

Human Resource Management: Person Organization Fit and Organizational Commitment

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Abstract

To succeed in today's business turbulent climate, managers need to find ways to strengthen the strategic planning effort, in relation to human capital management, for increasing organizational commitment (OC). This study is offering a kind of management that develops OC not only by calculative factors (satisfaction of needs), but also by psychological aspects: Moral and selfperception (level of value realization and level of self-identity expression). While the OC research literature deals a lot with needs satisfaction, there is lack of studies examining the self - although the social psychology literature has devoted substantial attention to the "self" as a driver of behavior. The study examined the relationships of three aspects of person-organization fit (P-O fit) that contribute to OC - degree of: Needs fulfilment, values realization, self-identity expression, with manifestations of OC: Identification, contribution, staying. The study was based on a questionnaire given to 444 respondents. Findings showed fulfilment of needs to be central in its contribution to OC manifestations, and that its highest contribution was to the component expressing presence. However, satisfaction with values realization and self-identity expression also contributed to OC. Moreover, The three types of P-O Fit were distinct from one another, they contributed differentially to the explanation of OC manifestations, and their respective contributions to the prediction of OC level were additive. Therefore, managers which put emphasis on satisfying their worker's needs but also allow realizing values and expressing selfidentities should extract higher degree of commitment from their members.

Keywords: Person-organization fit, organizational commitment, needs, self-identity, values