Person-Organization fit and Organizational Identity towards its Impact on Organizational Citizenship Behavior in d'Season Hotel

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Abstract—**Person-organization fit is a well known concept nowadays. It has been regarded as a factor that influence employee in many factors such as commitment, identification and turnover, this study examine the impact of POF towards organizational citizenship behavior. OCB is relatively new concept, and it deals with employee's willingness to perform extra task without formal or informal reward. Previous studies found out that OCB is strongly related to organization's capabilities to reach goals. This study also examine correlation between Organizational identity and OCB. This study found out strong correlation between POF and OCB but weak correlation of OI to OCB. Thus POF was found to be a meaningful factor to influence organizational behavior**

Keywords – person-organization fit, organizational identity, organizational citizenship behavior, organizational behavior

I. INTRODUCTION

Since 2008 until 2010, tourism industry in East Java continues to experience growth by 17%. Currently, Java has had 760 Tourism Destination Region (DTW), 264 DTW of nature tourism, cultural tourism from DTW 306 and 190 from DTW special interest tours. Of the total GDP of Rp 778.45 trillion in the year 2010, approximately 30.9% contributed by tourism sector. Meanwhile, domestic tourists visiting East Java this year reached 27 million, up 2.9 million from 2010. Foreign tourists who visit East Java through airport reached 134,876, in other words increases by 7.78% over the same period in 2010 as many as 125,145 people. (http://www.surabayapost.co.id retrieved 2012-02-04).

Nowadays in the competitive world, company need employee whom performance goes beyond their job descriptions or formal duties as a vital source of organization's effectiveness. Previous studies shows that when Yaniv, Lavi and Siti (2010) shows that employee whose value is in congruence with organizational identity tend to have greater willingness to contribute to company's flexibility and ability to realize its business goals (Bowler, 2006; Vigoda, 1999; Podsakoff, *et al.*, 1997).

Previous studies (Riketta and Landerer, 2005; Rauter and Feather, 2004) shows that OCB is influenced by employee identification and commitment. Dutton (1994) in his study stated that high POF leads to strong congruence between personal and organizational values. In conclusion, this study focused on OCB and its antecedent which are POF and OI respectively.

Hospitality industry in the city of Surabaya rises sharply. This is evidenced by the significant increase of number of hotels in Surabaya. In 2006 there were 25 hotels, whereas in 2010, recorded 121 hotels. With this fact in mind, it is imperative for hotel to improve their performance by developing integral areas for service industry such as facility, service provided and most importantly, qualified human resources.

TABLE 1. Hotel Industry Growth in Surabaya

Year	Star-Licensed Hotel	Non-Star Licensed Hotel	Total
2006	16	9	25
2007	17	22	39
2008	22	53	75
2009	26	78	104
2010	29	92	121

Source: Data Summary of East Java Tourism Board (2011)

Positive accomplishment in occupancy rate has been achieved since the establishment of

Hotel. In year 2009 alone, D'Season Hotel reaches occupancy rate of 80%. In year 2010 with total room of 48, occupancy rate reached 85%. To keep up with challanges, since October 2010, d'Season Hotel increases capacity of room to 48 rooms, with addition to class superior room suited for business traveller. In year 2011, D'Season Hotel successfully achieve occupancy rate close to 90%, most customer are corporate and/or proffesionals. Of all d'Season hotel guests, 68% are from corporate, 9.3 % are from travel agents, and 22.6% are from individual account booking (data from March 2009 to December 2011). 53% guests from travel agent and 78.3% guests from individual account booking are staying for business purposes.

d'Season hotel guests are 51% from Jakarta, 17.82 % percent are from Surabaya, 12.6% are from Bandung 3.3% are from Semarang, 3.8% are from Medan, 7.3% are from Malang, and the rest are from other areas like Borneo, Sumatra, Sulawesi, Papua, and overseas

TABLE 2. Hotel Industry Growth in Surabaya

Month	Occupancy Rate		
	2009	2010	2011
January		85.7%	89.1%
February		92.4%	84.3%
March	40.3%	91.9%	89.7%
April	56.8%	89.8%	85.6%
May	80.2%	94.9%	94.5%
June	85.9%	96.9%	92.8%
July	89.6%	99.3%	94.1%
August	70.9%	87.5%	77.7%
September	78.2%	94.2%	90%
October	83.7%	87.5%	96.6%
November	91.4%	89.4%	94.1%
December	92.9%	92.4%	89.4%

Source: d'Season Hotel

To maintain and improve this positive accomplishment, qualified human resources is necessary to maximize productive and efficiency of both employee and the organization that finally contribute to the effective functioning of organization. Human resource is integral in hotel industry because hotel is in service business. Previous study regarding OCB has demonstrated that productivity is closely associated with OCB. For the reason above, the researcher wanted to conduct the relationship between POF and OI towards OCB, so it can be beneficial for d'Season Hotel to compete in competitive hotel industry by developing human resources. In conclusion, this study focused on OCB and its antecedent which are POF and OI respectively in Hotel industry since there is no precedent study about OCB, POF and OI in service industry specifically hotel business.

