



2528-9705

Örgütsel Davranış Araştırmaları Dergisi
Journal Of Organizational Behavior Research
Cilt / Vol.: 3, Sayı / Is.: S2, Yıl/Year: 2018, Kod/ID: 81S2232



ROLE OF PERSON-ORGANIZATION FIT AND ORGANIZATIONAL COMMITMENT TO PREDICT OCCUPATIONAL SUCCESS

Afshin AFZALI^{1*}, Hadi GHORBANI CHURTI², Esmail ZAREI²

¹ Assistant Professor, Ph.D. in Educational Measurement and Assessment, Department of Educational Sciences, Bu-Ali Sina university, Hamedan, Iran,

² M. A student in Educational Management, Department of Educational Sciences, Bu-Ali Sina University, Hamedan, Iran.

* Corresponding Author

Email: afzali.afshin@basu.ac.ir

ABSTRACT

Objectives: Employee's occupational success is one of the factors that separates efficient organizations from inefficient organizations. Employee's occupational success can be predicted based on individual and organizational variables. This research aims to present a regression model for predicting occupational success based on the variables of person-organization fit and organizational commitment as well as the components of these two variables. Methods: The population of this research includes 777 employees of Bu Ali Sina University in 2016. The research sample was selected using a randomized sampling method (N=256). Standard questionnaires were used to collect data. Results: Based on the findings, the variables of person-organization fit and organizational commitment are able to predict 24% of dispersion of occupational success with regression coefficients of 0.149 and 0.248, respectively. In addition, the components of knowledge, normative commitment and interests can only predict 30% of dispersion of occupational success with regression coefficients of 0.537, 0.505 and 0.644, respectively. Discussion: The findings of this study are consistent with those of research in this regard.

Keywords: Occupational Success, Person-Organization Fit, Organizational Commitment, Employees.

INTRODUCTION

Today, the relationship between society and organizations is so important and valuable that cannot be neglected. All aspects of our today's daily lives are influenced by organizations and the most successful and dynamic society in the world is the ones that benefit from the knowledge and research of their scholars and researchers in the fields of organization and management. To achieve this, it is necessary to identify the various aspects of the organization in the best possible way and take an effort to improve and reinforce them for reaching more efficiency. It is well known that human resources are the critical capital of organizations in the modern era and the productivity and efficiency of each organization depend upon the organizational behavior and its human resources (Haji Karimi and Buthaie, 2009). Employee's occupational success is one of the factors that separates efficient organizations from inefficient organizations that are of particular importance in today's society. Occupational success was raised by Mann and Shine in the late seventies (Trentham and Larwood, 1998) and varies for many different people. To some, job success is the same as job development and skill excellence, whereas for others it means making extra money (Casper and Fishecin: 2002). Barrosh (2004) believes that occupational success consists of a set of desirable outcomes for individuals that can be classified in several main categories, including progress (based on indicators such as power, autonomy,

entrepreneurship and control) , learning (acquisition of new skills, abilities and new merits), survival (earning money and wealth for power, security and assurance and employment), cognitive achievements (satisfaction, self-respect, self-actualization), quality of life, and balance between work-life (Naggarie et al., 2014). For everyone, career success can include a wide variety of job components such as self-development, job security, job enrichment, achieving better status, increased and enhanced living conditions, establishment of work–life balance, as well as organization can help individuals find their appropriate career path through providing job opportunities and conditions to actively manage them. Coordination and congruence between satisfying the needs of individuals and the needs of the organization will provide satisfaction both individuals and organizations (Samii et al., 2014). Therefore, it is necessary and important for experts to pay particular attention to the issue of manpower, especially in the field of human resources management, recruitment and employment. Human resource management scholars maintain that in the new millennium, pioneer organizations allow for faster flexibility to meet the needs of the organization only through the application of advanced human resource development models, organizational learning and development strategies and growing capabilities of employees. However, organizations need a lot of care and attention in the selection of efficient human resources, because human resource is the driving forces of any organization, and if they are not able to meet the goals of the organization or the organization does give a positive response to their expectations and demands, the organization therefore faces a number of many problems and challenges. Initially, managers should make any attempt to recruit and choose the human resources that are able to meet the goals of their organization and conversely, the organization has the ability to supply the needs of its staff; from the perspective of organizational professionals, this is defined as the person-organization fit (P-O fit). If a person within an organization behaves in accordance with a generalized set of the organization's expectations and norms, his behaviors are said to be adaptive with the corresponding values of organization and if, under the same conditions, he acts in accordance with his real motives and intentions, his behaviors are said to be compatible. As a result, it is necessary that individuals behave with more adaptability and compatibility in a desirable manner at the same time. In adaptive mode, the person behaves in accordance with the external criteria and values of the organization, and hence, we can say that his behavior is compatible with the system. In this way, the person displays more reaction rather than action and as a result, he feels greater inefficiency and less productivity within the organizational. On the contrary, in a compatible state, the person acts in accordance with his own motives and desires and is seeking for internal standards of behavior within himself and is in pursuit of the his own goals, rather than organizational goals and even ignores the requirements of the organization. Role personalization and organization (socialization) are two driving forces that assist the organization to solve this problem. The mutual effects of these two will lead to person-organization fit through the reconstruction of the individual's personality and organizational role. Historically, the root of person-organization fit can be traced back to Levine's ideas (1935) and it is one of the most important predictors of the results of attracting job applicants; it also refers to the fit between the individual and organization in terms of values and criteria and whether the person has been recruited based on their expertise and capability. According to Chatman (1989), person-organization fit has been defined as the fit between people's values and those of the organization.



