objective of definitely finding the best practices (Alca'zar, Romero, & Gardey, 2005).

### **2.1.3.4. The Contextual Perspective**

The contextual perspective, unlike the previous three perspectives, brings descriptive and global explanations with a broader model that can be applied to different environments (Alca'zar, Romero, & Gardey, 2005). This approach focused on the importance of environmental factors that have been mostly underestimated such as the impact of public administration or trade unions (Legge, 1989; as quoted in Alca'zar, Romero, & Gardey, 2005). Such a conceptualization of human resource management influences the position of this function within the firm. In this sense, Brewster and Soderstrom (1994) describe a function that is no longer the exclusive responsibility of personnel specialists, but is extended to the rest of managers, especially at the line level. So, the contextual approach proposes a much broader scope, integrating the human resource management system with the environment in which it is developed (Alca'zar, Romero, & Gardey, 2005).

When we went over these four approaches, we realized that especially the last perspective named the contextual perspective is appropriate for today's business world

and it explains clearly the nature of strategic human resource management. Like all other departments, HRM is influenced by political and economical factors. Therefore, a perspective which takes environmental influences into account highlights the significant position of HRM and indicates its contribution to the firm's position in the market. For these reasons, strategic human resource management should be linked with all other departments and follow the new developments in the market to ensure gaining competitive advantage.

#### **2.1.4 Development of HRM in Turkey**

Turkish organizations are in a fast growing stage. Especially in the last decades, Turkey, as a developing country, has moved forward in different fields of business. Aycan (2001) stated that after 1980, some major changes have produced several positive outcomes for Turkey's economy and she added that nearly 80% of business organizations were established in that period. The author pointed out that world's 17<sup>th</sup> most industrialized and populated country is Turkey. It is obvious that all these changes and growth bring on changes and developments in human resources functions.

In Turkey, development of human resources started with legal regulations. The first attempt was The Social Security Organization Law that was enacted in 9 July 1945 (Başaran, 1985). But until 1980's it was recognized as the personnel management. Transition from personnel management to human resource management started in late 80's (Sözer, 2004). And especially, through the last 15 years, HRM has come to be seen as a key factor that creates competitive advantage for Turkish business organizations (Aycan, 2001) and there are many companies that have well-structured HR departments. However, still some companies that do not have an HR department exist. Therefore, it seems that today's HRM practices in Turkey can be accepted as a "developing field".

### **2.1.5. Aims of Human Resource Management**

Aims of human resource management can change with the definition that you make. Because, as the definition varies from one researcher to another, the aims of HRM can also change in accordance with the researchers' or practitioners' points of view. For example, according to Armstrong (2006, p.8), "the overall purpose of human resource management is to ensure that the organization is able to achieve success through people." Also, he pointed out that "HRM strategies aim to support programs for improving organizational effectiveness by developing policies in such areas as knowledge management, talent management, and generally creating 'a great place to work'."

In addition to this, Armstrong (2006, p.10) brought together different aims involved by HRM policies. These aims are listed below:

- ❖ "Aims to ensure that the organization obtains and retains the skilled, committed, and well-motivated workforce it needs.
- ❖ Aims to support the development of firm-specific knowledge and skills that are the result of organizational learning processes.
- ❖ Aims to enhance motivation, job engagement, and commitment by introducing policies and processes that ensure that people are valued and rewarded for what they do and achieve.
- ❖ Aims to create a climate in which productive and harmonious relationships can be maintained through partnerships between management and employees and their trade unions".

Like Armstrong (2006), Barutçugil (2004) also dealt with the aims of the HRM and he defined these aims in a similar way. A common point emphasized by these

researchers is obtaining organizational goals through the employee. According to Barutçugil (2004), HRM aims (as quoted in Aray, 2008, p.4):

- ❖ To help all employees reach optimal performance and to use fully their capacity and potential,
- ❖ To convince employees to exert more effort for reaching organizational goals,
- ❖ To use human resources in an optimum way to reach organizational goals,
- ❖ To meet employees' career expectations and development,
- ❖ To unify organizational plans and HR strategies and create and maintain a corporate culture,
- ❖ To offer a working environment stimulating hidden creativity and energy,
- ❖ To create work conditions stimulating innovation, teamwork, and total quality concept,
- ❖ To encourage flexibility for achieving learning organization.

Lastly, Daft (2001) stated that there are three major purposes of HRM. The first aim is to attract the individual who would be productive for the organization. The second aim is to develop a system that contributes to the development of employees. And the last aim of HRM is to maintain the workforce that has been recruited and developed.

As we mentioned above, being interrelated with all departments and external environment makes HRM a much more complex system, and HRM practices increasingly assume new responsibilities that are related with organizations. For that reason, researchers might have emphasized different aims or purposes of the HRM system.

For example, aims presented by Armstrong (2006) and Barutçugil (2004) seem to reflect the aims of strategic human resource management. Purposes like introducing

policies, achieving learning organizations, unifying organizational plans, and creating a corporate culture point out that HRM has a strategic importance for organizations.

On the other hand, aims of HRM as mentioned above by Daft (2001) can be seen as the aims of the traditional HRM because Daft (2001) mostly focused on the internal environment and employee-related aims. However, today's HRM purposes include broader concepts that are related with overall company and environmental forces.

### **2.1.6. Human Resource Management Practices**

In this section, we will go over all HRM practices such as planning, recruitment, performance management, training and development, career management, pay and benefits, job safety and health programs, and job security.

#### **2.1.6.1. Human Resource Planning**

Human resource planning is defined by Daft (2001, p.402) as “the forecasting of human resource needs and the projected matching of individuals with expected job vacancies.” Human resource planning helps the firm to overcome negative influences of the changing political, social or economic environmental conditions.

According to Armstrong (2006), human resource planning has three steps. The first step is to forecast future people need which is called demand forecasting. Demand forecasting includes estimating the future demands for people in the organization in terms of numbers and skills. The second step is to forecast future availability of people and is labeled as supply forecasting. Supply forecasting includes assessing the number of people likely to be available from within and outside the organization. And the last step is to make a plan in order to match up supply and demand. Thus, human resource planning will be well-functioned.

Human resource planning has been accepted as a human resource function especially during last years. Until 1980's, human resources had been seen just as the

management of the personnel and had not had a strategic importance, but nowadays human resources planning has become as one of the essential practices of HRM that contributes to organizational effectiveness. If human resource planning does not proceed effectively in organizations, survival of the firms can not be provided. For example; let's say that a company has an empty position; the managers should have a plan about how to fill up the position. In order to prevent the negative effects on employees due to vacant positions and to select the most appropriate person to the position, human resource planning should be made perfectly.

### **2.1.6.2 Recruitment**

Recruitment process can be defined as the sum of actions and activities that identify, attract, and recruit the individual who has the capabilities to help the organization to realize its goals (Evers, Anderson & Voskuijl, 2005). Daft (2001, p.403) defined recruitment as “activities or practices that define the characteristics of applicants to whom selection procedures are ultimately applied.” The main aim of the recruitment process is to find the qualified employees in necessary numbers required by the organization with the minimum cost (Armstrong, 2006).

In order to fill the vacant positions, organizations can use internal or external recruiting. Internal recruiting involves looking for candidates among workers that are already working in the organization. Organizations can also seek candidates from the outside of the organization (Ivancevich, 1992).

Recruitment process can be divided into three stages (Armstrong, 2006, p.409):

#### **1. Defining requirements:**

At this stage, the numbers and categories of the required people should be specified in the context of the recruitment program which is acquired from the human resource plan. This stage includes preparing job descriptions and specifications; deciding terms and conditions of employment.

Job descriptions are brief summaries of the tasks and job requirements. A job description provides employees a guide that helps them to reach greater performance by clearly defining employer's expectations of the employee in a particular job (Aamodt, 1999). A job description includes the title of the job, brief summary, work activities, tools and equipments used, work context, performance standards, and personnel requirements.

Personnel requirements contain job specifications, namely, the knowledge, skills, and abilities and all other characteristics that are needed to perform a job.

A job specification mainly includes the following points (Armstrong, 2006):

- **Technical Competencies:** Include special and required skills that an individual needs to know and be able to carry out while enacting the work role.
- **Behavioral and Attitudinal Requirements:** Include the types of behaviors that are needed to reach the desired performance in the role. In order to determine role specific behaviors, it is needed to analyze the characteristics of current employees who are carrying out their job successfully. In addition, it includes attitudes that are likely to results in appropriate work behaviors and desired performance. Especially in these years, only having high technical skills is not enough, companies try to select people who have specific characteristics. These characteristics may include behaviors that are related with the core values of organizations.
- **Qualifications and Training:** Refer to the technical skills and academic qualifications.
- **Experience:** Refers to all types of achievements that may help to predict success.

- **Specific demands:** All jobs require some specific demands that are needed to perform the job well such as developing new markets, introducing new systems.
- **Organizational fit:** Matching with the organization's corporate culture is seen as a job specification which is crucial in terms of being able to work within the organization and perform the job well. Fitting with the behavioral expectations of the company is a sign of the importance of the fit concept in the organization.
- **Special requirements:** Include travelling, unsocial hours, mobility required by the job.
- **Meeting candidate expectations:** Refers to meeting expectations of the employee in terms of career opportunities, training, security, etc.

Among these specifications, the behavioral requirements and organizational fit have drawn attention generally. A successful employee should have technical skills, competencies, and experience but he/she should also fit with the organizational culture. This implies that fitting with the corporate culture of the organization and meeting expectations in terms of specific behaviors present the importance of fit in an organization.

## 2. Attracting candidates:

Attracting candidates is a matter of identifying, evaluating, and using the most appropriate source of applicants. Today, companies first announce the vacancies inside the organization. If there are no available people, then they try to fill the vacancies from outside by advertising, through the internet or by means of outsourcing.

### 3. Selecting candidates:

Includes selecting the most appropriate employees by using a set of methods such as sifting applications, interviewing, testing, assessment centers, offering employment, obtaining references, and finally preparing contracts of employment. Sifting applications include all preparations before the interviews, when a vacancy has been advertised and a fair number of replies received. These preparations involve the listing of applications, sending a standard acknowledgement letter, selecting appropriate applications according to job specifications, drawing up a short list for interviews and interview programs, and inviting the candidate to the interview. After these preparations, candidates are assessed by interviews, assessment centers, and tests (Armstrong 2006).

Interview is a face to face meeting conducted to obtain detailed information about competencies, attitudes, experiences, and personal characteristics of the candidates. Assessment center is a much more comprehensive method used to select employees and includes various assessment techniques and simulations. Among the selection methods, assessment center has been found to predict employee performance better than other methods (Armstrong, 2006). In addition, various tests can be used to select employees. These are intelligence, personality, ability, and aptitude tests.

Recruitment process efficiency impacts all departments and all employees. In the recruitment process, the crucial point is to select the right person for the right position. If the recruited employee does not fit with her/his job or organization, that person will suffer from this incompatibility and his/her performance will decrease. Consequently, unhappy employees with lower performance will appear. But on the other hand, well-recruited persons will do their jobs with a great passion and they will think that they fit with their jobs and organizations (Armstrong, 2006).

By using only one method, satisfactory consequences can not be obtained. Therefore, combinations of two or more methods should be used to provide the best result.

Influence of HRM practices on employees starts with the selection process since employees meet with the organization during this process and all human resources are shaped by means of selections. So, a well-structured recruitment and selection process may be expected to constitute a positive organizational climate.

### **2.1.6.3. Performance Management**

Every organization has to measure employee performance in order to survive in the market. If the company has high performing, competent employees, the organization will have a stronger position, otherwise it will lose power in the market. For that reason, today nearly all small, medium, and large sized companies are utilizing a kind of performance management system. According to researchers, performance management system can be defined in different ways and the process can be divided into various steps. For example, Armstrong (2006, p.495) defined performance management as “a systematic process for improving organizational performance by developing the performance of individuals and teams”. This process proceeds through six steps and pursuing these steps helps to develop the maximum capacity of people so as to meet and exceed expectations and achieve full potential to the benefits of themselves and the organization (Armstrong, 2006).

Armstrong’s (2006) six step performance management system describes the process of performance evaluation. The first step is to identify the reasons of evaluating employee performance. There are various evaluation methods and some of them may be appropriate for one purpose but not for others. For example performance appraisal may be done for determining compensations and promotions, or executing personnel research. The suitable method for a particular purpose needs to be selected.

The second important step is to determine evaluating criteria. These criteria are ways of describing employee success and may include attendance, quality of work, rate of accidents, etc. The third step is deciding for the methods that will be used to measure the criteria. While choosing methods to evaluate performance, there is an important point to be considered: selecting the appropriate performance appraisal instrument. A

performance appraisal instrument may focus on traits, behaviors, or results. In the trait-focused performance appraisal system, employee's attributes like assertiveness and friendliness are measured. However, using these methods may not always be appropriate because during the interview process, the only feedback you may give to the employee would be the personal characteristics and these characteristics mostly do not change. So, it can be concluded that trait-focused performance appraisal methods do not contribute much to the development of the employee. Behavior-focused performance appraisal instruments focus on the behavior of the employee and the behavior is related with what the employee should do while performing a job. This method is more appropriate than the trait-focused system and instruments because employees can change the inappropriate behaviors and behave in desired ways. And the last method involves the use of results-focused performance appraisal instruments. These methods concentrate on what the employee accomplished as a result of what he/she did. But the problem with using results-focused instruments is that employees can try everything but may not reach the desired results due to uncontrollable factors. At this point, the solution may be utilizing some of these methods in combination. For example, behavior and results- focused instruments may be used together to get correct appraisal results. For that reason, deciding for the methods that will be used to appraise employee performance is very crucial for a sound performance appraisal system.

The next step is to explain the process to both employees and supervisors. Both of them should have enough information about how performance appraisal process will function. At this step necessary time should be given to supervisors to provide fairness and correctness in the process.

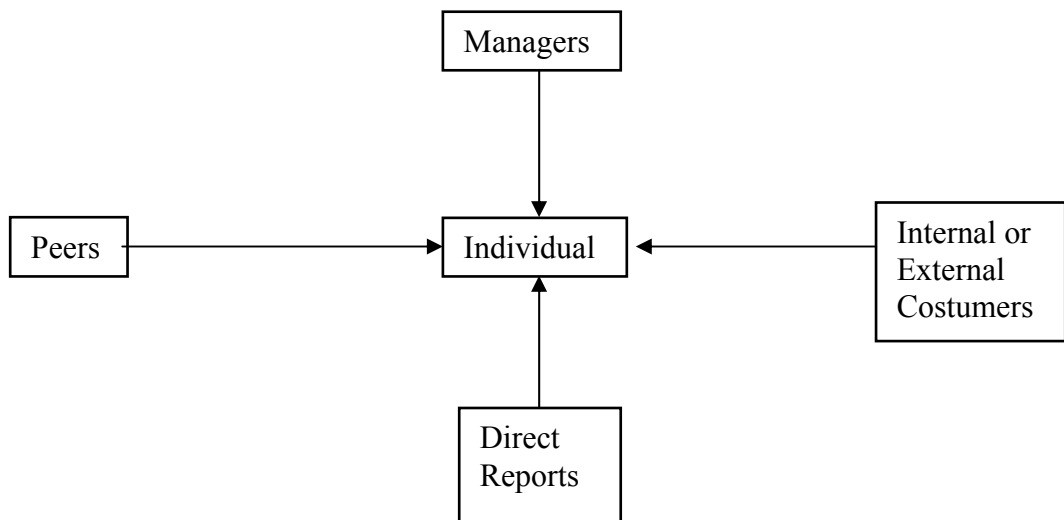
The fifth step in the performance management process is to evaluate employee performance. This step includes observing, recording, and evaluating behaviors. In order to obtain a correct performance evaluation, observed employee behaviors should be recorded. For example, what the employee did, which behaviors are presented as part of the performance should be recorded by the supervisor so as to use this information correctly in the following steps.

