Person-organisation fit, Organisational commitment and organisational citizenship Behaviour

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Article Information	Abstract
  	The aim of this study was to examine the relationships among the person-organisation fit, organisational commitment and organisational citizenship behaviour. The study was based on a sample of 200 employees, with the return rate of 60% and the usable return rate of 54%. Correlation and regression analyses were used to analyse data. The results revealed the positive and significant relationships between the person-organisation fit and organisational commitment; person-organisation fit and organisational citizenship behaviour; and organisational commitment and organisational citizenship behaviour. Contrary to expectations, the person-organisation fit had direct effects on organisational citizenship behaviour, and was not mediated by organisational commitment. The person-organisation fit and organisational commitment had higher associations with organisational citizenship behaviour directed at the organisation (OCBO) than organisational citizenship behaviour directed at other employees (OCBI), in a way partly supporting the phenomenon of 'target similarity effects'. The implications for theory and practice are discussed.

1. Introduction

It is a well-established fact that the fit between the person and the environment in which one works affects attitudes and behaviour. A substantial body of research provides evidence that the compatibility between employee needs, values and goals, and those of the organisations they work for, result in desirable outcomes (Kristof, 1996; Kristof-Brown, Zimmerman, & Johnson, 2005; O'Reilly, Chatman, & Caldwell, 1991; Verquer, Beehr, & Wagner, 2003; Vancouver & Schmitt, 1991; Vandenberghe, 1999). Although there are various conceptualisations of the person-environment fit (e.g. person-job fit, person-vocation fit, person-group fit, and person-supervisor fit), the person-organisation fit (PO fit), defined as the compatibility between individuals and the organisations they work for is one of the forms of fit that have received a great deal of scholarly research in recent years (Kristof, 1996).

According to Verquer et al. (2003), outcomes that have frequently been examined in PO fit studies include job satisfaction, organisational commitment and turnover intention. While the meta-analytic review of Verquer et al. (2003) provided an excellent summary of the relationship between PO fit and attitudinal outcomes, it did not consider the relationship between PO fit and behavioural outcomes (Hoffman & Woehr, 2006). There has recently been calls to increase the number of studies that examine the association between PO fit and behavioural outcomes (Hoffman & Woehr, 2006), especially the relationship between PO fit and organisational citizenship behaviour (Wei, 2013; Yaniv & Lavi, 2010). The current study does not only respond to such calls by adding on a growing number of studies that explore the relationship between PO fit and organisational citizenship behaviour (OCB), but also contributes to literature by showing the differential effects of PO fit and organisational commitment on organisational citizenship behaviour directed at organisations (OCBO) and individuals (OCBI). Further, since PO fit and OCB may be conditioned by culture of employees (Farh, Zhong & Organ, 2004; Vandenberghe, 1999; Yen & Niehoff, 2004), the study setting in Lesotho at the tip of Southern Africa provides a different context to test the generalisability of the PO fit – OCB link. Based on Social Identity Theory, Group Engagement Model and Value-Attitude-Behaviour (VAB) framework, it is hypothesised that employees who have values that match those of their organisations will strongly identify with the organisations, and as a result, exhibit OCB.

The paper proceeds as follows. Next, literature review and hypotheses are presented, followed respectively by methodology, results and their discussion. The final section is the conclusion of the study.

2. Literature Review and Hypotheses

2.1. Person-organisation fit concept

In light of multiple theories, dimensions, and measurements of PO fit, many scholars recommend the clear specification of the concept before investigating it (Kristof-Brown et al., 2005; Kristof, 1996; Verquer et al., 2003). The person-organisation fit is broadly defined as the compatibility between individuals and the organisations they work for (Kristof-Brown et al., 2005; Kristof, 1996; Verquer et al., 2003). It focuses on the fit of the person with the entire organisation rather than a specific job, vocation, group or supervisor (Kristof, 1996; Verquer et al., 2003).

The concept has been defined either as complementary fit (the organisation and the individual contribute to the fulfilment of the needs of the other), or supplementary fit (the organisation and the individual share similar characteristics). According to Kristof-Brown et al. (2005), complementary fit can further be divided into needs-supplies fit (an organisation fulfils the needs of an individual) and demands-abilities fit (the characteristics of the individual fulfil the needs of the organisation). The present study adopted a supplementary fit perspective because past studies have shown that supplementary fit has higher correlations with outcomes than complementary fit (e.g. Kristof-Brown et al., 2005; Cable & DeRue, 2002).