Furthermore, from the viewpoint of Argyris (1957), person-organization fit essentially argues that people are attracted to and selected by organizations that match their values, and their behaviors and attitudes are influenced by the degree of compatibility between individuals and organizations. According to Kristof (1996), research suggests that the more individuals fit into their organization, the more positive work-related outcomes will be achieved. Among these outcomes are more engagement with the job, higher organizational commitment, better occupational attitudes, low turnover rates, decreased levels of stress, satisfaction, and productivity (Gholipour et al., 2010). Researchers believe that person-organization fit predicts significant results for job managers such as job satisfaction, organizational commitment, task performance, job attractiveness, organizational support, health and job motivation (Ardalan, 2012). The fact is that employees seek out situations or jobs that are attractive to them and make their goals attainable (Hosaka, 2008), because occupations are characterized by different personalities and individuals who are interested in acting in harmony with their occupational experiences and backgrounds. These people feel more satisfied with their job and in comparison with those who assumed good occupational status; they will be less likely to quit their jobs (Memarie and Mehrnia, 2012). Nevertheless, it is necessary for organizations to pay attention to this issue so that they can deal with less problems and challenges in order to achieve their goals. Yet another issue is whether the managers pay attention to the employees' attitude towards the organization or not? Because attitudes are closely related with texture and mental structure of organizations. They are more relevant to core fundamental values and reflect our beliefs on topics and have been shown to be strong predictors of behavior if we are judged accurately and provide the basis of our knowledge and understanding for interaction with others and our surrounding world. Organizational commitment of employees is regarded as one of the most important attitudes contributing toward the success of organizations. Organizational commitment is considered to be an important occupational and organizational attitude that has been taken into consideration by many researchers in the fields of psychology and organizational behavior over the past years and demonstrates the commitment of employees to their jobs. Indeed, organizational commitment as an attitude reflects feelings such as attachment, identification and loyalty to the organization and their willingness to stay with the organization (Allen & Mayer, 1991). According to Vitell (2008), organizational commitment is a force that binds an individual to a course of action of relevance to one or more targets. Organizational commitment is the degree to which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization. Organizational commitment can be result from organizational characteristics such as the level of employee's freedom in decision making and their sense of security (Sedaghati fard and Khalag asadi, 2011). According to Ekeland (1991), when individuals are committed to the values and goals of their organization, they have higher morale, lower turnover, increased job satisfaction, and increased productivity. Employees with high organizational commitment will be happier in their work, spend less time on tasks unrelated to their jobs and are less likely to leave their organization (Sinclair & Tetrick, 1995). In addition, manpower who are highly committed, loyal and compatible with organizations' goals and values and shows their willingness to maintain his organizational membership, are prepared to function beyond the limits of their assigned responsibilities and lead to the effectiveness and enhancement of the organization's performance. Conversely, a manpower or workforce with a low sense of loyalty, satisfaction, commitment and attachment



not only move towards the goals and targets of the organization, but also it can contribute to the creating a culture of indifference or heedlessness among coworkers (Kaminian, 2002). Although there have been a myriad of different definitions of commitment, all of them encompass common concepts such as the level of loyalty to the organization, the sense of attachment, the willingness to do the work, and use of all internal organizational capabilities to push the organization towards development and progress. There are different views on commitment. For some, commitment is a one-dimensional construct and for others it is multidimensional. However, one of the most famous classifications of commitment has been suggested by Alan and Meyer (1991). They included:

Affective commitment: it refers to employees' emotional concern about organization, their sense of solidarity with organization, and their active presence in it. Usually, employees who possess organizational commitment are willing to remain in organization and this is one of their desires.