Finally, last step is the review of performance appraisal results. This step is based on discussing the results of appraisal with employees. The employee and the supervisor who appraised his/her performance should prepare for the feedback interview. At this step, the supervisor communicates to the employee performance ratings and related explanations. The supervisor should limit this communication with statements about behaviors and performance rather than traits. Nevertheless, few employees are perfect and some negative feedbacks are inevitable. Employees, on the other hand, try to avoid negative feedbacks or tend to be defensive. If employees refrain from being defensive, an interview process which is beneficial for both parties may be conducted (Aamodt, 1999).

Unlike Armstrong (2006), Daft (2001) emphasized that performance management has three steps. The first step is observing and assessing employee performance. The second step is recording the assessment and the last step is providing feedback to employees. Although there are different view points, main points of performance management system are the same for all researchers and practitioners.

The six steps pointed out by Armstrong (2006) and the three steps suggested by Daft (2001) that are described above present formal appraisal process. But, in recent years, as an alternative method, 360 degree performance appraisal method is being used commonly in most organizations to avoid the drawbacks of other methods. This new method of appraisal provides a wide range of information about employee behaviors and prevents errors which occur during the performance evaluation process.

As Figure 2 illustrates, in 360 degree feedback, data related with individual's performance are gathered from multiple sources. These sources are individual's peers, subordinates, supervisors, internal or external customers. It should be emphasized that an effective performance management system is essential for employee motivation, satisfaction, organizational effectiveness, and positive organizational outcomes.



**Figure 2: 360-degree Feedback Model (Armstrong, 2006, p.522)**

Sufficiency of the performance management system influences employees’ trust to their companies. If they feel that there is a fair performance management system; they will be committed to their jobs and organizations, will develop a higher level of involvement with their jobs, and will feel more worthy. So, they will feel that they fit with their jobs and organizations.

#### **2.1.6.4. Training and Development**

Daft (2001) described training and development as all efforts of an organization to facilitate the learning of work-related behaviors which an employee must display. So, training and development enables the employee to gain skills needed for the present and future jobs. In other words, “Training is a learning process that involves the acquisition of skills, knowledge, concepts or attitudes to increase employee performance” (Byars & Rue, 1991; as quoted in Sözer, 2004, p.11).

Training has several forms. The most common form of training is on the job training. In this type of training, the new employee learns the job by doing the job with the help of an experienced employee who teaches the newcomer how to perform the job duties. Besides this method, some other training forms are used. One of these forms is classroom training which includes direct lectures. Employees attend lectures to learn how to perform their jobs. One other method is orientation training which includes

introducing organization's culture, structure, standards, and goals to the newcomer. And also, computer assigned instructions, conferences, and case studies may be used as a training method (Daft, 2001).

Like career management system, training practices are influential in keeping employees in organizations. Individuals work not only for economic benefits but they also want to reach their career goals through opportunities that are supplied by the company. Training programs provide the major source of these opportunities. If employees believe that the company's training opportunities are sufficient, they will be retained in the organization, however, if they think that these opportunities are scarce, they would search for other jobs that may help them to develop their skills, abilities, and knowledge.

#### **2.1.6.5. Career Management**

Career management can be simply described as planning and developing personnel's career according to the short and long term organizational goals (Dubrin, 1990). Career planning has two perspectives: Individual-centered career planning and organization-centered career planning.

Individual-centered career planning focuses on employees. According to Dalton and Thompson (1986), successful professional employees pass through four stages. In the first stage, employee works under the direction of one or more supervisors, gets their help and learns from them. In the second stage, employee develops new skills and becomes more competent. In the third stage, employees acquire high degree of self- confidence, willingness to take responsibility of other's performance, and the capacity to deal with problematic situations. And the last stage includes learning to delegate responsibilities to subordinates and making good operational decisions fast (as quoted in Badawy, 2007).

On the other hand, organization-centered career planning focuses on the job and aims to construct career paths that provide logical progression of individuals among

jobs (Mathis & Jackson, 1991; as quoted in Sözer, 2004, p.16). Organization-centered career planning has several steps. The first step is to determine the human resources needs of the company that includes all strategies and plans. The second step is to determine a profile of company workforce; age, educational level, etc. The third step is to determine how employees are distributed within the four stages of individual-centered career planning. The fourth step is to determine which job assignments will be most helpful for an employee's career at a particular time. The fifth step is to design and implement "career-based" training programs. And the last step is to design a reward system which will help the organization attract and retain talented employees (Badawy, 2007).

Organizations should apply these two perspectives at the same time to be more effective and reach the desired goals for individuals and organizations. So, a career management program has targets for both organizations and individuals. Career management aims to give guidance, support, and encouragement to individuals in order to help them fulfill their potential and achieve a successful career. On the other hand, career management permits organizations to carry out objectives of talent management policies by creating a talent pool that meets the needs of the organization (Armstrong, 2006).

Sümer (1998) pointed out that career management process includes four steps. These are planning, individual assessment, matching, and development. Planning involves predicting personnel needs and developing appropriate strategies in order to fulfill these needs. The second step is assessing individual KSAs and expectations in order to help the employee who wants to plan and shape his career path. The third step in career management is matching employees' career plans with organization's needs. And the final step includes activities that help the employee to achieve his/her career goals (Sözer, 2004).

Applying appropriate career management practices will retain the employees in the organization by presenting them opportunities to reach their career goals. If this is provided, they may develop a sense of fit and commitment. If employees perceive that

career management is sufficient, they will develop their skills, competencies, and will internalize the values of the organization. On the other hand, if employees believe these opportunities are limited, they may intend to quit their jobs, the turnover rate may be high, and job performance may be decreased. Consequently, these employees may not develop a sense of fit with coworkers, supervisors, the organization, and their jobs.

#### **2.1.6.6. Pay and Benefits**

The term pay and benefits refers to all monetary payments, all goods and commodities used to reward employees. It includes wages/salaries and all benefits such as health insurance, paid vacation or employee fitness centers. Pay and benefits is one of the most important HR practices, because it helps to attract and retain talented employees (Daft, 2001).

In today's market conditions, companies try to attract the most qualified employees and retain them in the organization. One of the most essential steps to achieve this goal is to offer good opportunities to employees. If employees feel that they are not granted the rights that they believe they deserve, a tendency to leave their jobs may occur.

#### **2.1.6.7. Job Safety and Health Programs**

Health and safety policies and programs are concerned with protecting employees against the hazards arising from their employment. Safety programs aim to prevent the accidents and minimize the resulting loss and damage to persons and property. Health programs aim to prevent ill-health arising from working conditions (Armstrong, 2006).

Armstrong (2006) added that health and safety programs include a wide range of interventions such as developing health and safety policies, implementing occupational health programs, managing stress, preventing accidents, conducting risk assessment, carrying out health and safety audits and inspections.

One of the most important issues that HR department deals with is to ensure the safety of employees, because it directly influences organizational effectiveness and employees' motivation and trust to the organization. If companies provide a well-structured health and safety system, employees' positive work behaviors and work output will be increased. So, employees may feel that they have a good match with their organizations.

#### **2.1.6.8. Job Security/ Employment Security**

Employment security/ job security is, simply stated, the guarantee of employment (Pfeffer, 1998). In fact, Ruyter and Burgess (2000) depicted that job security is not seen as one of the HRM practices, but it is related with some positive work attitudes as motivation or job satisfaction (Aray, 2008). Due to its relation with positive consequences, job security is included in HRM practices in our study.

Economic changes in the world affect employees' trust to their organizations in terms of employment security. If employees do not feel that they have job security, their anxiety level may be high and their motivation to work may be reduced. And also, employee's trust to the organization will be decreased. So, in a situation like that individuals' perception of the organization will be negative and they may feel that they do not fit with the firm.

#### **2.1.7. Perceived Sufficiency of HRM Practices**

As mentioned above, the main purpose of HRM practices is to increase the contributions of the employee to the organization. Besides this, HRM is seen as a tool that helps to facilitate other goals such as introducing new products and increasing the productivity of organizations (Eryiğit, 2007). All these contributions can only be provided by effective and sufficient HRM practices.

The only way to realize organizational effectiveness and sufficiency is to invest for and manage people, and this can be achieved by means of HRM practices (Eryiğit,

2007). Sufficiency of HRM can be defined as the ability to achieve organizational goals and objectives and to gain competitive advantages in the market. To achieve these organizational goals, appropriate people should be recruited and selected, and they should be retained in the organization by means of a fair pay and benefits system, health and safety programs, and a secure job. In addition, opportunities should be provided by the organization, so that employees can improve themselves through training and career management. Besides these gains, in a strategic sense, HRM practices can help the firms to build organizational policies and contribute to the organization's overall strategy. All of these positive contributions imply that an effective HRM system means an effective organization.

If HRM practices are planned and applied properly, employees will feel that the organization cares about them. For example, if human resource planning is structured well, organization's human needs will be provided at the right time. As a result of this, no employee will suffer, and he/she will not face work overload. There will be a positive effect on employees and they will feel that they are worthy for the company. On the other hand, if human resource planning is not well-structured, employees' workload will increase and this will lead to negative feelings about the organization. Such negative feelings may be assumed to be related to low commitment, high turnover, low citizenship behavior, and an inability to develop a sense of fit with the company.

Similar consequences may be expected for recruitment and selection practices. If the selection practice is effective, persons who are qualified will be selected and thus, employees will trust the fairness of their company's selection practices. As a result, they will develop positive feelings about the organization. On the other hand, a poor selection process may cause them to lose their confidence in the organization and lead to feelings of worthlessness. As a consequence, negative work-related behaviors and attitudes are likely.

A deficiency in recruitment and selection system may cause a deficiency in performance appraisal practices as well since performance appraisal criteria are used in selection application. For that reason, a well-applied and fair performance appraisal is

one of the most important HRM applications that retain employees in the organization. Employees want to see the results of their work and wish to be awarded. If performance appraisal application does not meet employees' expectations, they will not work willingly; they may tend to leave the job and look for another job opportunity. But if they believe that performance appraisal is practiced properly, they tend to remain in the organization. Like other well-executed applications, performance appraisal is likely to produce desirable behavioral and attitudinal outcomes.

In light of performance appraisal results, companies should award employees for successful performance. So as to keep qualified employees in the organization, companies should present them a good pay and benefits system. Everyday, organizations find themselves in a more competitive work environment and to cope with these conditions they should employ workers with particular skills. If employees believe that they are provided with opportunities they deserve, they may respond positively to organization's demands. However, retaining employees in the organization is not only limited with good pay and benefits since they also want to develop their skills and competencies and realize their career goals through well-applied training programs and career management systems. If the company provides such facilities, employees may be more engaged in their jobs and they will trust to the organization.

Work conditions and job safety are assured by the law but organizations may sometimes disregard legal requirements. Such a situation may lead to sanctions for the organization and employees may also suffer. Nobody wants to work in an unsafe work environment. So, employees will work only if they have to. Thus, as a result, low performance, low commitment, low citizenship behavior, high turnover, and other negative outcomes may occur.

Mostly in crisis times, employees feel that they do not have employment security. They may become anxious, unhappy, low-performing workers because they are afraid of losing their jobs. In order to reduce the worry about losing one's job, other HRM practices should be well-applied. An appropriate selection system, a satisfactory training program, a fair performance management practice, and a well-structured career

management system may facilitate feelings of security. These applications will increase employee's awareness about the skills and competencies that he/she must improve and help him/her develop these. As a result, the employee will have a higher confidence in keeping his/her job.

However, a well-structured HRM system may not be enough to create the perception that HRM practices are sufficient. There may be well-planned and applied systems, but the employees may not perceive them as sufficient and effective. Although HRM practices are sufficient, a set of factors may negatively influence employees' perception of HRM practices. For example, an unqualified supervisor or manager may damage employees' perception of sufficiency of HRM practices or introduction of HRM practices may be done inadequately. And also, employees may believe that HRM practices are useless. Under these circumstances, well functioning HRM practices may be perceived as insufficient and ineffective. As Chang (2005) and Gartner and Nollen (1989) have stated, it is not only HRM practices themselves, but also their perception which effects satisfaction and commitment. For that reason, in this study, employee perception is the frame of reference and perception of employees about sufficiency of HRM practices will be investigated.

#### **2.1.8. Related Research**

Especially in the last two decades, importance of HRM has been intensified both in academia and business. Many studies have been conducted on HRM practices and their impact on organizational outputs. The relationship between HRM and organizational commitment, intention to leave (Aray, 2008), organizational career planning (Eryiğit, 2007), organizational culture (Kula, 2006), gaining superiority in competition (Ylyasov, 2006), organizational citizenship behavior, productivity (Huselid,1995), organizational performance (Arthur, 1994; Becker & Huselid, 1998; Delaney & Huselid, 1996; Huselid, 1995; MacDuffie, 1995), and employee attitudes (Appelbaum, Bailey, Berg, & Kalleberg, 2000) are among the most popular subjects that have been studied. The literature review made by Wright and Boswell (2002) revealed that basically some individual practices of HRM such as selection and

performance evaluation were explored. But some recent studies indicate a tendency for investigating all HRM practices together. However, perceived sufficiency of HRM practices is rarely studied.

Studies indicate that various HRM practices such as socialization (some studies classified it as an HRM practice), hiring practices, career-oriented performance management, open job posting, and job transfer have a crucial role for developing employee commitment. Especially, socialization process, as a function of HRM, provides better understanding of organizational values, norms, and objectives by employees (Pascale 1985; Van Maanen and Schein 1979; as quoted in Maheshwari & Bhat, 2005). These findings indicate the potential contribution of HRM practices in developing positive employee attitudes.

Chang (2005) studied employees' overall perception of HRM activities. According to the results of his study, company HRM practices as a whole, rather than a single practice, have effects on employee's overall perception of HRM practices and also, this perception of employees helps to predict their organizational commitment. The results of this study show that overall perception of HRM practices is very important for explaining workplace attitudes. If perception of HRM is positive, employees can develop positive attitudes and gain new positive behaviors like organizational commitment, decision to stay with the organization, organizational citizenship behavior, and the like. Besides, employees may develop a sense of fit with the organization. However, effective HRM practices by themselves may not be influential in producing positive behavioral outcomes. A study conducted by Prins and Henderickx (2007) revealed that effectiveness of HRM practices in nursing homes had a small effect on the stress level of nurses. And these results are consistent with Rondeau and Wagar's (2001) findings which stated that HRM practices in nursing homes were only effective when there was a supportive workplace climate.

A number of studies which explored the relationship between HRM practices and several workplace variables have been conducted in Turkey. The findings of these studies are summarized as follows.

A study implemented by Aray (2008) showed that perceived sufficiency of HRM practices are related with organizational commitment and intention to quit. According to the results of the study, if employees perceive HRM practices as sufficient, they have higher commitment and lower turnover intention. This study shows that sufficiency of HRM practices is crucial in terms of predicting workplace behaviors and attitudes.

Tüzüner and Berber's (2001) study aimed to find out the relationship between overall and single HRM practices and knowledge management. Data gathered from a sample of 168 firms revealed that individual need analysis as an HRM function is the strongest predictor of knowledge management. And also, career planning, retention management, performance management, recruitment, and planning had moderate to weak relationships with knowledge management. This research indicates the contribution of HRM practices in an issue which is quite crucial for today's organizations.

The study conducted by Kula (2006) demonstrated that organizational culture is a critical factor for the success of human resource management. She stated that organizational culture helps employees to acquire intuition and sense regarding how to act, think, and behave. Organizational culture also shapes HRM activities and the way practices are applied. The relationship is two way: HRM practices help to build organizational culture.

Ylyasov's (2006) study explored the relationship between strategic human resource management practices and gaining superiority in competition. The results of the study revealed that there is a significant relationship between the employment of strategic human resources management and obtaining an advantage as compared to competitors. Gaining superiority can be seen as a sign of organizational effectiveness. The relationship between HRM practices and organizational effectiveness has drawn the interest of researchers. The results of a study conducted by Kiroğlu (2008) displayed that human resource management practices are good predictors of organizational effectiveness. Kiroğlu (2008) also pointed out that there is a significant difference in

terms of effectiveness between organizations with HR departments, and those without HR departments. These findings imply that HRM applications are essential for organizations.

