

## **PERSON SUPERVISOR FIT AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR: A CONCEPTUAL PAPER**

Chang Gait Heng Judy, Jahudin Janet  
Faculty of Business, Economics and Accountancy, Universiti Malaysia Sabah, Malaysia

Email: changjudy94@gmail.com

### **ABSTRACT**

This paper presents a better understanding towards the concept of Organisational Citizenship Behaviour (OCB) and Person-Supervisor Fit (P-S Fit) and its relationship at a conceptual level. Previous literature discusses the effects of OCB in positive and negative outcomes. A right level of OCB by employees should be exhibited by considering the relationship of PS Fit in the particular organisation. Using Person-Environment Fit (P-E Fit) theory, we hypothesised that PS Fit has a positive relationship towards OCB. Past literature of OCB and PS Fit and its relationship should provide a direction for additional research to be empirically validated, to be practically used and to be extended in its line of research.

**Keywords:** Organisational Citizenship Behaviour, Person Supervisor Fit, Person Environment Fit Theory, Supervisors

### **1.0 INTRODUCTION**

In the past, much research focused on organisational citizenship behaviour (OCB) which was identified as one the behaviours among employees. Most researchers refer to OCB based on the definition by Organ (1988, p.4) as to "individual 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. According to Tamunomiebi and Owere (2019), OCB may help organisation to sustain and acts as competitive advantage as it promotes positive individual outcomes (Akram, Lei, Haider & Hussain, 2019) such as productivity (Barsulai, Mokopondo and Fwaya, 2019) and effectiveness of the organisation (Sayuti, Hazisma & Riama, 2019). On the contrary, OCB has its downsides in the aspect of organisation and individuality for example, negative workplace gossip (Xie, Huang, Wang & Shen 2019) and wellbeing (Bolino, Hsiung, Harvey & LePine, 2015).

Supervisors are involved in the everyday work experience with the subordinates. One of the theories to describe the relationship of supervisors and subordinates is found in the PE Fit theory. According to Namini, Appel, Jurgensen & Murken (2010), PE fit theory explains the compatibility between individual and work environment which includes person-job fit (P-J Fit), person-organisation fit (P-O Fit), person-group fit (P-G Fit), and person-supervisor fit (P-S Fit). While PO fit emphasises the similarity between individual and organisational values, PJ and PS fit focus on personality, goal and work style similarity or the suitability between individual skills and the group's demand (Huynh, 2019). Dimensions of PE Fit by previous scholars are inadequate to describe the entire framework of OCB. Some noteworthy gaps relating to the antecedents of OCB role definitions (Podsakoff, Mackenzie & Podsakoff, 2018). Therefore, the P-E fit theory will be grounded in this study. According to Kristof Brown, Zimmerman & Johnson

(2005), other types of fit, such as an individual's compatibility with supervisors have emerged as an important research domain and little attention has been paid to person-supervisor fit. PS fit is the most recent addition and has the least attention compared to other dimensions of PE Fit (Guay, Kim, Oh & Vogel, 2019). In exhibiting OCB, the P-S fit is warranted for further investigations and act as an antecedent in this study.

## **2.0 LITERATURE REVIEW**

### **2.1 The Concept of Organisational Citizenship Behaviour (OCB)**

According to Harvey, Bolino and Kelemen (2018), OCB may differ from each and different organisations. The definition of OCB refers to the output that supports the social and psychological environment in which tasks are performed (Hazzi, 2018). To trace back, Organ (1977, p. 95) defines OCB as performance that supports the social and psychological environment. The study Cascio (2016) states that OCB is discretionary behaviours performed outside of one's formal role that help other employees to perform their job or showing support and conscientiousness towards the organisation. According to Jan and Gul (2016), OCB is that "extra role behaviour of the employees that they start exhibiting when they develop a close association with their organisations. In addition, Organ (1998) mentioned the OCB originates from personality which proved by Eumewa, Hein and Hetty (2007) that personality includes three types of OCB such as conscientiousness, agreeableness (ability to agree) and openness to experience have positive effect on OCB employees. According to Whiting and Maynes (2016), OCB behaviour in the form of helping and conscientiousness influenced the performance on the field in the employee's first year. The most often dimensions used to measure OCB are found in Organ (1998) namely, altruism (helping others), conscientiousness (attentiveness), courtesy (preventing conflict), civic virtue (showing involvement), and sportsmanship (perform without complaints). Since OCB is a behaviour that is on a positive side, often employees may self-rate themselves with high OCB which could show biases. Thus, different research has different types in measuring OCB, either in OCB (individual), OCB (organisation), overall OCB, OCB change and OCB team and with different measures, which includes supervisors, peer, and self-evaluation (Becker, 1992; Lambert, Tepper, Carr, Holt and Barelka, 2012; Cole, Carter and Zhang 2013 and Tomlinson, Lewicki and Ash, 2014).