Continuous commitment: this kind of commitment is about costs and benefits which are related to remaining in or quitting organization. In fact, this commitment suggests a kind of calculation which is referred to as rational commitment and expresses that quitting organization will have exorbitant expenditures for employees.

Normative commitment: it refers to employees' obligation to remain in organization. Therefore, employees will remain in organization until they believe that remaining in organization is appropriate and accurate based on their opinion.

Employees cannot always expected to be able to do more work faster, but it is sometimes necessary to make changes in their management practices so that they think that they are valuable members of the organization worth paying attention. In such a situation, the desirable development of an organizational system that can lead to an increase in organizational commitment and a sense of responsibility and loyalty of employees is considered one of the most important responsibilities of management. So, in order to gain competitive advantage in the existing competitive environment, it seems that it is essential to take advantage of committed employees who focus their efforts on achieving the organization's goals and customer satisfaction (Alan & Meyer, 1991). Given the importance of career success variables and its relationship with person-organization fit and organizational commitment, many studies have been done on the variables discussed, but the role of person-organization fit, organizational commitment and components of these two variables as a predictors of career success has not been investigated in any of these studies. For example, Abrazi and Abbasi (2008), in their study entitled as Investigation of the impact of person-organization fit on the attitudes of faculty members, demonstrated that the goals and job satisfaction have the strongest correlation among the factors related to person-organization fit. In a study entitled as "Investigating the Relationship between Person-Organization Fit and Organizational Culture in Public Universities of the West", Ardalan (2008) was concluded that building a more coherent and strong culture within the organization guarantees the higher person-organization fit and adherence to individual and organizational criteria in the person-organization fit. In another study, Nasser Mohammad Abadi, Nouri, Asgari and Sadegh (2012) showed that there was a positive relationship between the person-organization fit and occupational attitudes (job satisfaction, success in the objective strategy and willingness to stay in the organization, as well as with occupational behaviors (such as job performance and organizational citizenship behavior). Furthermore, Azizi (2014), in his research entitled as The relationship between organizational health and person-organization fit with professional ethics from the viewpoint of the high school



teachers in Hamadan, acknowledges that there is a positive and significant relationship between these three organizational variables and each of the components of person-organization fit and organizational health has the ability to predict professional ethics as well. Tomoki and Andra (2011) also in a their study entitled as Use of person-organization fit and person-job fit for making a decision concluded that the person-organization fit is strong for fixed and permanent position and person-job fit is strong for fixed and knowledgeable-based position. Here, the permanent recruitment of people with compatibility leads to high performance in the organization. In addition, John Miller and Tarcey (2010), in their research entitled as "Person-organization fit" and the commitment of employees under organizational change conditions, concluded that increasing and improving perceived culture and preferred culture would lead to promotion of organizational commitment and maintaining a willingness to stay in the organization. A study of Faratahlilie and Cooler (2003) has shown that person-organization fit is related to the desire to stay in the organization, job satisfaction and organizational commitment. Bajalal, Asgarian, Behrangi and Naderi (2012) in their study on the relationship between organizational health of the school and the organizational commitment of high school principals in Ardebil province found that there is a positive association between organizational health and organizational commitment. Shafieabadi (2006) investigated the role of self-concept and career success of physicians and their results suggested that there is no correlation between the career success and the doctors' self-belief of physicians. In another study, the extent of the relationship between job success and women's personality factors was examined; it was shown that job success among intelligent, dominant, extrovert and rational women is more than those of low intelligence, introverted, dominated, and dependent (Najjarie et al., 2014). Salehzadeh also (1997) examined the relationship between in-service training and job satisfaction and success of television broadcasting employees in Khuzestan province; however, no correlation was found between in-service training with job success and other variables. The results of a similar study by Patrick (2007) showed that organizational culture has a positive and significant relationship with organizational performance, job success, innovation, and organizational health. In his research entitled as "The Impact of Human Resources Factors, Occupational Environment and Organizational Support on Occupational Success, Baloot (2006) divided the job success into external and internal dimensions, and occupational environment and organizational support have been regarded as two important factors in job success in this study. In addition, in his research, Jung Hoog (2005) has examined the role of adaptability and job success; the results of this study indicated that there is a meaningful relationship between success and adaptability. Lee Ho (2004) also pointed out in his research that there is a significant relationship between personality traits, age and education with career success. In a similar study, Carmley (2003) reported the existence of a significant relationship between intelligence and job success. Moreover, McQueen (2007) carried out a study entitled as "The concept of job success for white-collar workers. Using a specialized interview with 35 managers, he extracted the criteria for job success, and provided a model for it. In this study, it was found that social capital has a greater impact on career success than human capital.