Organizational effectiveness can be increased by investing for employees. If HR practices are to increase the effectiveness of organizations, employee perception of HRM practices must be positive. Employees who are satisfied with HRM practices will have higher motivation and they will feel that they are valued by the organization. So, positive behaviors and attitudes like citizenship and commitment will be more likely.

In sum, related literature has shown that HRM has significant impacts on organizational and behavioral outcomes. In this study, the relationship between perceived sufficiency of HRM practices and person-organization and person-job fit will be investigated which has a limited space in literature. The effects of the perceived sufficiency of HRM practices on person-organization and person- job fit will be discussed in the following sections.

## **2.2. Person-Organization Fit**

One of the dependent variables of the study is person-organization fit. First, person-organization fit will be defined and then related research will be presented.

### **2.2.1 Definition of Person-Organization Fit**

The root of P-O fit is based on Schneider's (1987) Attraction-Selection-Attrition (ASA) framework. He argued that individuals are not randomly assigned to situations, but rather seek out situations that are attractive to them. Individuals are selected to be part of that situation, and they determine the situation by remaining in that situation. Schneider adapted this approach to organizations. The author stated that people are attracted to, selected to be part of, and remain in the organization if they fit with the organization but leave if they don't fit with it (Sekiguchi, 2004).

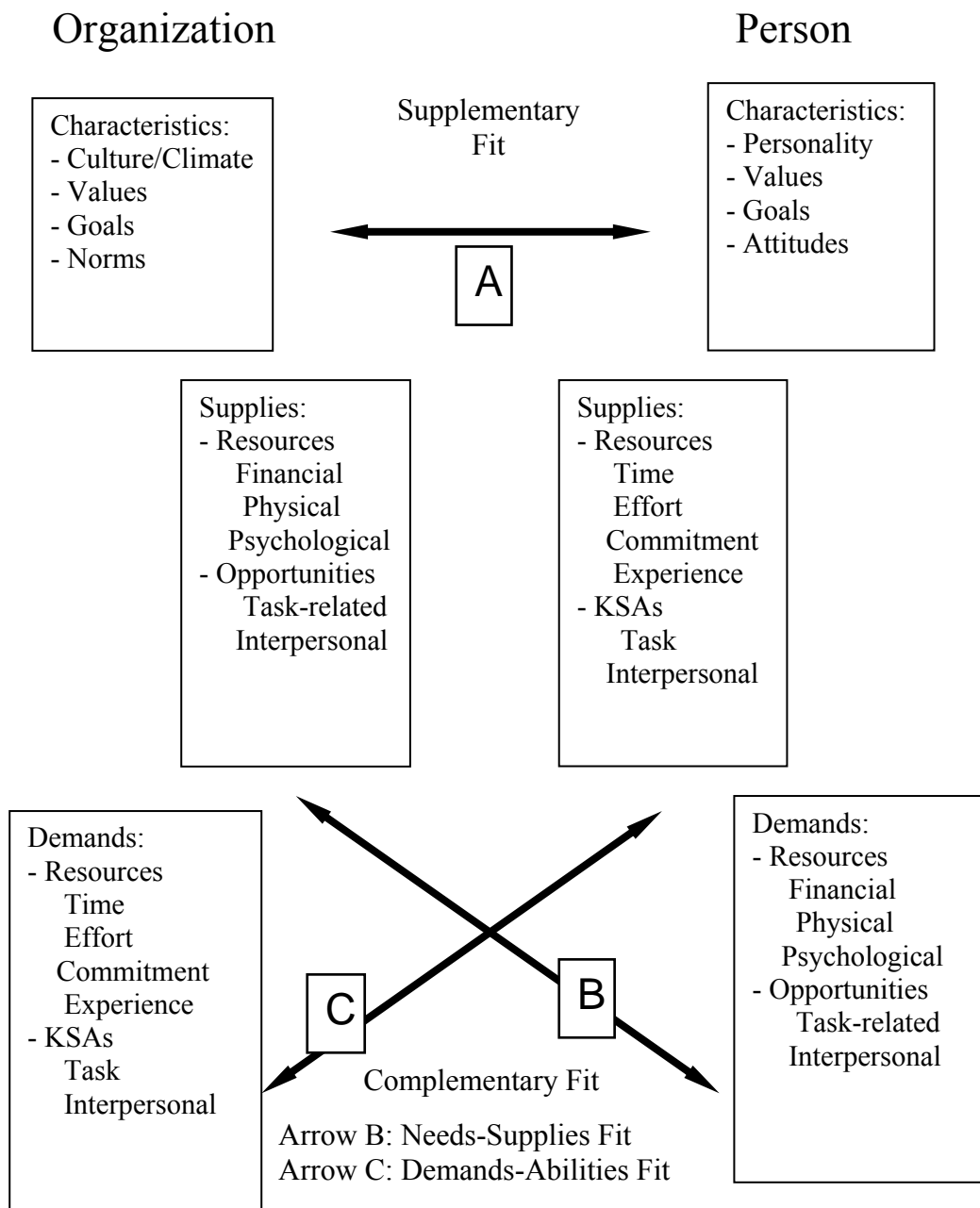
Person-organization fit has been defined by many authors and researchers in recent years, but there is little agreement among them. Most researchers broadly defined person-organization fit as the compatibility between individuals and organizations (Kristof, 1996). Kristof (1996) stated that compatibility may be conceptualized in a variety of ways. One of these conceptualizations involved a match between the characteristics of the employee and the organization; these characteristics may be skills, competencies, and values. A review of organizational behavior literature reveals that many authors and researchers have generally preferred to define person-organization fit as a value match. There are two conceptualizations that have been mostly focused on by researchers. One of these suggested by the authors is the complementary and supplementary fit which includes matching characteristics like skills and values.

According to Muchinsky and Monahan (1987, p.271), the complementary fit occurs when a person's or an organization's characteristics meet the needs of the other side. Thus, complementary fit refers to occasions when "the weaknesses or needs of the environment are offset by the strength of the individual, and vice-versa" (Cable & Edwards, 2004, p.822). The emphasis of complementary fit is on needs and complementary characteristics involve concrete criteria such as having computer knowledge. Organizations can meet their needs through the selection and recruitment process that take these criteria into account.

Supplementary fit, on the other hand, has focused on more abstract concepts like values. The supplementary fit exists when a person and an organization possess similar or matching characteristics. Supplementary fit can occur if an organization hires an employee with skills that match those already widely possessed by its workforce. Supplementary fit is based on the relationship between the fundamental characteristics of an organization and the individual. When there is similarity between an organization and a person on these characteristics, supplementary fit exists (Kristof, 1996; as quoted in Güneşer, 2007). However, supplementary fit is most typically represented by research examining value congruence between employees and organizations (e.g., whether an employee and an organization both consider autonomy important; Kristof, 1996; as quoted in Cable & Edwards, 2004).

The second conceptualization is made on the distinction between needs-supplies and demands-abilities. From the needs-supplies perspective, P-O fit occurs when an organization satisfies individual's needs, desires, or preferences. In contrast, the demands-abilities perspective suggests that fit occurs when an individual has the abilities required to meet organizational demands (Caplan, 1987; Kristof, 1996; as quoted in Karakurum, 2005; Yıldırımbulut, 2006). All these conceptualizations are illustrated in Figure 3.

As illustrated in Figure 3, arrow (A) represents the supplementary fit that is defined as the relationship between fundamental characteristics of an organization and a person. These characteristics traditionally include culture, climate, values, goals, and norms for the organization. On the person side, the characteristics most often studied are values, goals, personality, and attitudes. Arrow (B) represents needs-supplies fit which occurs when the organization's supplies meet employee's demands. Organization's supplies include financial, physical, and psychological resources as well as the task-related, interpersonal, and growth opportunities that are demanded by employees. Arrow (C) represents demands-abilities fit which occurs when employee supplies meet organizational demands. These demands are time, effort, commitment, knowledge, skills, and abilities (Kristof, 1996).



**Figure 3: Various Conceptualizations of Person-Organization Fit (Kristof, 1996)**

Besides these two conceptualizations, four other operationalizations take place in Kristof's (1996) literature review of P-O fit. The most frequently used operationalization is the congruence between individual and organizational values (Cable and Parsons, 2001; Finegan, 2000; O'Reilly, Chatman, and Caldwell, 1991). The second operationalization focuses on the goal congruence of the employee with organizational leaders or peers (e.g. Vancouver, Millsap and Peters, 1994; Vancouver

and Schmitt, 1991). These two operationalizations reflect the supplementary fit perspective.

The third operationalization that reflects needs-supplies conceptualization deals with the match between individual preferences or needs and organizational systems and structures (Bretz, Ash, and Dreher, 1989; Cable and Judge, 1994; Turban and Keon, 1993).

The fourth operationalization defines P-O fit as a match between individual's personality and organizational climate (Burke and Deszca, 1982; Ivancevich and Matteson, 1984; Tom, 1971). Some researchers suggest that the fourth operationalization reflects supplementary fit, however, others claim that it can be viewed as a complementary needs-supplies fit.

### **2.2.2. Measurement of Person Organization Fit**

Existing different conceptualizations of fit bring about using different measurements of the construct. There are a variety of techniques for assessing the extent of fit. Some researchers prefer to use direct measurement which involves asking people directly whether they believe that a good fit exists. Direct measures are beneficial if the construct under investigation is subjective or perceived fit, that is, if fit is conceptualized as the judgment that a person fits well in an organization. On the other hand, some researchers criticize the direct measurement of fit. Edwards (1991) denounced direct measures primarily because they confound the constructs of the person and environment, thereby preventing estimation of their independent effects (as quoted in Kristof, 1996).

Some other researchers choose to use indirect measures to assess actual or objective fit in order to overcome the drawbacks of direct measures. Indirect measures of fit involve an explicit comparison between separately rated individual and organizational characteristics. This type of measurement allows a verifiable assessment of similarity.

In addition to the distinction between direct and indirect measures of P-O fit, Kristof (1996) stated that there are also different techniques for indirect measurement. Two of these techniques are indirect cross-levels measurement and indirect individual levels measurement.

Indirect cross-levels measurement is commonly used to assess both supplementary and complementary P-O fit. This technique involves assessing the compatibility of individuals with measurable organizational characteristics, that is, it involves measuring characteristics at two levels of analysis (Kristof, 1996). On the other hand, indirect individual-levels measurement involves assessing characteristics of individuals with individuals' perceptions of organizational characteristics.

In this study, supplementary fit approach is used. Two types of measurements are utilized: perceived and actual person-organization fit. Whereas actual person organization fit is measured by asking participants to compare their ideal organizational characteristics with their current characteristics, perceived person-organization fit is measured by directly asking participants to what extent they believe that they fit with their organizations. In order to obtain more accurate and comprehensive results, the researcher decided to measure both perceived and actual fit.

All organizations measure characteristics like skills, abilities, and competencies during employee selection. Recently, besides needed skills, organizations are searching for the person who will fit with the organizational values and thus measurement of fit has become a part of the selection process. This shows that having similar goals, expectations, and values is a crucial issue for both the organization and the individual. An organization may retain an employee if the employee has similar values with the organization and the individual may be satisfied with working in a place if his/her values are shared. The importance of this similarity led us to measure the congruence between personal and organizational values.

### **2.2.3. Related Research**

Literature of person-organization fit has mostly focused on the outcomes of P-O fit and there are a few studies conducted to investigate the antecedents of P-O fit. In previous studies, person-organization fit was mostly studied in relation with work-related outcomes including lower stress levels (French, Caplan & Harrison, 1982; Lovelace & Rosen, 1996), greater organizational commitment (Meglino, Ravlin & Adkins, 1989; Valentine, Godkin & Lucero, 2002), better work attitudes (Caldwell & O'Reilly, 1990), greater performance ratings (Goodman & Svyantek, 1999, Judge & Bretz, 1992; Vilela, Gonzalez, and Ferrin, 2008), OCB (Vilela, Gonzalez, and Ferrin, 2008), and lower turnover (Chatman, 1991; Kristof, 1996; Kristof-Brown, Zimmerman & Johnson, 2005; Meglino & Ravlin, 1998; O'Reilly, Chatman & Caldwell, 1991).

Results of a meta-analytic review of the relationship between person-organization fit and behavioral criteria, which includes 24 P-O fit studies, conducted by Hovman and Woehr (2005) showed that P-O fit is related with various behavioral outcomes. They found that person-organization fit is moderately related with turnover, performance, and organizational citizenship behavior. Turnover is negatively; performance and organizational citizenship behavior are positively related with person-organization fit.

Study of Goodman and Svyantek (1999) revealed that perception of organizational culture is one of the important factors effecting contextual and task performance. According to Schein (1990), organizational culture may be defined as a general pattern of beliefs, expectations, and values and it arises from the interaction of personal characteristics of employees and the organizational internal environment (Schneider, 1983). The results of the study pointed out that the discrepancy between employee's ideal organizational culture (what the individual values) and his/her perceptions of the actual organizational culture (what the organizational values) predicts both contextual and task performance. The results of hierarchical regression analysis indicated that ideal culture (what the individual values) accounted for a significant amount of variance in total contextual performance than that accounted for by perceived

culture (what the organization values). This study reflects the importance of value fit in terms of predicting performance.

Turkish organizational behavior literature also focused on the outcomes of P-O fit mostly and the antecedents of P-O fit has not been studied in Turkey yet.

Yıldırımbulut (2006) explored the effects of person-organization and person-job fit on job stress with the moderating effect of social support. Data gathered from 144 call center employees in banking and outsourcing sectors revealed a negative relationship between person-organization fit and job stress for several dimensions of these constructs. Team orientation, quality orientation, and recognition of high performance factors of person-organization fit were negatively related with the avoidance, frustration, and exhaustion factors of job stress respectively.

Güneşer (2007) studied person-organization fit to reveal the effects of person-organization fit on organizational commitment and work engagement with the moderating effect of person-supervisor fit. The study was conducted in two companies (one private, and one public sector) and the data was collected from a sample of 204 participants. The results indicated that person-supervisor fit in terms of participation value moderates the relationship between person-organization fit and affective commitment. And also, in terms of leadership and participation values, P-S fit moderated the relationship between P-O fit and vigor.

Like Güneşer (2007), Coşkun (2007) studied person-organization fit to explore its effects on organizational commitment. Data was gathered from a sample of 121 employees in a telecommunication company. The results revealed that there is a positive relation between person-organization fit and organizational commitment as consistent with previous studies. The results indicated that normative commitment and affective commitment dimensions were positively related with person-organization value fit. As compared to affective commitment, normative commitment displayed a stronger relationship with person-organization fit.

As seen in above mentioned findings, outcomes of person-organization fit such as organizational commitment and work engagement have been examined frequently in the global and national literature. Therefore, there seems to be a need to study the antecedents of person-organization fit. The related research on the antecedents of person-organization fit will be discussed in the following sections.

### **2.3. Person Job Fit**

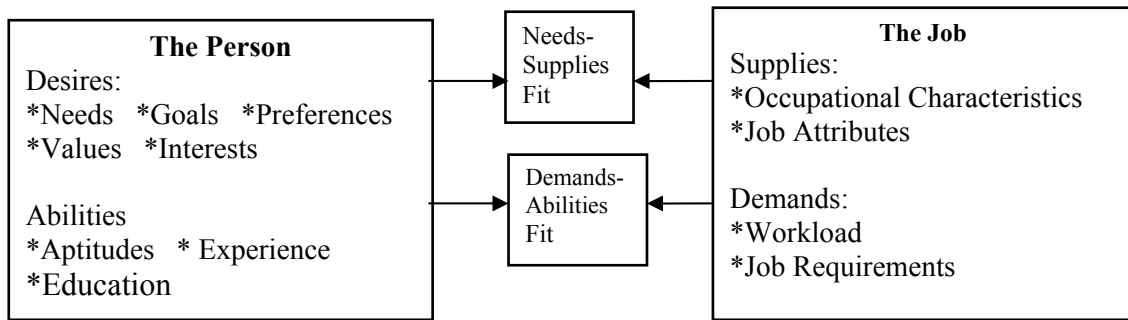
One of the dependent variables of the study is person-job fit. First, person-job fit will be defined and then related research will be presented.