A variety of dimensions have also been used to measure the compatibility between people and their organisations, and these include value congruence (Boxx, Odom, & Dunn, 1991; Judge & Cable, 1997; O'Reilly et al., 1991), goal congruence (Vancouver & Schmitt, 1991), and personality-climate congruence (Christiansen, Villlanova, & Mikulay, 1997). Values-based instruments, according to Kristof (1996) and Verquer et al. (2003), are the most widely used instruments, and are probably favoured because, unlike other aspects which can easily be altered, values are stable characteristics of individuals and organisations (Kristof-Brown et al., 2005). Accordingly, the present study was based on value congruence.

Researchers have also used either direct or indirect measures to assess whether or not fit exists. While assessment of direct (perceived) fit requires employees to make subjective judgments in relation to how well they think their characteristics match those of the organisation, indirect (objective) measures compare between the separately rated individual and organisational characteristics (Kristof,1996). Using direct measures, PO fit is said to exist as long as it is perceived to exist. Kristof-Brown et al. (2005) noted that perceived fit is strongly associated with employee attitudes and behaviours than actual fit, primarily because 'people's perceptions of reality drive their cognitive appraisals of and reactions to specific situations' (Kristof, 1996:14). Accordingly, the present study assessed fit using direct (perceived) measures.

2.2. Person-organisation fit and organisational commitment

Organizational commitment has been described as 'one's emotional attachment to, identification with, and involvement in a particular organization' (Meyer & Allen, 1991:67). According to this definition, among other things, a committed person identifies with the values and goals of the organisation, implying that there is an association between value congruency (person-organisation fit) and organisational commitment. This is supported by Social Identity Theory (SIT). According to this theory, people classify themselves and others into various social categories such as organisational membership, gender, age, race, etc. (Ashforth & Mael, 1989). This social classification enables social identification (perception of oneness with, or belongness to some social group). Since organisational identification, which forms part of the organisational commitment concept, is a more specific form of social identification (Ashforth & Mael, 1989), it makes theoretical sense that there is a strong relationship between PO fit and organisational commitment.

Past studies (Boxx et al., 1991; O'Reilly et al., 1991), integrative reviews (Kristof, 1996), and meta-analyses (e.g. Kristof-Brown et al., 2005; Verquer et al., 2003) support the consistent positive relationship between PO fit and organisational commitment. As Moynihan and Pandey (2007:215) posited, PO fit is 'an approach to commitment marked by its concern with a contextual approach to values'. We accordingly expected a positive correlation between PO fit and organisational commitment.

Hypothesis 1: There is a positive association between the person-organisation fit and organisational commitment.

2.3. Person-organisation fit and OCB

Organ (1988:4) defined OCB as 'the behaviour that is discretionary, not directly or explicitly recognised by the formal reward system and that in the aggregate promotes the effective functioning of the organisation'. Organisational citizenship behaviours include helping co-workers with work-related problems; communicating changes that affect co-workers; participating in the governance of the organisation; promoting the image of the organisation to outsiders; being punctual; performing job duties to levels beyond expectations; refraining from complaining about trivial things; and making creative suggestions (Yen & Niehoff, 2004). These are behaviours which managers expect, but cannot technically require from employees because they (behaviours) are not detailed in job descriptions (LePine, Erez, & Johnson, 2002).

Although many studies on OCB are premised on the Social Exchange Theory in which individuals perform OCB as a form of reciprocation to a fair treatment at work (norm of reciprocity), motivational approaches in which individuals perform OCB as a result of proactive efforts directed towards satisfying needs have also been identified (Spitzmuller, Van Dyne & Ilies, 2008). As indicated above, employees who have values that match that of the organisation (person-organisation fit) plausibly identify with the values of the organisation in question. As individuals start to form social identities around the social group such as an organisation, according to group engagement model (Blader & Tyler, 2009), their behavioural effort on behalf of the organisation is primarily influenced by the sense of oneness with, or belonginess to the organisation. The group engagement model therefore posits that employees with strong social identities with their organisations become intrinsically motivated to facilitate the success of such organisations (Blader & Tyler, 2009), and one way of ensuring the success of the organisation is to engage in extra-role behaviour (OCB) on behalf of the organisation. According to Ashforth and Mael (1989), employees help the organisation because they integrate their self-concept with the organisation, and hence consider the success of the organisation as their success; in other words, to them meeting the goals of the organisation is tantamount to meeting their own goals. Based on social exchange perspective, Blader and Tyler (2009) also suggested that employees may engage in OCB as a way of reciprocating (and maintaining) the organisation's fulfilment of their social-identity-related-needs. Recent empirical studies attest to the strong relationships between social identity and OCB (Blader & Tyler, 2009), and PO fit and OCB (Farzaneh, Farashah, & Kazemi, 2014; Hoffman & Woehr, 2006; Wei, 2013). This leads us to the second hypothesis.