Based on the result of earlier studies, discussed in the previous section, authors' hypotheses are:

H1: Person-Organization Fit significantly affects Organizational Citizenship Behavior.

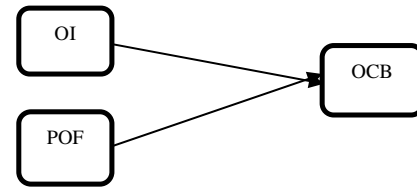H2: Organizational Identity significantly affects Organizational Citizenship Behavior

FIGURE 1. Structural Model
Source: Yaniv, Lavi, and Siti (201)

II. METHODOLOGY

2.1 Measures
The researcher used a closed scale questionnaire, taken from Cable and DeRue (2002). (Using 5 point Likert scale):

Part I - Person-Organisation Fit
The questions were taken from taken from the subjective questionnaire developed by Cable and DeRue (2002). The questionnaire examines employee's personal perception of the congruence between the value of organization and value of personal value of employee. Cable and DeRue (2002) measured POF with three questionnaires.

- The things I value in life are similar to the things that my organization values
- My personal values match my organization's values and cultures.
- My organization's values and culture provide good fit with the thigns I value in life.

This part of questionnaire uses 5 point Likert-scale with 1 as strongly disagree to 5 as strongly agree.

Part 2 - Organizational citizenship behavior
For measuring employees' OCB, the authors used the five-dimension scale developed by Podsakoff et al. (1990). The scale comprises five dimensions included; altruism, courtesy, sportsmanship, conscientiousness and civic virtue. Each 5 items is answered using a 5-point Likert scale anchored from 1 (Strongly disagree) to 5 (Strongly agree).

Part 3 - Organizational identification
The questions were based on a questionnaire developed by Mael and Ashforth (2002) which contains six items. The scale was a Likert scale ranging from 1 (completely disagree) to 5 (completely agree). According to Edwards and

Peccei (2007), there are 3 factors related in dimensions of OI which are: the categorization of the self as an organizational member, the integration of the organization goals and value, and the development of an emotional attachment, belongingness, and membership to the organization. Edward and Peccei (2007) OI's measure:

1. My employment in the organization is a big part of who I am (self categorization and labeling).
2. I consider myself an organization person (self categorization and labeling).
3. What the organization stands for is important to me (values and goals).
4. I share the goals and values of the organization (values and goals).
5. My membership of the organization is important to me (belongingness and membership).
6. I feel strong ties with the organization (belongingness and membership).

2.2 Sample and Data

The study was conducted among employees in d'Season Hotel. There are 60 employees in d'Season Hotel. 65 % of them are male and the rest are female. This survey included managers, supervisors, and staffs from all divisions, such as marketing, Front office, housekeeping, Kitchen, Food and beverage service, Security, Engineering, Finance, Accounting, purchasing, and warehousing.

2.3 Data Source

Data used in conducting this study is primary data, in which they were obtained directly from object of study. Primary data was collected directly by researchers to answer research problem of the study. Primary data can be obtained through distributing questionnaire to all employee of d'Season Hotel. Method of survey, questionnaire will be given directly in controlled environment.

3.4 Hypothesis testing and data analyzes

This study uses SPSS to analyze data acqured. Modeling with SPSS, allows question to be answered in different dimension. Structural equation modeling (SEM) is cluster of statistical techniques that allows testing on related subject simultaneously (Ferdinand, 2000). The advantage of SEM analysis in research is its ability to confirm dimension of a factors and to measure the relationship with existing theories.