According to the above-mentioned explanations, the present study was designed and implemented with the aim of developing an optimal formula for predicting employee's job success with the knowledge of person-organization fit as well as organizational commitment and components of these two variables among the employees of Bu Ali Sina University, Hamedan. Moreover, in order to control the effect of individual variables (gender and age) and issues such



as the type of relationship with the organization (permanent and contractual), and the place of service (college) on the variables and their various relationships, these variables were also investigated in the current study.

METHOD

This is a descriptive - correlational study with a prediction purpose. The data was collected using a survey method and a questionnaire. The population consists of all employees (official, contractual, experimental) except for faculty members of Bu-Ali Sina University (N=777) in the academic year of 2015-2016 (578 men and 190 women). According to Krejcie and Morgan table, 256 employees were selected using a random sampling method. Regarding the heterogeneity of population in terms of gender, sample selection was done taking into account the ratio between the two genders as well as the proportion of the number of employees at different faculties (198 male and 67 female).

Data Collection Tool: To collect information, a library study method has been used to formulate theoretical foundations and research background. In addition, three standard questionnaires have been used to collect the required data:

1. Job Success scale: This questionnaire has been developed by Golparvar and Ghazavi (2009) including 2 sub-scales and 12 items. Its subscales include: intrinsic career success questions (items 1-8) and extrinsic career success (items 9-16). In previous studies, the reliability of the questionnaire has been calculated 0.83, 0.97 and 0.91, respectively. Expert's opinions were used to determine the content validity of the questionnaires as well as Cronbach's alpha method to determine the reliability of questionnaires.
2. Person-organization fit questionnaire was designed by Kristof (1996). This questionnaire consists of 2 criteria (person and organization). Individual criteria consisted of indicators such as knowledge (items 1-8), skills (items 9-17), occupational characteristics ((items 18-22), interests ((items 22-28), and personalities (items 33-29). Organizational criteria include: goals, (items 33-43) and values (items 43-54). Furthermore, in statistical analyzes, items (24, 34, 39 and 50) are inversely considered due to the negative aspects.
3. Organizational Commitment Questionnaire: This questionnaire was developed by Allen & Meyer, including 3 components. It consists of 24 items: items 1-8 measure affective commitment; 9-16 measure continuance commitment, and 17-24 measure normative commitment.

Data analysis.

To analyze the statistical data, descriptive statistics including frequency distribution table, mean, and variance were used, as well as stepwise multiple regression method for inferential statistics. Additionally, Durbin-Watson statistic was utilized to examine the prerequisites of independent variables for regression analysis.

FINDINGS:

Table 1. Descriptive statistics of individual and occupational characteristics of employee

Variable	Traits	Frequency	Percent
Gender	female	198	74.7
	male	67	25.3
	Diploma	3	1.1

Education	Associate degree	27	10.2
	Bachelor	204	77
	Master degree	31	11.7
Employment status	Contractual	109	41.1
	Temporary	10	3.8
	Probationary	6	2.3
	Permanent	140	52.8
Faculty	Humanities	45	17
	Economy	32	12.1
	Basic sciences	44	16.6
	Agriculture	49	18.5
	Technical Engineering	44	16.6
	Central	51	19.2
	Total	265	100

Table 1 shows the descriptive information of the sample in terms of gender, education, employment status, and faculty of service.