Hypothesis 2: There is a positive association between the person-organisation fit and organisational citizenship behaviour.

2.4. Organisational commitment and OCB

As defined above, organizational commitment encapsulates one's emotional attachment to, and identification with the organisation (Meyer & Allen, 1991). It is an attitudinal construct reflected in the belief and acceptance of organisational goals and values, willingness to work hard on behalf of the organisation, and a desire to maintain membership of the organisation (Mowday, Steers & Porter, 1979). According to Meyer and Allen (1991), organisational commitment is a multi-dimensional construct comprising of affective commitment (one's emotional attachment to the organisation), continuance commitment (one's awareness of the costs associated with leaving the organisation), and normative commitment (one's feeling of obligation to continue employment with the organisation). Since it is axiomatic that attitudes influence behaviour, as an attitude, organisational commitment is expected to influence OCB. This has face validity because people who feel emotionally attached to the organisation should reasonably go an extra-mile on behalf of the organisation. In addition, social exchange theories suggest that employee commitment can be viewed as an attitudinal indicator of the extent to which employees perceive themselves to be in high quality social exchange relationship with the organisation (Lavelle et al., 2009). Thus in exchange for support or good treatment from the organisation, an employee may exhibit commitment, which in turn prompt employees to engage in citizenship behaviours because they feel obligated to engage in such behaviours. Empirical studies broadly support a consistent relationship between affective commitment and OCB (Organ & Ryan, 1995; Hoffman, Blair, Meriac, & Woehr, 2007; Podsakoff, MacKenzie, Paine, & Bachrach, 2000). The above information prompts us to put forth the third hypothesis.

Hypothesis 3: There is a positive association between organisational commitment and OCB.

2.5. Person-organisation fit, commitment and OCB

In what has been described as the value-attitude-behaviour framework, the social psychology literature posits that values influence behaviour indirectly through attitudes (Homer & Kahle, 1988). It is therefore reasonable to expect values such as PO fit (culture) to influence OCB via attitudes such as organisational commitment. A key testable question is: do employees who have values that are compatible with those of their organisations (PO fit) exhibit beneficial extra role behaviours (e.g. OCB) because such compatibility deepens employee sense of commitment? As suggested by Farzaneh et al. (2013), little is known about the exact mechanism through which PO fit influences OCB in organisations. An encouraging body of research however suggests that contextual variables (e.g. PO fit in this case) influence OCB through what Colquit et al. (2013) referred to as the 'social exchange quality' (e.g. Trust, organisational commitment, perceived organisational support and leader-member-exchange). Relevant to this study, Farzaneh et al. (2013) found that the effects of both PO fit and person-job (PJ) fit on OCB were mediated by organisational commitment. Vilela, Gonzàlez, and Ferrín (2008) however found that job satisfaction, and not organisational commitment, mediated the PO fit – OCB link. This forms the basis for the fourth hypothesis.

Hypothesis 4: Organisational commitment mediates the relationship between PO fit and OCB.

2.6. Target similarity effects
Recent research on attitudes and behaviour suggests that the relationship between variables is stronger when variables refer to the same target than when they refer to different targets (Lavelle, Rupp, & Brockner, 2007; Lavelle et al., 2009; Lehmann-Willenbrock et al., 2013). For instance, it is argued that specific attitudes are likely to have more impact on specific behaviours than global behaviours, and global attitudes are likely to have more impact on general behaviours than specific behaviours (Lavelle et al., 2009). Similarly, attitudes towards organisations are likely to have more impact on behaviours directed at organisations than individuals within organisations, and attitudes towards individuals are more likely to have more impact on behaviours directed at individuals than organisations. In the context of the present study, it could be expected that PO fit and organisational commitment (attitudes towards the organisation) would have more impact on OCBO (organisational citizenship behaviour directed at the organisation) than OCBI (organisational citizenship behaviour directed at individuals). Even though Hoffman and Woehr (2006) showed that they could not find 'target similarity effects' in their meta-analytic study on the effects of PO fit on behavioural outcomes, many recent studies support the presence of such effects (e.g. Lavelle et al., 2009; Lehmann-Willenbrock et al., 2013). This leads us to the final hypothesis of the study.
Hypothesis 5: PO fit and organisational commitment have higher correlations with OCBO than OCBI.