#### **2.3.1. Definition and Measurement of Person-Job Fit**

Person-job fit is defined as the fit between the abilities of a person and the demands of a job or the desires of a person and the attributes of a job (Edwards, 1991; as quoted in Sekiguchi, 2004). That is, P-J fit can be conceptualized as the match between individual knowledge, skills, and abilities (KSA) and the demands of the job or the needs/desires of an individual and what is provided by the job (O'Reilly, Chatman, & Caldwell, 1991).

The common operationalizations of P-J fit comprise two perspectives; needs-supplies fit and demands-abilities fit (Edwards, 1991). Needs-supplies fit is defined as the fit between individual desires and characteristics and attributes of the job. The components of the individual desires are goals, values, interests, and psychological needs. Caplan (1983) and Harrison (1978) stated that this type of fit focuses on various theories of adjustment, well-being, and satisfaction (as quoted in Kristof-Brown, Zimmerman & Johnson, 2005). The other type of person-job fit is demands-abilities fit that can be defined as the match between employees' knowledge, skills, and abilities (KSA) and job requirements (Edwards, 1991).

Person-job fit operationalizations are illustrated in Figure 4.



**Figure 4: Person-Job Fit (Edwards, 1991; as quoted in Yıldırımbulut,2006)**

Person-job fit can be measured in two ways: perceived and actual fit. Perceived (subjective) person-job fit is defined as the judgment that a person fits well with the job. Actual (objective) fit is based on the comparison between separately rated individual and job characteristics (Cable & Judge, 1996; Kristof, 1996; as quoted in Sekiguchi, 2004). Perceived fit is measured by asking directly people's beliefs about how good they fit with the job. Actual fit is measured by comparing the characteristics of the individual with job characteristics. These individual characteristics may be reported by themselves or others and the job characteristics are evaluated by the job incumbents.

Werbel and Gilliland (1999) stated that person-job fit prepares the foundation for employee selection. The main concern in employee selection is to find applicants who have skills and abilities necessary to do a particular job. In order to find the appropriate person to perform a job, first it is needed to conduct a job analysis that is traditionally used to assess P-J fit. From Taylor's scientific management until now, P-J fit acquired a more sophisticated nature with the development of statistically reliable and valid instruments used to assess P-J fit.

In this study, perceived demands-abilities person-job fit is investigated by asking people directly whether they fit with their jobs. One essential aspect of person-job fit is the congruence between the abilities of the employee and organization's demands. If these are not in accordance, person-job fit will not exist and negative consequences such as turnover intention may occur. So, demands-abilities person-job fit is employed in the present study. Since the data is collected from various departments of organizations, it

was not possible to develop an actual person-job fit questionnaire for all employees. Thus, only perceived person-job fit measure is used in the present study.

### **2.3.2. Related Research**

In the person-job fit literature, there is a set of studies which dealt with the relationship between person-job fit and other organizational variables that are mostly outcomes of person-job fit.

A meta-analysis conducted by Kristof-Brown, Zimmerman, and Johnson (2005) showed that P-J fit has a strong correlation with job satisfaction, organizational commitment, and intent to quit and has a moderate relationship with co-worker satisfaction, supervisor satisfaction, and organizational identification. It has modest correlation with overall performance. A study by Kristof-Brown, Jansen, and Colbert (2002) on the other hand, revealed a positive relationship between person-job fit and satisfaction with overall work environment.

Several studies were conducted to examine person-job fit in Turkey.

Yıldırımbulut (2006) investigated the relationship between person-job fit and job stress in a sample of 144 participants of call-centers. Her proposed negative relationship between person-job fit and job stress was partially supported. It was seen that managing difficult situations factor of person-job fit and frustration about job factor of job stress were negatively related.

Another study conducted by Uçanok (2008) examined the moderating effect of person-job fit. The researcher hypothesized that the relationship between work centrality and organizational citizenship behavior would become stronger as person-job fit increased. Data was collected from a sample of 1440 employees working in SME's. Although the results of the study did not reveal a moderating effect of person-job fit, it was found that person-job misfit was negatively related to optimistic citizenship factor of citizenship behavior.

Briefly, like person-organization fit, the literature of person-job fit mostly pointed out that there were significant relationships between person-job fit and the behavioral and attitudinal outcomes such as job satisfaction, organizational commitment, intent to quit, coworker satisfaction, performance, supervisor satisfaction, and organizational identification. So, it may be suggested that studies on the antecedents of person-job fit may facilitate our understanding of the relationship of person-job fit with organizational variables.

## **2.4. The Relationship between Perceived Sufficiency of HRM Practices and Person-Organization and Person-Job Fit**

### **2.4.1. The Perceived Sufficiency of HRM Practices- Person-Organization Fit**

As mentioned before, there are a few studies that have investigated the antecedents of P-O Fit. A study conducted by Valentine, Godkin, and Lucero (2002) aimed to investigate the relationship between corporate ethical values, organizational commitment, and person-organization fit. In this research, ethical context and organizational commitment were studied as an antecedent of person-organization fit. The results of the study indicated that corporate ethical values and organizational commitment were positively related to person-organization fit. The findings of the study support the notion that development of the corporate ethical context may contribute to a firm's ethical environment. Consequently, the ethical context may be instrumental in providing a better match between a person and organization. Like corporate ethical values and organizational commitment, overall perceived sufficiency of HRM practices can be studied as an antecedent of person-organization fit which is an issue that has not yet been explored by researchers.

The literature review conducted by Kristof (1996) pointed out that basically two variables have been studied as antecedents of P-O fit; organizational socialization tactics and organizational entry. Also, the author stated that there is not a clear understanding of how recruitment practices and job search strategies affect levels of P-O fit. However, Rynes, Bretz, and Gerhart (1991) explored whether job search

behavior is an antecedent of P-O fit or not. They revealed that specific influences on person-organization fit assessment were the firm's general reputation, candidates' attitude toward product/industry and particular functional areas within the firm, training and advancement opportunities, and geographic location. The researchers also added that some recruitment practices may promote higher levels of P-O fit. By means of site visits or meeting potential coworkers and target job candidates with particular characteristics, a higher level of P-O fit may be created for candidates. Kristof (1996) asserted that recruiters who were well trained about important aspects of organizational culture may more accurately determine levels of fit both for job applicants and the recruiters. That is, being aware of the important aspects of organizational culture may increase the accuracy of early fit assessment.

A related study conducted by Cable and Judge (1996) focused on the P-O fit construct as it is interpreted by employees and investigated the determinants and outcomes of employees' subjective P-O fit perceptions. The researchers tried to find out job seekers' and new employees' subjective person-organization (P-O) fit perceptions and studied with a sample of 96 active job seekers across three time periods, from their initial job search activity to their intended turnover from the jobs they accepted. Results indicated that job seekers' P-O fit perceptions are predicted by the congruence between their values and their perceptions of recruiting organizations' values. In addition, results showed that P-O fit perceptions of employees predicted their job satisfaction, organizational commitment, willingness to recommend the organization, and turnover intentions, even after controlling for the attractiveness of job attributes. Finally, the study indicates that job seekers can manage their future work attitudes by weighting P-O fit in their job choice decisions (as quoted in Karakurum, 2005). This implies that employees may choose their jobs by taking the potential level of person-organization fit into account.

Kristof (1996) and Rynes, Bretz, and Gerhart (1991) shared Cable and Judge's (1996) opinions that recruitment and selection processes can be determinants of person-organization fit. The experiences of employees during these processes shape their future person-organization fit. Recruiters' perceptions on the other hand, create important

consequences for the organization. When the interviewers assessed a candidate as having a high level of value congruence with the organization, the chance of the candidate for being hired increased (Karakurum, 2005). Thus, organizational hiring decisions appeared as a consequence of a positive assessment of person-organization fit.

The other antecedent of person-organization fit is individual and organizational socialization process, but how socialization process influences P-O fit has not been clearly understood yet. Pascale (1985) suggested that socialization process provides a better understanding of organizational values, norms, and objectives by employees. After years, Pascale's judgments were confirmed by Cable and Parsons (2001). They dealt with the relationship between socialization tactics and P-O fit and found that if firms used highly institutionalized socialization tactics (systematic, planned activities designed by the organization to reduce ambiguity for employees), employees experienced greater P-O fit.

Besides this study, Kim, Cable, and Kim (2005) conducted a study to investigate the linkage between socialization tactics and P-O fit in South Korea. This research provided an opportunity to study the concept in Asia. The researchers found that socialization tactics were positively and significantly related with P-O fit. It was pointed out that newcomers often experience a reality shock and they must cope with the discrepancies between their expectations and the reality they face. Also, newcomers have to cope with a lack of identification with their jobs and the activities they are responsible to implement. All these ambiguities can be handled with socialization tactics or "people processing" tactics which help employees to fit into organizations.

One of the ways of reducing ambiguity for employees is having a well-structured HRM system. Well-structured recruitment process, fair performance evaluation, effective training system, reasonable pay and benefits system, and all other HRM practices aim to reduce ambiguity for employees. So, it can be stated that the perceived sufficiency of HRM practices may contribute to a fit between the person and the organization through reducing uncertainty.

In the literature, there is no study which investigates the relationship between the sufficiency of HRM practices and person-organization fit. Research in this area has mostly focused on the influence of effective and sufficient HRM practices on various organizational variables. As pointed out, HRM aims to increase organizational and behavioral outputs and organizational effectiveness. From the initial stages of selection and recruitment to job security, all HRM activities try to contribute to effectiveness, select appropriate people, and develop their skills and abilities for a more effective organization. If these well-planned activities are also perceived as sufficient by employees, this may contribute to the fit between the person and organization. All these assumptions lead us to focus on the perceived sufficiency of HRM practices which may be an important factor in explaining person-organization fit.

In addition, in order to obtain competitive advantage and increase positive organizational outcomes, HRM practices should ensure person-organization fit. For example, in the selection process, person-organization fit is taken into consideration. Some studies showed that if employee's values match with the organization's values, the rate of hiring increases. Employees who have been employed for the sake of this congruence have a higher probability of being retained in the organization and will not be inclined to leave. So, it may be claimed that other HRM practices should also support P-O fit for achieving desirable consequences.

Research findings and the assumptions derived from them indicate that the relationship between HRM practices and person-organization fit is important in terms of organizational behavior. Since the potential effects of the sufficiency of HRM practices as perceived by employees on person-organization fit is an under-researched area, the current study aims to explore this relationship.

#### **2.4.2. The Perceived Sufficiency of HRM Practices- Person-Job Fit**

As the case in person-organization fit, the antecedents of person-job fit has not attracted much attention until recent years and mostly outcomes of person-job fit were studied. However, a few studies which focused on the antecedents of person-job fit can be mentioned. For example, Ehrhart and Makransky (2007) found that vocational interests and personality are predictors of both person-vocation and person-job fit, however, vocational interests proved to be a better predictor. The results showed that individuals higher on conscientiousness appeared to value jobs that are structured. And also, employees perceived fit with their occupations if they aligned with their vocational interests.

Besides Ehrhart and Makransky's (2007) findings, Sekiguchi's (2004) literature review of fit also shed light on the issue. This review reveals that the major antecedent of P-J fit is employee selection process. The focus of employee selection process in most organizations is achieving P-J fit (Werbel & Gilliland, 1999). In addition to selection process, other HRM practices also aim to increase the fit between the person and the job but effects of those on person-job fit are not clear. The present study will help us to understand if HRM practices other than selection can be seen as antecedents of person-job fit.

As the selection process contributes to a fit between the person and the job, P-J fit experienced through the stages of the selection process influences the perceived attraction of an organization. A study by Carless (2005) for instance, examined the relationship between perceived person-job fit and person-organization fit and organizational attraction, intention to accept a job offer, and actual job offer decision. The study examined whether P-J fit and P-O fit are the antecedents of organizational attraction and job choice decision. Also, the study investigated the mediating effects of organizational attraction in the relationship between P-J fit and P-O fit and intention to accept a job offer. Data was collected from a sample of 193 graduate applicants in four steps; before the selection process, during the selection process, at the end of the selection process, and after the job acceptance decision. The results showed that

perceptions of P-J and P-O fit influenced attraction at different stages of selection. Relationship between perceptions of P-J and P-O fit and intention to accept a job offer was partially mediated by organizational attraction. In the middle of the selection process, the relationship between P-J fit perceptions and intentions to accept a job offer was mediated by organizational attraction; in contrast, at the end of the selection process, there was a direct relationship between P-J fit perceptions and intentions. That is, the results of the study revealed that P-J and P-O fit predict both attraction and the employee's job choice decision.

A longitudinal study conducted by Saks and Ashforth (2002) examined pre- and post-entry fit perceptions. Findings showed that pre-entry P-J fit significantly predicted post-entry P-J fit four months later, which subsequently led to increased job satisfaction and organizational commitment. This finding implies that the preparation of newcomers is quite important for the fit in later periods and for the development of positive attitudes.

These studies showed that especially three variables (vocational interest and personality, employee selection, and organizational entry) have been studied as antecedents of person- job fit. Since these studies are limited, further research had better focus on P-J fit's antecedents in order to develop a better understanding of the construct and make practical suggestions. As P-O fit, P-J fit also seems instrumental in obtaining positive consequences for the organization. Therefore, HRM practices perceived as sufficient by employees may be helpful in developing a sense of fit which consequently produces desirable outputs.

## **2.5. Anxiety**

There has been an enormous increase in the number of people who suffer from anxiety due to different reasons. Loss of relatives, financial difficulties, illness, job stress, and intense work pressure can be mentioned as main reasons that trigger anxiety. Almost everybody around us complains about being so anxious and such a mood may

affect their whole lives. Maybe because of these reasons, especially after the industrial revolution, there is an increase in the number of studies that examine anxiety.

### **2.5.1. Definition of Anxiety**

Anxiety has been examined and defined by many researchers but nearly all of them described it in different ways. Generally it is defined as feelings of distress or tension from known or unknown stimuli (Lehmand & Rabins, 1999). Also, anxiety “is characterized by emotion and apprehension followed by stimulation of a physiologic adaptation to stress” (Sheldon, Swanson, Dolce, Marsh, & Summers, 2008, p.789). According to Spielberger (1972), anxiety is “the complex emotional reactions that are evoked in individuals who interpret specific situations as personally threatening.”

Everyone may experience anxiety in a particular period of one’s life and in different forms; panic attacks, incredible fear about situations or objects, uncontrollable concerns and worry about anything or compulsive repetition of certain behaviors (www.mentalhealth.asn.au, 2008). It has several defining characteristics and symptoms. The core characteristic of anxiety is the difficulty to control worry. Typical areas of worry include health of self and others, relationships, and world affairs. It is reported in Diagnostic and Statistical Manual of Mental Disorders- IV (DSM –IV) (APA,1994) that anxiety is related with at least three or more symptoms such as feeling restless, keyed up, or on the edge, being easily fatigued, difficulty in concentrating or mind going blank, irritability, muscle tension, sleep disturbance (Kase, Ledley, & Weiner, 2007).

Anxiety can be seen as a normal reaction if it occurs in the presence of a realistic risk such as taking an exam, and if it disappears when the risk is no longer present. But if it continues even though there is no objective danger or risk, then the reaction becomes irrational (Anxiety, [http://www.tcd.ie/Student\\_Counselling/doc2/ANXIETY.pdf](http://www.tcd.ie/Student_Counselling/doc2/ANXIETY.pdf)). Anxious people mostly become dependent on other people and look for them to provide answers for themselves. Also, it is hard to cope with day to day demands for

anxious persons and they become isolated from other people (NHS Health Scotland, 2006).

Two concepts of anxiety are frequently referred in the literature. These are trait and state anxiety:

State anxiety is defined as a temporary condition by Spielberger (1983) or a transitory emotional response to a stressful situation by Kim and Kim (2005). Persons with state anxiety will feel tension or worry when they are under stressful conditions. In those situations, individuals may easily over-react to stimuli. These reactions may help individuals to adapt and cope with stressful situations (Trait and State anxiety, <http://en.nienteansia.it/anxiety-and-stress/trait-state-anxiety.html>). When the threatening situation disappears, state anxiety retreats and people start to function as usual again.