Table 2. Descriptive statistics of research variables

	Mean	Standard deviation	Kurtosis	Skewness
Occupational Success	42.42	8.88	-0.87	0.354
Person-organization fit	167.87	23.26	-0.25	1.28
Commitment	79.17	7.1	-0.91	1.78

Table 2 displays the descriptive statistics of the sample, including the mean and standard deviation in three variables of occupational success (dependent variable), person-organization fit and organizational commitment (predictor variables). In addition, in order to investigate the normality of the data, kurtosis and skewness of the three variables have been represented. Since both indicators are normally distributed in all three variables ranging between -2 and $2+$, parametric statistics methods were used for their analysis. In what follows, the graph of three variables has been described compared with the normal distribution graph.

Table 3. Correlation among research variables and individual and occupational variables of employees

Variable	Type of correlation	Variable		
		Occupational Success	Person-organization fit	Organizational Commitment
Gender	Point-Biserial Correlation Coefficient	0.034	0.055	0.045
Education	Spearman	0.127	0.044	0.007
Employment status	ETA	0.138	0.14	0.119
Faculty of service	ETA	0.23	0.195	0.195
Age	Pearson	0.01	0.13	0.043

Table 3 represents the correlation among the research variables as well as the individual and occupational characteristics of employees. According to the nature of the data, the Pearson correlation coefficients, point-biserial correlation coefficient, or Eta were used for both variables. From the table, it can be seen that the job success variable is highly correlated with the place of service (faculty) with Eta coefficient of 0.23 and variables of education and organizational



commitment are less correlated with a correlation coefficient of 0.007 and none of the above variables can be viewed as meaningful relationships.

Table 4. Coefficients and meaningful correlation of research variables

		Occupational Success	Person-organization fit	organizational commitment
Occupational Success	Pearson correlation	1	0.452	0.318
	Significance level		0.000	0.000
Person-organization fit	Pearson correlation	0.452	1	0.306
	Significance level	0.000		0.000
Organizational commitment	Pearson correlation	0.318	0.306	1
	Significance level	0.000	0.000	
Correlation is significant at the level of 0.01				

Table 4 shows the correlation among the main variables of the research. As seen in the table, the correlation among the variables of job success and person-organization fit was calculated 0.452, the correlation between job success and organizational commitment was calculated 0.398 and correlation between person-organization fit and organizational commitment 0.306. All correlations are significant and are less than 0.5; consequently, they can be used in regression and prediction processes.

Table 5. The predictive model of job success variable based on person-organization fit and organizational commitment (stepwise method)

Model	R	R squared	Adjusted R-squared	Estimated error	Durbin-Watson
1	0.452 ^a	0.204	0.201	7.94	1.70
2	0.489 ^b	0.240	0.234	7.77	
a. Predictors: constant, individual-organization fit b. Predictors: constant, individual-organization fit, commitment. c. Dependent variable: Job success					

Table 5 shows the results of multiple stepwise regressions to examine the prediction model of the job success score based on the person-organization fit and organizational variables. The Durbin-Watson index has been used to investigate the self-correlation of the remainders (the residuals are independent). Since this index is close to 2, the data can be used to calculate linear regression. As indicated in the table, in the univariate model, the R-squared value (person-organization fit) and a two-variable model (person-organization fit and organizational commitment) were obtained 0.204 and 0.240, respectively. In other words, the second model has been more successful in explaining the variance of predicted variables (0.036).

Table 6. Regression coefficients for the variables of person-organization fit and organizational commitment in predicting job success

Model		Non-standardized coefficients		Standardized coefficients	t	Significance level
		B	Std Error	Beta		
1	Constant	13.597	3.545		0.836	0.000
	Person-organization fit	0.172	0.021	0.452	8.208	0.000

2	Constant	-2.163	5.683		-381	0.704
	person-organization fit	0.149	0.022	0.391	0.908	0.000
	Commitment	0.248	0.071	0.198	3.503	0.001

Table 6 shows regression coefficients for predicting job success. According to the results, two meaningful models have been presented to predict this variable. In the first model, the person-organization fit has been identified as the only predictor with a regression coefficient of 0.452 at a significant level of 0.01. In the second model, two person-organization fit and commitment variables were identified as predictors of job success for both variables with standard regression coefficients of 0.391 and 0.198 with a significance level of 0.01, respectively.

$$\text{Job success} = \text{Person-organization fit (0.391)} + \text{commitment (0.198)}$$

Table 7. The predictive model of job success variables based on components of variables of fit and organizational commitment (stepwise approach)