3. Method
The study adopted the quantitative research paradigm, and data were collected by means of a survey using structured questionnaires.
Study Setting
The study was conducted in Maseru, the capital town of Lesotho. Being the capital city, Maseru is the only town in Lesotho with some significant economic activity. Four companies were purposively selected as study sites. Two of the companies are parastatals, and the other two, though once controlled by the government, are now privatised. The two parastatals are respectively in the management of water resources/sewerage, and electricity; and the privatised companies are respectively in the business of brewing of beer and beverages, and milling of grain-based foods.
Sample and Procedures
A convenient sample of 200 employees (50 questionnaires per company) was selected to participate in the study through the help of human resources offices of respective companies. The participants were informed that participation in the study was voluntary, and confidentiality was guaranteed. Of the 200 questionnaires distributed, 120 were returned, a return rate of 60%. Of the returned questionnaires, only 108 (54%) were completed in full. Since there were no significant differences in terms of age, gender and educational attainment between employees of these companies, we combined the questionnaires from the companies for the purpose of analysis. Of the respondent sample, 52% were female, and 82% had tertiary education. The median age of the respondents was 31-40 years of age; earning a median income of between R6, 000 to R10, 000; and had worked for a median of between 6 to 10 years at the time of study.
Instrument and Measures
In addition to demographic data (gender, age, tenure, education, income level), the questionnaire was designed to tap into among other variables, employee PO fit, organisational commitment, and OCB. To reduce the length of the questionnaire and to encourage participation, the assessment scales were shortened. The summary of the measures of variables is shown in the appendix.
Unless stated otherwise, the variables below were rated on a 5-point scale ranging from (1) "strongly disagree" to (5) "strongly agree".
Person-organisation fit: The perceived PO fit was assessed using a two-item measure adapted from Cable and Judge (1997). Sample item was 'To what degree do you think you fit into the culture of your organization?'' The responses were given on a scale ranging from (1) ''not all'' to (5) ''to a very great extent''. The internal reliability (Cronbach's α) of the scale was 0.92.
Organisational commitment: Affective organizational commitment was assessed based on four items adapted from the scale of Meyer and Allen (1991; Ellemers, De Gilder & Van den Heuvel, 1998). Sample items were: "This organization has a great deal of personal meaning for me", and "I feel part of the family in this organization". The internal reliability of the scale was 0.85.
Organisational Citizenship Behaviour: OCB was assessed based on items adapted from the scale developed by Podsakoff, MacKenzie, Moorman and Fetter (1990). Two items were used to measure OCB that benefits the organisation (OCBO), and two other items were used to measure OCB that benefits one's colleagues (OCBI). Sample items were 'I participate in activities that are not required, but that improve the image of my organisation', and 'I willingly give my time to help co-workers with work-related problems'. The internal reliabilities of the scales were respectively 0.72 and 0.79. The aggregate measure of OCB was assessed based on the above four items (internal reliability = 0.79).

4. Results

The means, standard deviations and correlations among the study variables are shown in table 1.

Table 1: Means, standard deviations and correlations (r) among variables

	Mean	**S.D.**	**1**	**2**	**3**	**4**	**5**
1. OCB	3.95	0.64	(0.79)				
2. OCBI	4.00	0.73	0.87**	(0.79)			
3. OCBO	3.90	0.74	0.88**	0.53**	(0.72)		
4. Commitment	3.04	0.93	0.24*	0.18	0.24*	(0.85)	
5. PO fit	3.32	1.00	0.38**	0.24*	0.43**	0.57**	(0.92)

*significant at 0.05 (2-tailed); **significant at 0.01(2-tailed). Internal reliability of variables are indicated within parentheses