As stated in the definition, state anxiety is a normal reaction which everyone may display in a stressful situation to cope with the results of stressful conditions. On the other hand, trait anxiety is defined as a “more general and long-standing quality” (Spielberger 1983), “a stable predisposition to anxiety as determined by a personality pattern” (Kim & Kim 2005; as quoted in Sheldon, Swanson, Dolce, Marsh, & Summers, 2008, p.789). People with high trait anxiety are expected to have a tendency to perceive situations as more threatening than other people (Gaudry & Spielberger, 1971). These persons are prone to worry in situations which most people would not perceive as a source of threat (Trait and State anxiety, <http://en.nienteansia.it/anxiety-and-stress/trait-state-anxiety.html>). Thus, people who experience trait anxiety may expect more negative consequences and it may be hard for them to cope with such outcomes. So, trait anxiety affects people’s lives more negatively than state anxiety.

As mentioned above, anxiety may occur as a result of an interaction among a number of factors such as environmental factors, biological factors, genetic factors, and personality. All life experiences including family environment, school and work environment, and physical surroundings may cause anxiety. Biological factors such as an imbalance of chemicals in the brain may influence feelings and physical reactions

and these can alter emotions, thoughts, and behavior, thus leading to anxiety. In addition, some personality types may be inclined to experience anxiety. Lastly, genetic factors are important determinants of anxiety. Research indicates that anxiety disorders run in some families, and members of these families experience them in several forms (<http://www.mentalhealth.asn.au/images/pdf/Illness/anxiety.pdf>, 2008).

### **2.5.2. Related Research**

Investigation of anxiety literature reveals that anxiety has been mostly studied within the context of clinical and educational research. However, the tendency to explore the effects of anxiety and similar constructs like stress in work settings is increasing. Although the interaction of perceived sufficiency of HRM practices with anxiety in terms of its effects on person-organization and person-job fit has not yet been studied, research on the relationship of anxiety, stress, and work-related variables may help us to develop suggestions on this issue.

Geller and Bamberger (2009) tried to figure out the relationship between attachment style and helping behavior in workplace. They examined the effect of insecure-anxious attachment style on helping behaviors. Such an attachment style emerges as a function of inconsistent responsiveness on the part of the caregiver and it results in a lack of confidence regarding other's reactions to oneself. People with high attachment anxiety are often preoccupied with their relations with significant others and their attention are focused on these relations (Mikulincer & Shaver, 2003). The findings of the study revealed that attachment style influences relations in workplace. It was seen that a lower level of attachment anxiety was related with a high level of helping; in contrast, a higher level of attachment anxiety was associated with negative attitudes and reactions.

A number of studies were also conducted in Turkey to explore the relationship of anxiety with several variables.

A study conducted by Uçman (2006) examined the effects of a teamwork training program on job satisfaction and state anxiety. Participants were 74 white-collar employees of a company functioning in petrochemical industry who had never participated in a teamwork training program before. The results of the study showed that the training program did not have an effect on general job satisfaction but participants' post-test state anxiety scores were found to be significantly lower than their pre-test state anxiety scores. Since the findings of Uçman's study seemed to be promising in terms of the influence of a training program for decreasing anxiety level, other HRM practices may be assumed to have similar positive effects. For example, a fair performance appraisal system may also be expected to decrease anxiety level.

As pointed out before, anxiety may be experienced by everyone in a different context. For example, Kemer (2006) examined the effects of anxiety in the university preparation process. She focused on the role of students' self-efficacy, academic self-efficacy, state and dispositional hope, and trait and state anxiety in predicting university entrance examination scores. Data were gathered from 786 participants who were voluntary students attending six private university preparation courses in Ankara. The results showed that state anxiety level significantly predicted students' scores in university entrance examination and those with a higher state anxiety level obtained lower scores in the exam. Results of this study suggest that as in an educational context, anxiety may debilitate performance in an organizational context. Therefore, it may be worth studying anxiety in relation with work-related variables.

Research indicates that stress at work has effects on the well-being of the individual. A study by Uzunoğlu (2006) examined the influences of working conditions, social stress factors, and emotional dissonance on employees' well-being and intention to quit. The study was carried out in call-centers and 271 call-center agents participated. Results revealed that positive and negative well-being are influenced by some social stress factors. Personal conflicts, long-lasting conflicts, and organizational unfairness have been found to be significantly related with well-being in terms of increasing negative feelings and decreasing positive feelings. Since anxiety is a negative emotion aroused in stressful situations, the results of Uzunoğlu's (2006) study imply that stress

at work needs to be taken into consideration for increasing awareness about employee well-being. This means that if employees are under stress factors, they may experience anxiety, worry, and some other negative feelings toward themselves, people around them, their organizations, their jobs, and maybe toward their families. So, they may not be aware of good things around them and start to attribute negative meaning to all events. Thus, their positive relationship with other people, their organization, and their jobs can be destroyed.

As the above mentioned studies indicate, anxiety appears to be an important construct to be investigated in work-life with its effects on the individual and the organization. In this study, the moderating effect of anxiety on the relationship between perceived sufficiency of HRM practices and fit will be examined.

### **2.5.3. The Moderating Effect of Anxiety on the Relationship between Perceived Sufficiency of HRM Practices and Person-Organization and Person-Job Fit**

As mentioned above, anxiety has been mostly studied within clinical and educational research mostly as a predictor or outcome variable. Research explaining the moderating effects of anxiety is relatively scarce. Naus, Price, and Peter's (2005) study has contributed to anxiety literature by examining the moderating effects of anxiety. They aimed to explore the relationship between breast cancer locus of control beliefs and depression in early-stage breast cancer survivors with the moderating effects of anxiety on this relationship. Participants were 109 early stages of breast cancer women with age ranges from 32 to 79. The results of the study indicated that internal breast cancer locus of control (the belief that the patient who has control over the course of the illness) alone was not significantly related with depression, however, anxiety moderated this relationship. Specifically, breast cancer survivors who did not endorse an Internal BCLOC (breast cancer locus of control) belief and who also displayed high levels of anxiety were more likely to suffer from relatively higher rates of depression. In addition to this, when coupled with low anxiety, an Internal BCLOC orientation predicted lower

levels of depression. In contrast, in the presence of high anxiety, an Internal BCLOC orientation predicted higher levels of depression.

These findings demonstrated the moderating effects of anxiety. In accordance with the results of this study, in the present study, it is assumed that anxiety moderates the relationship between perceived sufficiency of HRM practices and person-organization fit and person-job fit. People with high anxiety may have a tendency to react negatively in any situation and they have a negative representation of themselves. No matter what happens, they may convey negative attitudes and reactions to events, people or situations. Additionally, they may experience discomfort, distress, and dissatisfaction over time and in different situations. So, people with high anxiety may not care about how well HRM practices are applied in organizations and they may tend to underestimate these applications. That is, although employees perceive HRM practices as sufficient, if they suffer from high anxiety, person-organization fit and person-job fit will be reduced.

## **2.6. The Theoretical Model and Hypotheses**

### **1-The Effect of Perceived Sufficiency of HRM Practices on Person-Organization Fit**

Aim of HRM practices is to provide qualified employees for organizations in order to increase organizational effectiveness and performance. So, all HRM activities spend effort for adjusting people to organizations in order to provide retention and long-term employment, and increase organizational performance. Long-term employment and retention of employees require workers to believe that the organization's values and their values fit. HRM practices may increase person-organization fit by providing beneficial experiences for employees. For example, when employees enter the organization, well-applied orientation programs help them to learn about the organization and its values. Employees with a familiarity with the organization strive to adapt to it. According to Kristof (1996), among the HRM practices that facilitate adjustment are the organizational entry and socialization tactics. He stated that

organizational entry and organizational socialization tactics are the antecedents of person-organization fit and added that we do not have a clear understanding of how recruitment practices and job search strategies affect levels of P-O fit. Also, findings of Cable and Parson (2001) revealed that when there are highly institutionalized socialization tactics, employees experience greater P-O fit. In light of these findings and opinions, the relationship between the perceived sufficiency of HRM practices and person-organization fit was decided to be studied and the following hypothesis was developed:

H1: Perceived sufficiency of HRM practices positively contributes to person-organization fit.

## **2-The Effect of Perceived Sufficiency of HRM Practices on Person-Job Fit**

By applying all HRM practices, HR specialists try to select the right employee to the right job. And also with contributions of these HRM practices, they try to develop employees' sense of fit with their jobs. When employees believe that their skills and abilities fit with the job, they will do their job better. HRM practices perceived as sufficient by employees can contribute to person-job fit by strengthening beliefs about the match that exists between their characteristics and the job.

In accordance with the findings of Sekiguchi (2004) who stated that the major antecedent of P-J fit is employee selection process and Saks and Ashforth (2002), who pointed out that pre-entry P-J fit significantly predicts post-entry P-J fit, the potential of appropriately conducted HRM practices for facilitating person-job fit was considered and the following hypothesis was developed:

H2: Perceived sufficiency of HRM practices positively contributes to person-job fit.

### 3-The Moderating Effect of Anxiety on the Relationship between Perceived Sufficiency of HRM Practices and Person-Organization Fit and Person-Job Fit

Previous studies have shown that anxiety is negatively related with a variety of variables in educational, clinical, and organizational contexts and is studied mostly as predictors and outcomes. A study which examined the moderating role of anxiety (Naus et. all, 2005) revealed that when low internal breast cancer locus of control orientation interacts with high anxiety, the level of depression increases. This study shows that anxiety influences outcome variables by interacting with other variables. In the present study, it is assumed that when high anxiety interacts with perceived sufficiency of HRM practices, employees will have a lower level of person-organization and person-job fit. Persons with high anxiety may feel in danger even in neutral conditions and they may not adapt to new situations, so, regardless of the fact that they perceive HRM practices as sufficient; the anxiety experienced by them will pose a threat for a sense of fit.

H3: State-trait anxiety moderates the effects of perceived sufficiency of HRM practices on person-organization fit and person-job fit. Specifically, the positive effects of perceived sufficiency of HRM practices on person-organization and person-job fit are reduced as the level of state-trait anxiety is increased.

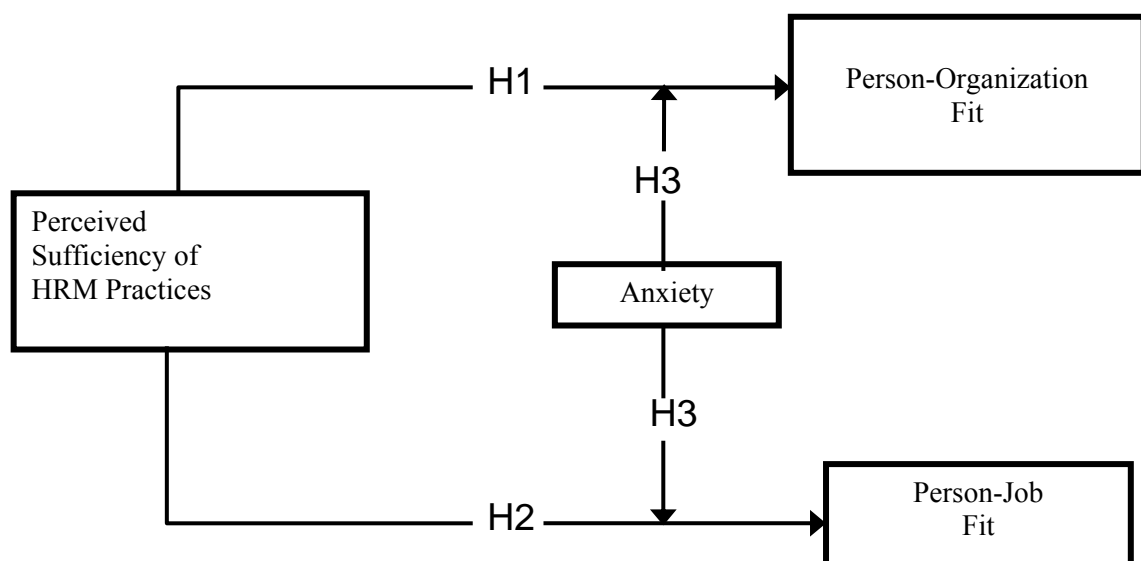


Figure 5: The Theoretical Model of the Study

### 3. METHODOLOGY

This section provides information on the sample studied, the instruments used, the procedure applied, and the statistical analyses conducted.

#### 3.1 Sample

Data were collected from a sample of 196 employees of 13 large-sized companies (See Appendix 15: List of Sectors). Convenience sampling method was used. Among 196 employees, there were 111 females, and 85 males which constituted 57% and 43% of the sample respectively. Seventy six (39%) of the participants were married and 120 (61%) of them were single.

**Table 1: Distributions of Gender/Marital Status/Education Level/Position**

<b>Variable</b>	<b>Groups</b>	<b>N</b>	<b>Percentage</b>
Gender	Female	111	57
	Male	85	43
	TOTAL	196	100
Marital Status	Married	76	39
	Single	120	61
	TOTAL	196	100
Education Level	High School	42	21
	University	120	61
	Graduate	33	17
	Missing	1	1
	TOTAL	196	100
Position	Manager	42	21
	Employee	154	79
	TOTAL	196	100

In terms of education level, forty-two (21%) employees were high school graduates, 120 (61%) employees were university graduates, and 33 (17%) employees had a master degree. Forty-two (21%) of the respondents were managers and 154 (79%) were employees. The average age of the sample was 29, 4 and the range of age was 20-59. The mean of the present tenure was 4 years (range: 0, 5-22) and the mean of the total tenure was 7, 74 years (range: 0,5-38).

**Table 2: Means/Standard Deviations and Ranges of Age and Tenure**

<b>Variable</b>	<b>N</b>	<b>Mean</b>	<b>SD</b>	<b>Range</b>
Age	186	29,4	6,2	20-59
Present Tenure	196	4	4,07	0,5-22
Total Tenure	196	7,74	6,42	0,5-38

Detailed results of descriptive statistics for participants are tabulated in Tables 1 and 2.

### **3.2. Instruments**

The survey form includes the measures of perceived sufficiency of HRM practices, perceived person-job fit, actual person-organization fit, perceived person-organization fit, state-trait anxiety scales, and a demographic questionnaire. The survey form is presented in Appendix 1.

#### **3.2.1. Perceived Sufficiency of HRM Practices Scale**

Perceived Sufficiency of HRM Practices Scale was developed by Aray (2008). The scale includes 22 items on performance management, career management, training, pay and benefits, and job security. Participants responded along a 5-point scale ranging from 1 (very insufficient) to 5 (very sufficient). English and Turkish versions of the instrument are presented in Appendices 4 and 5.

### **3.2.2. Perceived Person-Job Fit Scale**

Perceived person-job fit was measured with a scale combining items from Cable and Judge (1996) and Saks and Ashforth (1997), which addressed perceived demands-abilities person-job fit. Three items from Saks and Ashforth (1997) and one item from Cable and Judge (1996) are taken and adapted into Turkish by the researcher. Participants responded along a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). Item 2 is reverse coded. English and Turkish versions of the instrument are presented in Appendices 8 and 9.

### **3.2.3. Person-Organization Fit Scales**

Two person-organization fit scales were used to investigate perceived and actual person-organization fit.

#### **3.2.3.1. Perceived Person-Organization Fit Scale**

Perceived person-organization fit was measured by a scale combining items from Cable and Judge (1996) and Saks and Ashforth (1997) that addressed supplementary P-O fit. Two items from Saks and Ashforth (1997) and one item from Cable and Judge (1996) are taken and adapted into Turkish. Participants responded along a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). English and Turkish versions of the instrument are presented in Appendices 6 and 7.

#### **3.2.3.2. Actual Person-Organization Fit Scale (Organizational Culture Profile - OCP)**

In order to measure person organization fit, short version of organizational culture profile developed by Cable and Judge (1997) based on the longer version of Caldwell and O'Reilly (1990) was used. The 40 item instrument was responded by the participants along a 5-point scale ranging from 1 (least characteristic) to 5 (most characteristic).