Model	R	R squared	Adjusted R-squared	Estimated error	Durbin-Watson
1	0.474 ^a	0.225	0.222	7.83	1.717
2	0.529 ^b	0.280	0.274	7.56	
3	0.554	0.307	0.299	7.44	
a. Predictors: constant, Knowledge b. Predictors: constant, knowledge, normative commitment c. Predictors: constant, knowledge, normative commitment, interests D. Dependent variable: Job success					

Table 7 shows the results of multiple stepwise regressions to examine the prediction model of the job success score based on the person-organization fit and organizational variables. The Durbin-Watson index has been used to investigate the self-correlation of the remainders (the residuals are independent). Since this index is close to 2, data can be used to calculate linear regression. As indicated in the table, three models have been proposed to predict success. There is only the component of knowledge in the first model, which alone can predict the 0.225/ of the variance of job success. Knowledge and normative commitment components have been presented as predictors in the second model; this model explains 0.280 of the variance of the dependent variable. Finally, the three-component model consists of knowledge, normative commitment, and interests explaining 0.307 of the variance of job success.

Table 8. Regression coefficients for components of person-organization fit and organizational commitment variables in predicting job success

Model		Non-standardized coefficients		Standardized coefficients	t	Significance level
		B	Std Error	Beta		
1	Constant	23.7	2.26		10.192	0.00
	Knowledge	0.801	0.092	0.474	8.742	0.00
2	Constant	11.266	3.435		3.280	0.001
	Knowledge	0.668	0.93	0.396	7.164	0.00
	Normative commitment	0.517	0.116	0.247	4.460	0.00
3	Constant	5.924	3.772		1.571	0.17
	Knowledge	0.537	0.101	0.319	5.344	0.00
	Normative commitment	0.505	0.114	0.241	4.344	0.00



	Interests	0.464	0.146	0.182	3.177	0.002
--	-----------	-------	-------	-------	-------	-------

a. Dependent variable: Job success

The table above presents the proposed regression coefficients for three models for predicting job success based on the components of person-organization fit and organizational commitment. Based on the results of the table and the choice of the third model (according to the amount of variance explained in relation to the two previous models), the following formula can be used based on standardized coefficients that have been prepared to predict employee career success:

$$\text{Organizational commitment} = \text{Interests (0.182)} + \text{Normative commitment (0.241)} + \text{Knowledge (0.319)}$$

DISCUSSION AND CONCLUSION:

The present study was conducted to investigate the possibility of predicting the job success of employees based on the two variables of person-organization fit and organizational commitment as well as the constituent components of these two variables. Based on the findings of the research, the mean and standard deviation of the two variables of job success were 42.42 and 8.88, person-organization fit (167.87 and 23.26), and organizational commitment (79.17 and 7.1), respectively. According to the results of two-variable correlation, the relationship between criterion variable (occupational success) and predictive variables (fit and commitment) was obtained 0.452 and 0.398, respectively and is significant at an alpha level of $\alpha = 0.01$. In order to develop a regression model, two predictive variables were initially analyzed by means of stepwise method. Based on proposed models, the person-organization fit variable can be used alone as a predictor of success. In this case, an approximately 20% of the variations of the criterion can be explained. Additionally, the use of both variables could potentially predict 24% of the variance of job success. In the next step, the components of the predictive variables were used in the model. Based on the results of stepwise regression, the model containing three components of knowledge and interests (two components of the fit components) and normative commitment (a component of organizational commitment) can explain and predict about 30% of the variance of the criterion variable. In other words, having information regarding the level of knowledge, interests, and normative commitment can significantly predict the career success of the organization's employees. The results of this study are consistent with the findings of the research by Vaziri (2008), Abzari and Abbasi (2008), Naseri et al. (2012), Tomuki and Andera (2011), John Miller and Tarcy (2010) and Verchoerer et al. (2003). The findings of this study can help the managers of organizations to attract and retain their employees. At absorption stage, by taking into account the components of knowledge and interests as well as the normative commitment of the employees, they can hire employees with a higher job success. Furthermore, following recruiting, investing in issues such as raising the level of knowledge, paying attention to interests, and creating normative commitment grounds can help boost the level of job success among employees. Essentially, further studies with a similar topic in other universities and organizations as well as meta-analysis studies on issues related to occupational success can validate the findings of this research and similar studies. By focusing on the occupational success of employees, qualitative research such as ethnography can also detect the obvious and hidden aspects of this important and fundamental variable in organizations.