As shown in table 1, all variables reached acceptable levels of internal reliabilities ranging from 0.72 to 0.92 (Nunnally, 1967). The correlation between OCBO and OCBI (0.53, $p \leq 0.01$) was less than 1.00, suggesting that these constructs can be viewed as distinct, but related variables. As expected, several zero-order correlations provided preliminary support for the hypotheses. PO fit was positively and significantly related to organisational commitment (0.57, $p \leq 0.01$); OCB (0.38, $p \leq 0.01$); OCBI (0.24, $p \leq 0.05$); and OCBO (0.43, $p \leq 0.01$). Organisational commitment was slightly related to OCB (0.24, $p \leq 0.05$) and OCBO (0.24, $p \leq 0.05$), but not OCBI (0.18, $p \geq 0.05$). In line with 'target similarity effects', PO fit and organisational commitment had stronger influence on OCBO than OCBI. More or less similar results are repeated in a series of regression analysis in table 3 after controlling for the effects of demographic variables. These results fully supported hypotheses 1, 2, and 5, and partly supported hypothesis 3.

Table 3: Results of simple regression models

	Model 1	Model 2		Model 3	
Variable	Commitment	OCB-O	OCB-I	OCB-O	OCB-I
Gender	-0.01	0.10	0.02	011	0.03
Age	0.06	0.03	-0.00	0.04	0.00
Qualification	-0.10	-0.08	0.02	-0.08	0.03
Tenure	-0.11	-0.05	0.01	-0.07	0.01
Income	-0.01	-0.03	0.01	-0.04	0.01
PO fit	0.57**	0.42**	0.24*	0.44**	0.20
				-0.03	0.07
R^2	0.34	0.21	0.06	0.21	0.06

*significant at 0.05 (2-tailed); **significant at 0.01(2-tailed)
Figures represent standardized betas (β)

Hypothesis 4 predicted that organisational commitment would mediate the relationship between PO fit and OCB. The procedures recommended by Baron and Kenny (1986) to test for mediation were used. First, the mediator (organisational commitment) was regressed on the independent variable (PO fit). Second, the dependent variable (OCB) was regressed on the independent variable (PO fit). Third, the dependent variable (OCB) was simultaneously regressed on the independent variable (PO fit) and the mediator variable (organisational commitment). Mediation is present if a) the independent variable affects the mediator in the first equation; b) the independent variable affects the dependent variable in the second equation; and c) the mediator affects the dependent variable in the third equation; and d) the effect of the independent variable is less in the third equation than in the second equation. Full mediation is present if the independent variable has no effect when entered with the mediator variable, and partial mediation occurs if the effect of the independent variable is smaller but still significant when the mediator is in the equation. As shown in table 3 (model 3), the third requirement for mediation was not met since the hypothesised mediator became insignificant in the third equation (=-0.03 and (=0.07; $p \geq 0.05$) while the independent variable remained partly significant (=0.44, $p \leq 0.01$ and   =0.20, $p \geq 0.05$). This rejects hypothesis 4, and suggests that PO fit-OCBO link was not mediated by organisational commitment in this study.

5. Discussion

As expected, there was a strong relationship between PO fit and organisation commitment, implying that high PO fit leads to high organisational commitment and vice versa. This does not only support Social Identity Theory (Ashforth & Mael, 1989) and Group Engagement Model (Blader & Tyler, 2009), but also past empirical studies in the field (Kristof-Brown et al., 2005). In line with theoretical and empirical foundations, PO fit was also positively related to OCB (Farzaneh et al., 2014; Hoffman & Woehr, 2006; Wei, 2013), suggesting that high PO fit led to high organisational commitment and vice versa. Contrary to expectations, organisational commitment did not mediate the relationship between PO fit and OCB. Two possible reasons can be advanced for this unexpected finding. First, it is possible that PO fit is related to OCB, and should there be any mediated relationship, such mediation is not provided by organisational commitment. Vilela et al. (2008) found that the relationship between PO fit and OCB was mediated by job satisfaction and not organisational commitment. Second, the relationship between PO fit and organisational commitment was high (r=0.57), and this might have resulted in multicollinearity, leading to unstable and uninterpretable coefficients. When checking on multicollinearity diagnostics however, we found the multicollinearity tolerance of 0.672 (figures less than 0.1 merit further investigation) and variance inflation factor (VIF) of 1.488 (figures greater 10 merit further investigation). We therefore conclude that multicollinearity was not a problem in this study, and of the two possibilities, the first point was the most probable explanation of the finding in this study.