In the literature, OCP has been mostly calculated by utilizing both algebraic difference and Q-sort methodology. With Q-sort methodology, OCP can be used to assess both how certain values characterize an organization and individual preferences. P-O fit can be calculated by correlating the profile of organizational values with individual's values.

The OCP was translated into Turkish by Erdoğan, Kraimer & Liden, (2004), Yahyagil (2005), and Yıldırımbulut (2006) in previous studies. In this study, the translation of Yıldırımbulut (2006) is used.

In our study, absolute value of algebraic difference of individual and organizational values was used to assess person-organization fit. P-O fit had been measured with a similar assessment methodology by Yıldırımbulut (2006). The respondents rated the OCB scale twice: the first introduction was “please rate the extent to which the following values are characteristic of your ideal organization and of its people”, and the second was “please rate the extent to which the following values are characteristic of the organization where you're currently employed and of its people”.

Person-organization fit score for each OCB item is calculated by transforming absolute differences of 0,1,2,3,4 (0= no difference, 4= large difference) into person-organization fit scores of 5,4,3,2,1 (5=highest person-organization fit, 1=lowest person-organization fit). The transformation procedure is demonstrated in Table 3. OCB original and Turkish versions are presented in Appendix 2 and Appendix 3 respectively.

**Table 3: The Transformation of Algebraic Differences into Fit Scores**

<b>PERSON-ORGANIZATION FIT</b>		
<b>Difference between Personal and Organizational Value</b>	<b>Absolute Difference</b>	<b>Person-Organization Fit Score</b>
4 or -4	4	1
3 or -3	3	2
2 or -2	2	3
1 or -1	1	4
0	0	5

#### **3.2.4. State-Trait Anxiety Scale (STAI)**

To measure anxiety, the state-trait anxiety inventory was used. It was developed by Spielberger, Gorsuch, and Lushene (1970) and adapted into Turkish by Le Compte and Öner (1976). The STAI inventory includes two self-report scales to measure overall anxiety level -state (temporary) and trait (chronic) anxiety. Each scale contains 20 items. In the original version, participants responded along a 5-point scale for state anxiety ranging from 1 ( Not at all) to 5 ( Very much so), and for trait anxiety ranging from 1 (Almost never) to 5 ( Almost always). A response scale of 1 (Least characteristics) to 5 (Most characteristics) is used in this research. Items 1, 2, 5, 8, 10, 11, 15, 16, 19, 21, 26, 27, 30, 33, 36, 39 are reverse coded (See Appendix 1). The state anxiety scale indicates how people feel at a particular time while trait anxiety scale describes how people feel generally. Although it is mostly used in clinical research, STAI was applied to different subject groups which include healthy people, psychiatric patients, and students (Tilton, 2008; Yılmaz, 2006). English version of trait-state anxiety is presented in Appendices 10 and 11, and Turkish version of the instrument is presented in Appendices 12 and 13. The letter of authorization for using State-Trait anxiety is presented in Appendix 14.

### **3.3. Procedure**

The survey form is distributed by e-mail to some respondents. And also, the researcher contacted HR managers, supervisors or HR specialists to reach more participants. Participants from 5 companies contributed to the study with the help of these employees. A total of 381 forms were distributed, including 60 software survey forms and 321 hardware surveys. Data from HR department employees are excluded in order to prevent social desirability bias. The response rate was 51% (N=196).

### **3.4. Statistical Analyses**

The internal consistencies of all scales were calculated by Cronbach alpha reliability. Actual person-organization fit (OCP) and perceived sufficiency of HRM practices scales were analyzed by principal component analysis with varimax rotation. Pearson's correlation analysis was conducted to calculate correlations between all variables. Multiple regression analysis was conducted to test the main effect of perceived sufficiency of HRM practices both on actual and perceived person-organization fit and perceived person-job fit. The moderating effect of state-trait anxiety on the relationship between perceived sufficiency of HRM practices and actual-perceived person-organization fit and perceived person-job fit was tested using hierarchical multiple regression analysis.

## 4. FINDINGS

In this section, the results of the statistical analyses are presented. Reliability analysis, factor analysis, multiple regression, and hierarchical regression results are displayed.

### 4.1. Reliability Analysis and Factor Analysis

#### 4.1.1. Reliability Analysis

Cronbach alpha reliabilities are presented in Table 4. Item 2 (“My job performance is hurt by a lack of expertise on the job) of perceived person-job fit scale is dropped due to low item-total correlation.

**Table 4: Reliability Analysis Results of Scales**

Scales	Cronbach's Alpha
Perceived Sufficiency of HRM Practices	.939
Career Management Practices Perception	.881
Performance Appraisal Practices Perception	.870
Training Practices Perception	.803
Job Security Practices Perception	.603
Actual Person-Organization Fit	.971
Process Values	.929
Image Values	.839
Perceived Person-Organization Fit	.857
Perceived Person-Job Fit	.817
State Anxiety	.900
Trait Anxiety	.851

#### 4.1.2. Factor Analysis

Only two scales were entered into factor analysis; the perceived sufficiency of HRM Practices and Actual Person-Organization Fit scale (OCP). Other scales were not analyzed due to a small number of items (perceived person-organization fit and

perceived person-job fit scales) and the established nature of the instrument (anxiety scale).

#### 4.1.2.1 Factor Analysis Results of Perceived Sufficiency of HRM Practices Scale

**Table 5: Factor Analysis Results of Perceived Sufficiency of HRM Practices Scale**

Perceived Sufficiency of HRM Practices Factors	Factor Loading	Factor Variance %	Cronbach's Alpha
<b>Factor 1: Career Management Practices Perception</b>		24,733	.881
15. Rotation program	.804		
13. Detailed job description	.802		
14. Providing information about career development paths	.766		
12. Harmony between performance assessment and career development	.749		
16. Tenure or systematic staff policy (presence of staff position...)	.661		
<b>Factor 2: Performance Appraisal Practices Perception</b>		22,129	.870
19. Adequacy of managers evaluating employees about pay raise	.791		
6. Practices such as pay, raise, bonus, etc. based on performance evaluation	.777		
17. Objective criteria for pay system	.768		
18. Pay raise policy	.648		
7. Performance-based career change	.630		
<b>Factor 3: Training Practices Perception</b>		14,618	.803
9. Identification of training needs	.873		
10. Personal development training	.714		
<b>Factor 4: Job Security Practices Perception</b>		11,349	.603
21. Possibility of having a stable job	.809		
22. Layoff policy	.798		
Total Variance explained %		72,829	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy : .876			
Bartlett's Test of Sphericity : Approx. Chi-Square: 1454,391; df: 91; sig. : .000			

The scale was analyzed using principal components analysis method with varimax rotation. As a result of the analysis, 22 items of the scale were reduced to 14 items and 4 factors. At the first step, any item with a factor loading less than .500 was dropped. Secondly, items which loaded on more than one factor were dropped. The last step involved dropping items that loaded singly on a factor. The removed items were 1, 2, 3, 4, 5, 7, 11, and 20 (See Appendix 1). The total variance explained by four factors was 72.829. “Career management practices perception”, “performance appraisal practices perception”, and “training practices perception” factors had Cronbach alpha reliabilities of .881, .870, and .803 respectively. Only one factor of the scale, “job security practices perception” had a moderate internal consistency coefficient of .603. The detailed findings are presented in Table 5.

#### **4.1.2.2 Factor Analysis Results of Actual Person-Organization Fit Scale**

The scale was analyzed using principal component analysis method with varimax rotation. The deleted items were 1, 2, 3, 4, 7, 8, 9, 15, 16, 17, 18, 19, 20, 22, 24, 26, 28, 31, 32, 33, 34, 37, 38, 39, and 40 (See Appendix 1). The same steps were followed as in perceived sufficiency of HRM practices scale. Before the factor analysis, person-organization fit score was calculated (as explained in Table 3) and then factor analysis was conducted. Factor structure of the fit scale was different than those found in previous studies. In the present study, factor analysis for actual person-organization fit resulted in two factors, namely, “process values” and “image values” including 15 items which explained 59,572% of total variance. Both factors had high internal consistencies of .929 and .839.

The detailed findings of the factor analysis of actual person-organization fit scale are shown in Table 6.

**Table 6: Factor Analysis Results of Actual Person-Organization Fit Scale**

<b>Actual Person-Organization Fit Factors</b>	<b>Factor Loading</b>	<b>Factor Variance %</b>	<b>Cronbach's Alpha</b>
<b>Factor 1: Process Values</b>		43,096	.929
10. Being team oriented	.823		
11. Sharing information freely	.795		
21. Achievement orientation	.765		
30. Enthusiasm for the job	.757		
13. Fairness	.748		
12. Being people oriented	.739		
25. High pay for good performance	.713		
27. Offers praise for good performance	.701		
14. Tolerance	.669		
23. Having high expectations for performance	.653		
6. Autonomy	.600		
29. Developing friends at work	.558		
5. Risk taking	.502		
<b>Factor 2: Image Values</b>		16,476	.839
35. Having a good reputation	.899		
36. Being socially responsible	.889		
Total Variance explained %		59,572	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy : .925			
Bartlett's Test of Sphericity: Approx. Chi-Square: 1682,126; df: 105; sig.: .000			

#### **4.2. Means, Standard Deviations, and Correlations**

All factors' means, standard deviations, and correlations are shown in Table 7. The results of the Pearson's product-moment correlation revealed that nearly all correlations between factors of dependent, independent, and moderator variables are in the expected direction.

Actual person-organization fit (process values and image values) and perceived person-organization fit are positively related with all factors of perceived sufficiency of HRM practices. Perceived person-job fit on the other hand, is correlated positively with only the “training practices” factor of perceived sufficiency of HRM practices. State anxiety is negatively related with all perceived sufficiency of HRM practices, person-organization fit, and person-job fit factors. Trait anxiety, however, is negatively related with “career management practices”, “job security practices”, perceived person-organization fit, and perceived person-job fit.

**Table 7: Means, Standard Deviations, and Correlations**

a	N	Mean	SD	1 Career Management Practices	2 Performance Appraisal Practices	3 Training Practices	4 Job Security Practices	5 Process Values	6 Image Values	7 Perceived P-O Fit	8 Perceived P-J Fit	9 State Anxiety	10 Trait Anxiety
1	192	3,0875	1,07861	1									
2	194	3,0794	1,08846	,577**	1								
3	195	3,2308	1,16901	,525**	,578**	1							
4	194	3,7113	,97994	,362**	,432**	,349**	1						
5	191	3,9319	,76979	,554**	,515**	,305**	,259**	1					
6	196	4,3622	,82518	,275**	,262**	,347**	,228**	,531**	1				
7	196	3,5816	,76283	,360**	,293**	,364**	,281**	,373**	,399**	1			
8	195	4,0154	,76604	,088	-,003	,173*	,059	,183*	,206**	,410**	1		
9	189	2,0823	,54156	-,321**	-,208**	-,281**	-,230**	-,250**	-,250**	-,414**	-,359**	1	
10	188	2,2928	,46375	-,161*	-,073	-,111	-,166*	-,096	-,128	-,274**	-,342**	,664**	1

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

\* Correlation is significant at the 0.05 level (2-tailed).

Note. All variables are scored on a scale of 1 to 5.

### 4.3. Results of Multiple Regression Analysis

In order to test hypothesis 1 stating that “perceived sufficiency of HRM practices has a positive contribution on person-organization fit” and hypothesis 2 stating that “perceived sufficiency of HRM practices has a positive contribution on person-job fit”, multiple regressions were conducted. The multiple regression results are displayed in Table 8.

**Table 8: Results of Multiple Regression Analysis for Testing the Effects of Perceived Sufficiency of HRM Practices on Person-Organization Fit and Person-Job Fit**

<b>Dependent Variable :Process Values</b>				
<b>Independent Variables:</b>	<b>B</b>	<b>Beta</b>	<b>t</b>	<b>Sig.</b>
<b>Career Management Practices Perception</b>	.270	.378	5,241	.000
<b>Performance Appraisal Practices Perception</b>	.213	.299	4,141	.000
<b>R=.602; R<sup>2</sup>=.363; ΔR<sup>2</sup>=.356 ; F=54.044; sig.=.000</b>				
<b>Dependent Variable :Image Values</b>				
<b>Independent Variables.</b>	<b>B</b>	<b>Beta</b>	<b>t</b>	<b>Sig.</b>
<b>Training Practices Perception</b>	.246	.347	5,148	.000
<b>R= .347; R<sup>2</sup>= .121; ΔR<sup>2</sup>= .116; F=26,505; sig.= .000</b>				
<b>Dependent Variable : Perceived Person-Organization Fit</b>				
<b>Independent Variables:</b>	<b>B</b>	<b>Beta</b>	<b>t</b>	<b>Sig.</b>
<b>Career Management Practices Perception</b>	.187	.265	3,430	.001
<b>Training Practices Perception</b>	.151	.231	2,997	.003
<b>R= .444; R<sup>2</sup>= .188; ΔR<sup>2</sup>= .180; F= 21.786; Sig. =.000</b>				
<b>Dependent Variable :Perceived Person-Job Fit</b>				
<b>Independent Variables:</b>	<b>B</b>	<b>Beta</b>	<b>t</b>	<b>Sig.</b>
<b>Training Practices Perception</b>	.113	.173	2,440	.016
<b>R= .173; R<sup>2</sup>= .030; ΔR<sup>2</sup>= .025; F= 5.952; Sig. = .016</b>				

For the dependent variable “process values” factor of actual person-organization fit, multiple regression results revealed a significant positive main effect of “career management practices perception” (B=.270, Beta=.378, R<sup>2</sup>= .363, F=54,044) and “performance appraisal practices perception” (B=.213, Beta=.299, R<sup>2</sup>= .363, F=54,044) factors of perceived sufficiency of HRM practices.

Multiple regression results for the “image values” factor of actual person-organization fit displayed a significant positive main effect of “training practices perception” ( $B=.246$ ,  $Beta=.347$ ,  $R^2= .121$ ,  $F=26,505$ ) factor of perceived sufficiency of HRM practices.

For the dependent variable “perceived person-organization fit”, multiple regression results indicated significant positive main effects of “career management practices perception” ( $B=.187$ ,  $Beta=.265$ ,  $R^2= .188$ ,  $F= 21.786$ ) and “training practices perception” ( $B=.151$ ,  $Beta=.231$ ,  $R^2= .188$ ,  $F= 21.786$ ) factors of perceived sufficiency of HRM practices.

Lastly, for the dependent variable “perceived-person-job fit”, multiple regression results displayed a significant positive main effect of “training practices perception” ( $B=.113$ ,  $Beta=.173$ ,  $R^2= .030$ ,  $F= 5.952$ ) factor of perceived sufficiency of HRM practices. As seen, the contribution of the factor is quite low.

The results of multiple regression analysis for testing the effects of perceived sufficiency of HRM practices on person-organization and person-job fit revealed that hypotheses 1 and 2 are partially supported.

#### **4.4. Results of Hierarchical Regression Analysis**

Hypothesis 3 stated that “state-trait anxiety moderates the effects of perceived sufficiency of HRM practices on person-organization fit and person-job fit”. Specifically, “the positive effects of perceived sufficiency of HRM practices on person-organization and person- job fit are reduced as the level of state-trait anxiety is increased” is tested by hierarchical regression analysis.

In hierarchical regression analysis, independent, moderator, and interaction terms which are calculated by multiplying an independent and a moderator variable are entered into regression analysis at several steps. Before the calculation, independent and moderator variables are centered and transformed into new variables by subtracting the

mean of the variables (Aiken and West, 1991). In the next stages, independent, moderator, and interaction terms which are calculated by multiplying an independent and a moderator variable, are entered into regression analysis in three steps. First, an independent variable, then a moderator variable, and finally interaction terms are entered into regression with a dependent variable.

The results of hierarchical regression analysis showed that state-trait anxiety has an insignificant moderating effect on the relationship between perceived sufficiency of HRM practices and person-organization and person-job fit. So, hypothesis 3 is rejected.