References

- Allen N J & Meyer J P. The measurement and antecedents of effective continuance and normative commitment to the organization. *Journal of Occupational Psychology*, (1990) 63,1-18.
- Ardalan MR. Cultural background of person - organization fit, Bu-Ali Sina University Press, first edition (2012). (Persian)
- Baruch Y. *Managing Careers: Theory and Practice*. Glasgow, England: Pearson Education Limited. (2004)
- Casper E Sand Fishecin S. Job satisfaction and job success as moderators of the self-esteem of people with mental illnesses. *Psychiatry Rehabilij*, (2002). 26 (1): 33-42.
- Chatman J A. improving interactional organizational research: a model of person_organizational fit, *academy of management review*, (1998) vol.14, pp. 333-49.
- Ekeland P. The Relationship Among Affective Organizational Commitment, Transformational Leadership Style & Unit Organizational Effectiveness within the Corps of Cadets at Texas A&M University. Unpublished PhD Dissertation. Texas: A&M University. (2005)
- Gholipour A; Roshannezhad M, Sherafat S. Explanation of person-organization fit as an effective factor in the alienation of labor and bonded labor, the idea of strategic management, (2010). Issue Avl.ss229-209 [persian]
- Haji Karim AA. Bthayy Atiyah. Intellectual capital management, printing, publishing business publishing company. (2009). [Persian]
- Hosaka T. Assessing Person-Organization Fit to Reduce Turnover (Presented to 24th Annual IMPAAC Conference on Personnel Assessment). (2008).
- Kamynyan, V. The relationship between freedom and commitment of teachers of high school, graduate thesis, Faculty of Education and Psychology, University of Isfahan. (2002). [persian]
- Memarzade G. Mehrnia A. Review of balance of personalities working with high-risk operational jobs, recruitment correct and enhance performance. *Management research in Iran (School of Humanities)*, (2010) 14 (3): 250-227. [Persian]
- Meyer J. Allen, NA three-component conceptualization of organizational commitment. *Human Resource Management Review*, (1991). 1, 61-98.
- Najari R. Kermani B F H. Investigate the relationship between internal and external career success nurses introvert and extrovert personality types, the scientific journal Kermanshah University of Medical Sciences-eighteenth year, (2014). the number seven, October. [Persian]
- Nasseri MohammedAbadi A. Nouri A., Asgari S, R. Mediator role of person-organization fit and job creation and job performance of nurses in government hospitals in Isfahan, and *Health Information Management Journal*, (2012) Issue 27 [Persian]



- Salehzadeh P. Investigate the relationship between job training and job success and satisfaction in Khuzestan Broadcasting Center, a Master's thesis, Beheshti University, Faculty of Education and Psychology. (1997). [Persian]
- Samii F. SADEGHIAN AR. Abedi M. Wish success and career path management, Journal of Human Resources Management University of Imam Hussein. (2013). (AS), Issue 1 (Spring 2014): pp. 53-77. [Persian]
- Sedaqati Fard, M, Khaleg Asadi, Relationship between Job Satisfaction Indices with Organizational Commitment. Professors of Islamic Azad University of Garmsar Branch. Industrial and Organizational Psychological S (2011) New Season, 2[persian] .39-51 p. 6)
- Shafiabadi A. Professional guidance and career counseling and career choice theories, Tehran, Roshd. (2003). [Persian]
- Sinclair R R., Tetrick. L. E. ("Exchange and union Commitment ". Journal of Organizational Behavior, 1995). (16), No6, PP:669-681.
- Trentham S. & Larwood, L. Gender Discrimination and the Workplace: An Examination of Rational Bias Theory. Sex Roles (1998) 38: 1. <https://doi.org/10.1023/A:1018782226876>
- Varquer I M, Beehr A T, Wagner H S. a meta-analysis of relations between person- organization fit and work attitudes"journal of vocational behavior"vol. (2003) (63).
- Vaziri Z. Symmetry of the Institute for Productivity and Human Resources, Training Coordinator number of 202._. (2008) [Persian].
- Vitell S J. The Role of Ethics Institutionalization in Influencing Organizational Commitment, Job Satisfaction, and Esprit de Corps, Journal of Business Ethics, (2008). (81), p:343-353.