In line with target similarity effects, PO fit and organisational commitment had greater influence on OCBO than OCBI. In other words, attitudes related to the organisation had greater influence on behaviours related to the organisation than behaviours related to individuals. While there were no attitudes related to individuals in this study, these findings provide tentative support to earlier conceptualisation and empirical findings (Lavelle et al., 2007; Lavelle et al., 2009; Lehmann-Willenbrock et al., 2013).

Theoretical implications

Although recent conceptualisations of OCB suggest no differential relationships between OCB dimensions and other constructs (e.g. Hoffman et al., 2007; Hoffman & Woehr, 2006; LePine et al., 2002), there are theoretically and empirically sound studies to support differences between OCB targeted at organisations and OCB targeted at individuals (Spitzmuller et al., 2008), and more recently, promotive OCB versus protective OCB (Marinova, Moon, & Van Dyne, 2010). The current study supports the differential effects of PO fit and organisational commitment on different targets of OCBs, and hence acknowledges that there may be merit in differentiating between different dimensions of OCB in future studies.

Practical implications

The current study shows that PO fit and organisational commitment influence OCB. This implies that managers who want to influence employees to go an extra-mile in their responsibilities can recruit employees whose values match those of the organisation, and can further increase commitment of employees through inter alia, provision of support and fairness to employees. Our results also show that managers who are interested in OCBs directed at organisations can best elicit such behaviours through values and attitudes directed at organisations such as PO fit and organisational commitment.

Limitations and prospects for future research

Like many studies of this nature, this one has certain limitations that have to be considered when results are interpreted. First, the cross-sectional and correlational approach adopted does not imply causality. For instance, as assumed in this study, it is possible that organisational commitment influenced OCB, but this does not rule out the possibility that people who exhibited OCB became committed to their organisations. Even though our assumptions are grounded in sound theory and existing empirical findings, longitudinal and/or experimental studies are required to draw inferences that PO fit and organisational commitment influence OCB and not the other way round. Second, the data used in this study were collected from one source at one particular point in time. This approach lends itself to the same-source bias. While measurement of perceptions and attitudes are best collected through self-reported data, future studies can reduce the possibility of the same-source bias by collecting data from different sources at different points in time. Third, the sample was small and not randomly selected. This limited the statistical powers of the instruments used, and the generalisability of the results. Future studies can test the same hypotheses using relatively larger randomly selected samples. Fourth, we could not fully examine the target similarity effects because there were no attitudes directed at individuals in this study. Future studies can examine whether other forms of fit (e.g. person-group or person-supervisor fit) influence OCBI than OCBO.

6. Conclusion

Even though research on the effects of PO fit on attitudinal and behavioural outcomes is firmly established, little is known about the impact of PO fit on OCB (Hoffman & Woehr, 2006). The other problem is that existing findings mainly relate to Western and Eastern cultures, and cannot plausibly be generalised to African cultures without empirical research and validation. Based on four companies in Lesotho, the aim of this study was to

examine the relationships among PO fit, organisational commitment, and OCB. The results revealed the positive and significant relationships between the person-organisation fit and organisational commitment; person-organisation fit and organisational citizenship behaviour; and organisational commitment and organisational citizenship behaviour. The theoretical and practical implications, along with limitations and prospects for future research were discussed.

Appendix

Demographic Factors

Gender (Males=2, Females=1)

Age (less than 20 years=1; 20-30 years = 2, 31-40 years = 3; 41-50 years = 4; 51-60 years = 5; Above 60 years of age = 5)

Qualification (Primary = 1; Secondary = 2; High school = 3; Tertiary = 4)

Tenure (less than 1 year = 1; 1-5 years = 2; 6-10 years = 3; 11-15 years = 4; More than 15 years = 5)

Income level (Less than M2 000 = 1; M2 000 – M5 000 = 2; M6 000 – M10 000 = 3; M11 000 – M15 000 = 4; M16 000 – M20 000 = 5; More than M20 000)

Person-organisation fit

1. To what degree do you think you fit into the culture of your organization?
2. To what extent do you think you match or fit your organization and the current employees in your organization?

Organisational commitment

1. This organization has a great deal of personal meaning for me
2. I feel emotionally attached to this organization
3. I would be very happy to spend the rest of my career with this organization
4. I feel part of the family in this organization

Organisational citizenship behaviour

1. I make an effort to keep myself informed of the current development in my organisation.
2. I participate in activities that are not required but that improve the image of my organisation.
3. I willingly give my time to help co-workers with work-related problems.
4. I am willing to take time of my busy schedule to help my colleagues.

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