Briefly, the results of the multiple regression analysis showed that Hypothesis 1, stating that perceived sufficiency of HRM practices has a positive contribution on person-organization fit, is partially accepted. Also, Hypothesis 2, stating that perceived sufficiency of HRM practices has a positive contribution on perceived person-job fit, is partially confirmed. Lastly, hierarchical regression analysis results displayed that Hypothesis 3, stating that trait-state anxiety moderates the positive relationship between perceived sufficiency of HRM practices and person-organization fit and perceived person-job fit, is not supported.

## 5. CONCLUSION

In the final section, all findings of the study will be discussed. Then, limitations and strengths of the study and recommendations for further research will be presented.

### 5.1. Discussion

In the literature, antecedents of the person-organization fit have been rarely studied and there is a need for more studies that investigate the antecedents of person-organization fit. Especially, the review conducted by Kristof (1996) indicates that only socialization practices and organizational entry have been pointed out as antecedents of person-organization fit. The present study explored whether there was another potential antecedent of person-organization fit. This study contributed to the literature by exploring the influence of perceived sufficiency of HRM practices as an antecedent. The results of the study indicated that perceived sufficiency of HRM practices have significant effects on both actual and perceived person-organization fit.

The first hypothesis of the study is partially supported. Related to this hypothesis, a finding of the present study revealed that “career management practices perception” and “performance appraisal practices perception” factors of perceived sufficiency of HRM practices are the predictors of “process values” factor of actual person-organization fit. It implies that these two HRM practices contribute to employee’s fit with the organization. If companies have well-applied rotation programs, detailed job descriptions, career development programs, and systematic staff policies, companies can create a workable environment for employees. Additionally, a fair pay system, performance based evaluation, pay raise policy, and performance-based career change opportunities may contribute to employees’ fit perception with the organization. If these practices are perceived as sufficient by them, employees may develop a high sense of fit with their organizations. Previous studies have shown that person-organization fit has significant effects on behavioral and organizational outcomes. The results of the study imply that HR specialists can struggle to provide a better working environment for employees who are hoped to work more efficient for organizations.

Another finding of the study revealed that “training practices perception” factor of perceived sufficiency of HRM practices predicted employees “image values” factor of actual person-organization fit and so it contributes to employees’ sense of fit with the organization. If firms provide good training opportunities for employees by conducting needs assessment and well-formed training programs, employees may think that firms are trying to project a good reputation and behaving in a socially responsible way both for employees and society. So, employees will be happy to work in a reputable company.

Additionally, the results also showed that “career management practices perception” and “training practices perception” factors of perceived sufficiency of HRM practices are the predictors of perceived person-organization fit. Career and training opportunities are important for employees in terms of both personal and career development. If employees are provided with good career and training programs, they will believe that the company is appropriate for them and they will have a sense of fit with the company. These results proved that sufficiency of HRM practices is essential for employees’ fit perception. In order to have more employees who have a sense of fit with the organization, organizations should provide employees with practices that would be perceived as functional.

The second hypothesis of the study is partially supported. Only “training practices perception” factor of “perceived sufficiency of HRM practices” has a significant effect on “perceived person job fit”. In order to enhance skills and abilities of employees, training programs are necessary. If employees acquire skills and abilities needed by the job, they may have a better sense of fit with their job.

The relationship between “perceived sufficiency of HRM practices” and “person-job fit” has not been investigated before. It is seen that research on consequences of person-job fit is available in the literature, but antecedents of person-job fit has not been investigated adequately. For that reason, there is no study that we can compare with the results of the present study. This suggests that “perceived

sufficiency of HRM practices”, as an antecedent of “person-job fit” should be examined in more detail.

The results showed that HRM practices are very important for developing a sense of fit of employees. For that reason, the findings of the study can be helpful for HR specialists in order to increase the effectiveness of HRM practices. Thus, it may be possible for HR departments to contribute to organizational effectiveness at a higher level.

## **5.2. Limitations and Recommendations**

Current economic crisis may have affected person-organization fit and person-job fit scores of participants. Respondents may have been afraid of losing their jobs and thus, they may have hesitated to respond honestly. So, social desirability might have influenced the results of the study.

Data was gathered from only large-sized companies, so results can not be generalized to small and medium sized companies. And also, data was collected from only private sector, therefore, a comparison between private and public sector was not possible.

Sufficiency of HRM practices and person-organization fit and person-job fit literature is mostly based on western context. The relationship between sufficiency of HRM practices and person-organization and person-job fit have not been investigated in other cultures. Therefore, we may recommend studying these concepts thoroughly in collectivist cultures.

In addition, state-trait anxiety has been mostly studied in clinical context. It seems that exploring the effects of anxiety in work environments may contribute to the understanding of anxiety phenomenon.

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## APPENDICES

## APPENDIX 1: Survey Form



Değerli katılımcı,

Bu anket, Marmara Üniversitesi İngilizce İşletme Anabilim Dalı Örgütsel Davranış Bilim Dalı Yüksek Lisans Öğrencisi Neslihan Yaşar tarafından yürütülen tez çalışması kapsamında uygulanmaktadır.

Araştırmanın amacı, işgörenlerin çalıştıkları işyeri ile ilgili görüşlerini almak ve çeşitli konulardaki duygu, düşünce ve davranışlarını öğrenmektir. Bu anket formlarındaki bilgiler yalnızca araştırmacı tarafından kullanılacaktır ve kesinlikle gizli tutulacaktır. Bu nedenle de herhangi bir şekilde anket formu üzerine isminizi yazmayınız. Araştırma sonuçları konusunda şirketinizin talebi olması durumunda, sadece analizler doğrultusunda genel bir değerlendirme sunulacaktır.

Soruları cevaplarken göstereceğiniz özen ve hassasiyet araştırmanın güvenilirliği açısından önem taşımaktadır. Bu yüzden, lütfen tüm maddeleri içinizden geldiği gibi cevaplayınız ve boş bırakmayınız.

Araştırmaya değerli katkılarınız için şimdiden çok teşekkür ederim.

Saygılarımla,  
Neslihan YAŞAR  
Marmara Üniversitesi  
İngilizce İşletme Anabilim Dalı  
Örgütsel Davranış Bilim Dalı  
E-mail: [neslihanyasar@yahoo.com](mailto:neslihanyasar@yahoo.com)

**Lütfen, öncelikle aşağıdaki bilgileri doldurunuz.**

- 1.Yaş:
- 2.Cinsiyet : ( ) Kadın ( ) Erkek
3. Medeni Hal: ( ) Evli ( ) Bekar
- 4.En son aldığınız diploma : ( ) Lise ( ) Üniversite ( ) Yüksek Lisans ( ) Doktora
- 5.Toplam iş deneyiminiz: ...Yıl
- 6.Bu şirkette çalışma süreniz: ...Yıl
- 7.Pozisyon : ( ) Çalışan ( ) Yönetici
8. Çalıştığınız Sektör : ..... Şirketinizdeki Çalışan Sayısı.....

Çalışmakta olduğunuz işyerini ve çalışmayı hayal ettiğiniz idealinizdeki işyerini bir “birey” olarak düşünüp, aşağıdaki ifadeleri buna göre değerlendiriniz.

\* İdealinizdeki işyerini ve orada çalışan insanları ne ölçüde tanımladığınızı birinci sütuna,

\* Halen çalıştığınız işyerini ve orada çalışan insanları ne ölçüde tanımladığınızı ikinci sütuna yazınız.

Lütfen her ifade için, en uygun olduğunu düşündüğünüz yanıtı ait kutucuğu (X) ile işaretleyiniz.

		İdealinizdeki işyerini ve orada çalışanları ne ölçüde tanımlıyor?					Halen çalıştığınız işyerini ve orada çalışanları ne ölçüde tanımlıyor?				
		Çok iyi	İyi	Biraz	Pek az	Hiç	Çok İyi	İyi	Biraz	Pek az	Hiç
1.	Değişikliklere adapte olur										
2.	Dengelidir										
3.	Yenilikçidir										
4.	Fırsatlardan çabuk faydalanır										
5.	Risk alır										
6.	Bağımsızdır										
7.	Kurallara önem verir										
8.	Analitiktir										
9.	Detaylara dikkat eder										
10.	Takım çalışmasına önem verir										
11.	Bilgiyi serbestçe paylaşır										
12.	İnsana önem verir										
13.	Adildir										
14.	Hoşgörülüdür										
15.	Resmiyetten uzaktır										
16.	Sakindir										
17.	Destekleyicidir										
18.	Hırslıdır										
19.	Kararlıdır										
20.	Düşüncelidir										
21.	Başarıya önem verir										
22.	Bireysel sorumluluk alır										
23.	Performansa yönelik yüksek beklentileri vardır										
24.	Profesyonel gelişim için fırsatlar yaratır										
25.	İyi performansa yüksek ücret verir										
26.	İş güvencesi sunar										
27.	İyi performansı över										
28.	Çatışma ile doğrudan yüzleşir										
29.	İşyerindeki arkadaşlıkları geliştirir										
30.	İşini hevesle yapar										
31.	Uzun saatler boyunca çalışır										
32.	Kurallarla kısıtlanmaz										
33.	Kaliteye önem verir										
34.	Diğerlerinden farklıdır										
35.	Saygın bir üne sahiptir										
36.	Sosyal sorumluluk sahibidir										
37.	Sonuç odaklıdır										
38.	Belirgin bir yönlendirici felsefesi vardır										
39.	Rekabetçidir										
40.	Son derece organize edilir										

Çalıştığınız firmanın aşağıdaki konulardan her birini ne derece yeterli şekilde yürüttüğünü, her ifadenin yanındaki değerlendirme ölçeği üzerinde 1 (çok yetersiz: çalıştığım firmada bu uygulama çok yetersiz) ile 5 (çok yeterli: çalıştığım firmada konuyla ilgili faaliyetler eksiksiz yerine getiriliyor) arasında değerlendiriniz ve katıldığınız yanıtı ait kutucuğa (X) işareti koyunuz.

		Çok Yeterli				Çok yetersiz
1.	Kadro planlaması uygulamaları					
2.	Profesyonel işe alım politikaları (birebir mülakat, yetenek testi, kişilik testi, mesleki test, vs...)					
3.	İşe yeni başlayanlar için standart işe alıştırma programı (oryantasyon) uygulaması					
4.	Performans değerlendirme sistemi (değerlendirmenin bireysel veya grup düzeyinde yapılması, değerlendirilmenin hedefler ve/veya davranış ve/veya yetenekler dikkate alınarak yapılması, vs...)					
5.	Çalışanları performans sonuçlarıyla ilgili bilgilendirme uygulamaları					
6.	Çalıştığım firmada, performans değerlendirmeye bağlı olarak, maaş artışı, prim, vs... gibi ek kazanç olanaklarıyla ilgili uygulamalar					
7.	Performansa bağlı kariyerde değişiklik (terfi, yatay hareketler, vs...) uygulamaları					
8.	Çalışanların gayretlerini ödüllendirme uygulamaları (kültürel faaliyetlere ve/veya spor müsabakalarına bilet, restoranda yemek...)					
9.	Eğitim ihtiyacının belirlenme uygulamaları					
10.	Kişisel gelişim hedefli eğitim (dil, liderlik, etkin iletişim, ekip çalışması, proje yönetimi, vs...) uygulamaları					
11.	Teknik alanlarda ve uzmanlık konularında gelişimi hedefleyen eğitim uygulamaları					
12.	Çalıştığım firmada, kariyer gelişim sistemini, performans değerlendirmesiyle ilişkilendiren uygulamalar					
13.	Birey ve grup düzeyinde ayrıntılı iş tanımları					
14.	Kariyer gelişimiyle ilgili bilgilendirme (ilerlemek için yerine getirilmesi gereken koşullar) uygulamaları					
15.	Programlı bir rotasyon uygulaması					
16.	Sistemli kadro politikaları (kadro mevcudiyeti, açılışı...)					
17.	Ücretlendirme politikalarına dayanak oluşturan objektif kriterler (performans, firma karlılığı, enflasyon, terfi, kıdem, yetenek, öğrenim durumu, vs...)					
18.	Çalıştığım firmada, zamların ne sıklıkta yapılacağına ilişkin uygulamalar					
19.	Uygun kişilerin (birinci amir, insan kaynakları müdürü, genel müdür, yönetim kurulu, vs...), ücret artışı konusunda çalışanı değerlendirmesiyle ilgili uygulamalar					
20.	Çalışanlara sunulan aynı yardım olanaklarıyla (yemek/yemek fişi ve/veya servis ve/veya araba ve/veya cep telefonu ve/veya lojman ve/veya kreş ve/veya özel emeklilik ve/veya sağlık sigortası, vs...) ilgili uygulamalar					
21.	Çalıştığım firmada, istikrarlı ve kalıcı bir işe sahip olabilmek imkanı					
22.	İşten çıkarmayla ilgili (yasal zorunluluktan fazla tazminat ödeme, çıkarma hakkında bilgi verilmesi, işten çıkarılanlara yeni iş bulmada kolaylıklar sağlanması, vs...) uygulamalar					

Bu bölümde kişilerin çalıştıkları kurum hakkındaki düşünceleri ortaya konmaya çalışılmaktadır. Lütfen aşağıdaki ifadeleri dikkatlice okuyunuz ve sunulan ifadelere ne ölçüde katıldığınızı belirten yanıtı ait kutucuğa (X) işareti koyunuz.

		Hiç Katılmıyorum	Çok az Katılıyorum	Biraz Katılıyorum	Oldukça Katılıyorum	Tamamen Katılıyorum
1.	Çalıştığım kurumun değerleri, benim kendi değerlerimle uyuyor.					
2.	Değerlerim, çalıştığım kurumun mevcut çalışanlarının değerleri ile uyuyor.					
3.	Kişiliğimin, çalıştığım kurumun “kişilik” veya imajıyla uyduğunu düşünüyorum.					

Bu bölümde kişilerin çalıştıkları iş hakkındaki düşünceleri ortaya konmaya çalışılmaktadır. Lütfen aşağıdaki ifadeleri dikkatlice okuyunuz ve sunulan ifadelere ne ölçüde katıldığınızı belirten yanıtı ait kutucuğa (X) işareti koyunuz.

		Hiç Katılmıyorum	Çok az Katılıyorum	Biraz Katılıyorum	Oldukça Katılıyorum	Tamamen Katılıyorum
1.	Becerilerimin, bu işin gerektirdiği becerilerle uyduğuna inanıyorum.					
2.	Bu işte yeteri kadar uzmanlaşmadığım için performansım düşüyor.					
3.	Yeteneklerim bu işin gerektirdikleri ile uyuyor.					
4.	Bu işi yapabilmek için gereken bilgilere sahibim.					

Aşağıda kişilerin kendilerine ait duygularını anlatmada kullandıkları bir takım ifadeler verilmiştir. Her ifadeyi okuyunuz, sonra da şu anda nasıl hissettiğinizi belirtmek için, ifadelerin sağ tarafındaki seçeneklerden size en uygun olduğunu düşündüğünüz yanıtı ait kutucuğa (X) işareti koyunuz.

		Hiç	Çok az	Biraz	Oldukça	Tamamiyle
1.	Şu anda sakinim.					
2.	Kendimi emniyette hissediyorum.					
3.	Şu anda sinirlerim gergin.					
4.	Pişmanlık duygusu içindeyim.					
5.	Şu anda huzur içindeyim.					
6.	Şu anda hiç keyfim yok.					
7.	Başıma geleceklerden endişe ediyorum.					
8.	Kendimi dinlenmiş hissediyorum.					
9.	Şu anda kaygılıyım.					
10.	Kendimi rahat hissediyorum.					
11.	Kendime güvenim var.					
12.	Şu anda asabım bozuk.					
13.	Çok sinirliyim.					
14.	Sinirlerimin çok gergin olduğunu hissediyorum.					
15.	Kendimi rahatlamış hissediyorum.					
16.	Şu anda halimden memnunum.					
17.	Şu anda endişeliyim.					
18.	Heyecandan kendimi şaşkına dönmüş hissediyorum.					
19.	Şu anda sevinçliyim.					
20.	Şu anda keyfim yerinde.					