III. RESULT AND DISCUSSION

TABLE 3. Component Matrix

Component Matrix	
x1.1	.676
x1.2	.707
x1.3	.617
x2.1	.566
x2.2	.614
x2.3	.548
x2.4	.667
x2.5	.747
x2.6	.615
y1.1	.646
y1.2	.554
y1.3	.414
y1.4	.588
y1.5	.608

Validity will be used as well to measure if the indicators of the research will really be able to measure the concept. As the author will use SPSS 16.00 as the software to analyze the research data, technique that will be use is Bivariate Pearson. Bivariate Pearson will analyze by correlating each item score with total score it will show that the items are able to support in measuring the concept. Bivariate Pearson will compare the r-table and r-statistic number, thus a data will be called valid if r-statistic is bigger than r-table and in positive value (Sunyoto, 2011).

TABLE 4. Reliability Test

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.869	.872	14

Reliability test is a test of consistency in data acquired and whether it is dependable and can be used for further testing. In measuring reliability test, one way is to use Cronbach's Alpha. If the data has Cronbach's Alpha on standardize items greater than 0.06 then it can be considered as reliable (Hair *et al*, 2006). The table above shows value of standardized Cronbach's Alpha greater than 0.06, hence it is reliable.

TABLE 5. Model Summary

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.588[a]	.345	.320	.3793
a. Predictors: (Constant), x2, x1				
b. Dependent Variable: y1				

Table 5 shows the model summary. In regression, the R2 coefficient of determination is a statistical measure of how well the regression line approximates the real data points. Adjusted R2 is a modification of R2 that adjusts for the number of explanatory terms in a model. From Table 6, 68% variance of OCB is influence by other variable

beside POF and OI, while 32% variance of OCB is influence by POF and OI.

Table 7 shows the result of the correlation test and table descriptive statistics explain the priority ranking of different variable in d'Season Hotel. According to table 7, we found the following results in terms of our research hypotheses at a significant level of 5 percent

- There is a significant relationship between Person-Organization fit towards organizational citizenship behavior.
- There is no significant relationship between organizational identities towards organizational citizenship behavior.

TABLE 6. ANOVA

ANOVA[b]						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.945	2	1.973	13.713	.000[a]
	Residual	7.480	52	.144		
	Total	11.425	54			
a. Predictors: (Constant), x2, x1						
b. Dependent Variable: y1						

TABLE 7. Coefficients

Coefficients[a]						
	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.782	.475		5.857	.000
	x1	.354	.107	.472	3.312	.002
	x2	.135	.118	.164	1.150	.256
a. Dependent Variable: y1						

In Table 8 we provide the averages and standard deviation of the independent variables and dependent variable. X1 stands for Person-organization fit, x2 stands for organizational identity, while y1 stands for organizational citizenship behavior

TABLE 8. Descriptive Statistics

Descriptive Statistics			
	Mean	Std. Deviation	N
y1	5.109	.4600	55
x1	4.73333333333333	.613295758376657	55
x2	4.81515151515151	.558024815510053	55

IV. CONCLUSSION

This study examined the relationships between Person-Organization Fit and Organization identity toward organizational citizenship behavior. We found that there is a significant relationship between person organizational fit towards organizational citizenship behavior. This finding is supported with previous studies by Yaniv, Lavi and Siti (2010) in their study in banking industry. This study also found that there is no significant relationship of organizational identity towards organizational citizenship behavior. This finding is contrary to previous studies by Yaniv, Lavi and Siti (2010). The reason behind this anomaly is probably due to different object of study. Studies by Yaniv, Lavi and Siti (2010) use bank which very big in terms of economies of scale. Also the object of the study is a prominent bank in Israel; hence the organizational has been established for quite some time which leads to clear organizational identity.

On the other hand this study uses d'Season Hotel which was established 3 years ago, hence the organizational identity hasn't been identified yet due to recent establishment of business. The finding suggests that d'Season Hotel should employ people that have the same value with the organization to increase organizational citizenship behavior. d'Season Hotel should attempt to improve employee selection process by using qualified human resource department, or assign qualified third party during their employee selection process. This study has its own implication both theoretical and managerial.

Theoretical implications of this study confirm previous study regarding the effect of POF and OI towards OCB (Swann, 1983; Chatman, 1989; Kristoff, 2000; Cable and DeRue, 2002; Miller et al, 2000; Tajfel and Turner, 1997). This study also helps manager to achieve organizational goals by utilizing POF and OI to create conducive OCB which will enable firm to achieve organizational goals Managerial implication of this study is it can be useful for managers to enhance their organizational citizenship behavior. POF was found to be a powerful factor in assisting organization to achieve their goals through motivated and committed worker. For further research, researcher can use different object in different industry to further test the reliability and whether it can be replicated or not. Researcher can also add new variable (such as leadership) to further study relationship of OCB towards other variables.

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