Aşağıda kişilerin kendilerine ait duygularını anlatmada kullandıkları bir takım ifadeler verilmiştir. Her ifadeyi okuyunuz, sonra da genel olarak nasıl hissettiğinizi belirtmek için, ifadelerin sağ tarafındaki seçeneklerden size en uygun olduğunu düşündüğünüz yanıtı ait kutucuğa (X) işareti koyunuz.

		Hiç	Çok az	Biraz	Oldukça	Tamamiyle
21.	Genellikle keyfim yerindedir.					
22.	Genellikle çabuk yorulurum.					
23.	Genellikle kolay ağlarım.					
24.	Başkaları kadar mutlu olmak isterdim.					
25.	Çabuk karar veremediğim için fırsatları kaçıırım.					
26.	Kendimi dinlenmiş hissedirim.					
27.	Genellikle sakin, kendime hakim ve soğukkanlıyım.					
28.	Güçlüklerin yenemeyeceğim kadar biriktiğini hissedirim.					
29.	Önemsiz şeyler hakkında endişelenirim.					
30.	Genellikle mutluyum.					
31.	Her şeyi ciddiye alır ve etkilenirim.					
32.	Genellikle kendime güvenim yoktur.					
33.	Genellikle kendimi emniyette hissedirim.					
34.	Sıkıntılı ve güç durumlarla karşılaşmaktan kaçırım.					
35.	Kendimi hüzünlü hissedirim.					
36.	Genellikle hayatımdan memnunum.					
37.	Olur olmaz düşünceler beni rahatsız eder.					
38.	Hayal kırıklıklarını öylesine ciddiye alırım ki, hiç unutamam.					
39.	Aklı başında ve kararlı bir insanım.					
40.	Son zamanlarda kafama takılan konular beni tedirgin eder.					

## APPENDIX 2: English Version of Organizational Culture Profile

	ORGANIZATIONAL CULTURE PROFILE
1.	Adaptability
2.	Stability
3.	Being innovative
4.	Being quick to take advantage of opportunities
5.	Risk taking
6.	Autonomy
7.	Being rule oriented
8.	Being analytical
9.	Paying attention to detail
10.	Being team oriented
11.	Sharing information freely
12.	Being people oriented
13.	Fairness
14.	Tolerance
15.	Informality
16.	Being calm
17.	Being supportive
18.	Being aggressive
19.	Decisiveness
20.	Being reflective
21.	Achievement orientation
22.	Taking individual responsibility
23.	Having high expectations for performance
24.	Opportunities for professional growth
25.	High pay for good performance
26.	Security of employment
27.	Offers praise for good performance
28.	Confronting conflict directly
29.	Developing friends at work
30.	Enthusiasm for the job
31.	Working long hours
32.	Not being constrained by many rules
33.	An emphasis on quality
34.	Being distinctive-different from others
35.	Having a good reputation
36.	Being socially responsible
37.	Being results oriented
38.	Having a clear guiding philosophy
39.	Being competitive
40.	Being highly organized

### APPENDIX 3: Turkish Version of Organizational Culture Profile

	ÖRGÜTSEL KÜLTÜR PROFİLİ
1.	Değişikliklere adapte olur
2.	Dengelidir
3.	Yenilikçidir
4.	Fırsatlardan çabuk faydalanır
5.	Risk alır
6.	Bağımsızdır
7.	Kurallara önem verir
8.	Analitiktir
9.	Detaylara dikkat eder
10.	Takım çalışmasına önem verir
11.	Bilgiyi serbestçe paylaşır
12.	İnsana önem verir
13.	Adildir
14.	Hoşgörülüdür
15.	Resmiyetten uzaktır
16.	Sakindir
17.	Destekleyicidir
18.	Hırslıdır
19.	Kararlıdır
20.	Düşüncelidir
21.	Başarıya önem verir
22.	Bireysel sorumluluk alır
23.	Performansa yönelik yüksek beklentileri vardır
24.	Profesyonel gelişim için fırsatlar yaratır
25.	İyi performansa yüksek ücret verir
26.	İş güvencesi sunar
27.	İyi performansı över
28.	Çatışma ile doğrudan yüzleşir
29.	İşyerindeki arkadaşlıkları geliştirir
30.	İşini hevesle yapar
31.	Uzun saatler boyunca çalışır
32.	Kurallarla kısıtlanmaz
33.	Kaliteye önem verir
34.	Diğerlerinden farklıdır
35.	Saygın bir üne sahiptir
36.	Sosyal sorumluluk sahibidir
37.	Sonuç odaklıdır
38.	Belirgin bir yönlendirici felsefesi vardır
39.	Rekabetçidir
40.	Son derece organize dir

**APPENDIX 4: English Version of Perceived Sufficiency of HRM Practices Scale**

1.	Staff planning
2.	Professional recruitment policy
3.	Orientation
4.	Performance assessment system
5.	Practices informing employees about their performance results
6.	Practices such as pay raise, bonus and etc. based on performance evaluation
7.	Performance-based career change
8.	Effort-based rewards such as sports events, thank you notes...
9.	Identification of training needs
10.	Personal development training
11.	Technical and specialization training
12.	Harmony between performance assessment and career development
13.	Detailed job description
14.	Providing information about career development paths
15.	Rotation program
16.	Tenure or systematic staff policy (presence of staff position...)
17.	Objective criteria for pay system
18.	Pay raise policy
19.	Adequacy of managers evaluating employees about pay raise
20.	Benefits such as meal tickets, gas, car, phone...
21.	Possibility of having a stable job
22.	Layoff policy

## APPENDIX 5: Turkish Version of Perceived Sufficiency of HRM Practices Scale

1.	Kadro planlaması uygulamaları
2.	Profesyonel işe alım politikaları (birebir mülakat, yetenek testi, kişilik testi, mesleki test, vs...)
3.	İşe yeni başlayanlar için standart işe alıştırma programı (oryantasyon) uygulaması
4.	Performans değerlendirme sistemi (değerlendirmenin bireysel veya grup düzeyinde yapılması, değerlendirilenin hedefler ve/veya davranış ve/veya yetenekler dikkate alınarak yapılması, vs...)
5.	Çalışanları performans sonuçlarıyla ilgili bilgilendirme uygulamaları
6.	Çalıştığım firmada, performans değerlendirmeye bağlı olarak, maaş artışı, prim, vs... gibi ek kazanç olanaklarıyla ilgili uygulamalar
7.	Performansa bağlı kariyerde değişiklik (terfi, yatay hareketler, vs...) uygulamaları
8.	Çalışanların gayretlerini ödüllendirme uygulamaları (kültürel faaliyetlere ve/veya spor müsabakalarına bilet, restoranda yemek...)
9.	Eğitim ihtiyacının belirlenme uygulamaları
10.	Kişisel gelişim hedefli eğitim (dil, liderlik, etkin iletişim, ekip çalışması, proje yönetimi, vs...) uygulamaları
11.	Teknik alanlarda ve uzmanlık konularında gelişimi hedefleyen eğitim uygulamaları
12.	Çalıştığım firmada, kariyer gelişim sistemini, performans değerlendirmesiyle ilişkilendiren uygulamalar
13.	Birey ve grup düzeyinde ayrıntılı iş tanımları
14.	Kariyer gelişimiyle ilgili bilgilendirme (ilerlemek için yerine getirilmesi gereken koşullar) uygulamaları
15.	Programlı bir rotasyon uygulaması
16.	Sistemli kadro politikaları (kadro mevcudiyeti, açılışı...)
17.	Ücretlendirme politikalarına dayanak oluşturan objektif kriterler (performans, firma karlılığı, enflasyon, terfi, kıdem, yetenek, öğrenim durumu, vs...)
18.	Çalıştığım firmada, zamların ne sıklıkta yapılacağına ilişkin uygulamalar
19.	Uygun kişilerin (birinci amir, insan kaynakları müdürü, genel müdür, yönetim kurulu, vs...), ücret artışı konusunda çalışanı değerlendirilmesiyle ilgili uygulamalar
20.	Çalışanlara sunulan aynı yardım olanaklarıyla (yemek/yemek fişi ve/veya servis ve/veya araba ve/veya cep telefonu ve/veya lojman ve/veya kreş ve/veya özel emeklilik ve/veya sağlık sigortası, vs...) ilgili uygulamalar
21.	Çalıştığım firmada, istikrarlı ve kalıcı bir işe sahip olabilme imkânı
22.	İşten çıkarmayla ilgili (yasal zorunluluktan fazla tazminat ödeme, çıkarma hakkında bilgi verilmesi, işten çıkarılanlara yeni iş bulmada kolaylıklar sağlanması, vs...) uygulamalar

**APPENDIX 6: English Version of Perceived Person-Organization Fit Scale**

1.	The values of this organization are similar to my own values.
2.	My values match those of current employees in this organization.
3.	I feel my personality matches the “personality” or image of this organization.

## APPENDIX 7: Turkish Version of Perceived Person-Organization Fit Scale

1.	Çalıştığım kurumun değerleri, benim kendi değerlerimle uyuyor.
2.	Değerlerim, çalıştığım kurumun mevcut çalışanlarının değerleri ile uyuyor.
3.	Kişiliğimin, çalıştığım kurumun "kişilik" veya imajıyla uyduğunu düşünüyorum.

**APPENDIX 8: English Version of Perceived Person-Job Fit Scale**

1.	I believe my skills and abilities match those required by the internship
2.	My job performance is hurt by a lack of expertise on the job
3.	My knowledge, skills and abilities match the requirements of the internship
4.	I possess the skills and abilities to perform this job

#### APPENDIX 9: Turkish Version of Perceived Person-Job Fit Scale

1.	Becerilerimin, bu işin gerektirdiği becerilerle uyduğuna inanıyorum.
2.	Bu işte yeteri kadar uzmanlaşmadığım için performansım düşüyor.
3.	Yeteneklerim bu işin gerektirdikleri ile uyuyor.
4.	Bu işi yapabilmek için gereken bilgilere sahibim.

## APPENDIX 10: English Version of State Anxiety Scale

1.	I feel nervous
2.	I feel jittery
3.	I feel anxious
4.	I am tense
5.	I am worried
6.	I feel upset
7.	I am presently worrying over possible misfortunes
8.	I am regretful
9.	I feel “high strung”
10.	I feel over-excited and “rattled”
11.	I feel comfortable
12.	I feel rested
13.	I feel at ease
14.	I feel secure
15.	I feel calm
16.	I am relaxed
17.	I feel pleasant
18.	I feel joyful
19.	I feel content
20.	I feel self-confident

## APPENDIX 11: English Version of Trait Anxiety Scale

21.	I worry too much over something that really doesn't matter
22.	Some unimportant thought runs through my mind and bothers me.
23.	I take disappointments so keenly that I can't put them out of my mind
24.	I feel blue.
25.	I lack self-confidence.
26.	I am inclined to take things hard.
27.	I get in a state of tension or turmoil as I think over my recent concerns and interests.
28.	I feel that difficulties are piling up so that I can not overcome them
29.	I am losing out on things because I can't make up my mind soon enough.
30.	I feel like crying.
31.	I tire quickly.
32.	I try to avoid facing a crisis or difficulty.
33.	I wish I could be as happy as others seem to be.
34.	I am happy.
35.	I feel pleasant.
36.	I am contented.
37.	I feel rested.
38.	I feel secure.
39.	I am calm, cool, and collected.
40.	I am a steady person.

## APPENDIX 12: Turkish Version of State Anxiety Scale

1.	Çok sinirliyim.
2.	Şu anda sinirlerim gergin.
3.	Şu anda kaygılıyım.
4.	Şu anda asabım bozuk.
5.	Şu anda endişeliyim.
6.	Şu anda hiç keyfim yok.
7.	Başıma geleceklerden endişe ediyorum.
8.	Pişmanlık duygusu içindeyim.
9.	Sinirlerimin çok gergin olduğunu hissediyorum.
10.	Heyecandan kendimi şaşkına dönmüş hissediyorum.
11.	Kendimi rahat hissediyorum.
12.	Kendimi dinlenmiş hissediyorum.
13.	Şu anda huzur içindeyim.
14.	Kendimi emniyette hissediyorum
15.	Şu anda sakinim
16.	Kendimi rahatlamış hissediyorum.
17.	Şu anda keyfim yerinde
18.	Şu anda sevinçliyim.
19.	Şu anda halimden memnunum.
20.	Kendime güvenim var.

### APPENDIX 13: Turkish Version of Trait Anxiety Scale

21.	Önemsiz şeyler hakkında endişelenirim.
22.	Olur olmaz düşünceler beni rahatsız eder.
23.	Hayal kırıklıklarımı öylesine ciddiye alırım ki, hiç unutamam.
24.	Kendimi hüzünlü hissederim.
25.	Genellikle kendime güvenim yoktur.
26.	Her şeyi ciddiye alır ve etkilenirim.
27.	Son zamanlarda kafama takılan konular beni tedirgin eder.
28.	Güçlüklerin yenemeyeceğim kadar biriktiğini hissederim.
29.	Çabuk karar veremediğim için fırsatları kaçıırım.
30.	Genellikle kolay ağlarım.
31.	Genellikle çabuk yorulurum.
32.	Sıkıntılı ve güç durumlarla karşılaşmaktan kaçınırım.
33.	Başkaları kadar mutlu olmak isterdim.
34.	Genellikle mutluyum.
35.	Genellikle keyfim yerindedir.
36.	Genellikle hayatımdan memnunum.
37.	Kendimi dinlenmiş hissederim.
38.	Genellikle kendimi emniyette hissederim.
39.	Genellikle sakin, kendime hakim ve soğukkanlıyım.
40.	Aklı başında ve kararlı bir insanım.

## APPENDIX 14: The Letter of Authorization for Trait-State Anxiety Scale

29.09.2009

Sayın Prof. Dr. Necla Öner,

Marmara Üniversitesi İngilizce İşletme Bölümü Organizational Behavior Programı Yüksek Lisans öğrencisiyim. Lisans eğitimimi Boğaziçi Üniversitesi Eğitim Fakültesi Rehberlik-Psikolojik Danışmanlık Bölümü'nde tamamladım. Doç. Dr. Alev Torun'un danışmanlığında "İnsan Kaynakları Uygulamalarının Algılanan Etkinliğinin Kişi-Kurum ve Kişi-İş Uyumuna Etkisi Üzerinde Durumluk/Sürekli Kaygı Değişkeninin İllüstratör Rolü" konulu bir yüksek lisans tezi hazırlamaktayım. Örneklem grubunda yer alan katılımcılar özel sektör çalışanlarıdır. Kaygı değişkenini ölçebilmek amacıyla geçerlilik ve güvenilirlik çalışmalarını yaptığımız Durumluk/Sürekli Kaygı Ölçeği'ni kullanmak üzere izninize başvuruyorum. Bilginize arz ederim.

Neslihan YAŞAR  
Marmara Üniversitesi  
İngilizce İşletme Bölümü  
Organizational Behavior Programı  
Yüksek Lisans Öğrencisi

Son. N. Yaşar,

1 Ekim 2009

Uyarlaması yapılmış ve el kitabıyla birlikte yayınlanmış olan Durumluluk/Sürekli Kaygı Envanteri'ni araştırmanızda kullanabilirsiniz. Başarılar dilerim.

Prof. Dr. Necla Öner

*N. Öner*

BÜREM

(Boğaziçi Üniversitesi Rehberlik ve Psikolojik Danışmanlık Merkezi)

**APPENDIX 15: List of Sectors**

Sector	Frequency	Percentage
Telecommunication	77	39,2
Chemistry	31	15,8
Service Industry	20	10,2
Automotive	21	10,7
Textile	7	3,6
Insurance	6	3,1
Fast Moving Consumer Goods	10	5,1
Building	6	3,1
Retail	4	2
White Goods	2	1
Transportation	6	3,1
Banking	5	2,6
Consumer Electronics	1	0,5
Total	196	100