### **2.2 Person Supervisor Fit (P-S Fit)**

P-S fit refers to the chemistry or the dyadic relationship between an individual and the supervisor (Kristof-Brown et al., 2005). The main intention of P-S Fit is to match the gap between an individual to the supervisor. This is to ensure the compatibility of subordinates and the supervisors (Zhang, Ling, Zhang and Xie, 2015) and to reduce concomitant adverse consequences (Andela and van der Doef, 2019). According to Lambert, Leone, Hogan, Buckner, Worley and Worley (2020) recommended the enhancement of supervision as one of the aspects in improving bonds in the organisation. PS fit is the attitudinal compatibility between supervisors and the subordinates (Klaic, Burtscher & Jonas, 2018). In addition, when employees perceive congruence with their supervisors, subordinates could accurately predict supervisor goals and expectations (Colbert, 2004). Kristoff (1996) divides P-S Fit into two main types which are supplementary and complementary. According to Kristoff (1996), complementary fit is when you get what you need as complementary fit occurs when requirements of the supervisor can be fulfilled by the abilities of the subordinates.

Supplementary fit, on the other hand, is the similarity between an individual and a factor of interest (Schoon, 2008). Most P-S Fit literature conceptualise the idea as supplementary fit (Czerw and Czarnota-Bojarska, 2016). The elements such as trust, support, and commitment in the relationship of subordinates and supervisor indirectly affect the level of motivation of the subordinates as supported by Czerw and Czarnota-Bojarska (2016), the willingness to get involved in their organisation which results in high P-S Fit. The similarity-attraction paradigm mentioned that the similarity in traits between leaders and followers can create interpersonal attraction which could lead to higher PS fit (Byrne Gouaux and Griffitt, 1997). According to Chuang, Shen and Judge (2016), the scores of the person supervisor fit scale could allow the identification of the exact reason for a mismatch between a subordinate and a supervisor in terms of personalities, work styles, or leadership styles. Research Enwereuzor, Ugwu, and Nnadozie (2021) used the same scales as proposed by Chuang et al. (2016).

### **2.3 The Relationship of Person Supervisor (P-S) Fit and Organisational Citizenship Behaviour**

PS fit is the similarity of the characteristics of supervisor and the subordinate. According to Sambung and Iring (2014), individual differences play a role in showing their OCB in the workplace. The paradigm from Byrne et al. (1997) discussed that people would be attracted to those who possess similar traits and qualities because subsequent communications among them resulting in guiding behaviours. Recent evidence showed the positive relationship between PS Fit and OCB such as Shao Changzhi (2008), which is based on a sample in Taiwan and takes P-S fit as one of the dimensions of PE fit, acknowledges its positive effect on organisational citizenship behaviour. Research has found PS fit to be related to OCB (Huang and Iun, 2006). When subordinates perceive fair treatment from supervisors, they feel a need to reciprocate by engaging OCB (Deluga, 1995).

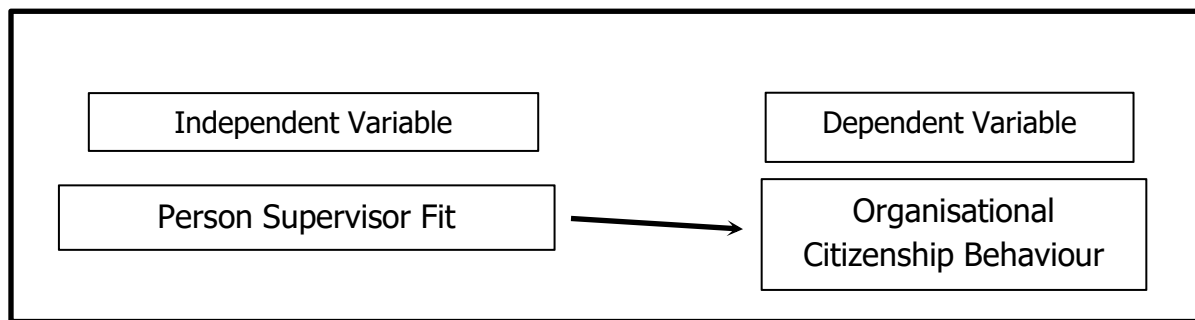
However, as noted by Moorman (1991), only some of the OCB behaviours may be performed within the view of the supervisor. According to Velickovska (2017), the study speaks of the importance of the supervisor valuing the subordinates' work and effort so that they engage in extra organisation activities. Based on Guay et al. (2019), conscientious employees who work with conscientious supervisors are more likely to get consensual validation for their perspectives to perceive higher PS fit (Byrne et al., 1997), thereby subsequently feeling more satisfied with their jobs and engaging more OCB. However, the study of Tomlinson, Lewicki, and Ash (2014) reported positive correlation between PS Fit and OCB for organisations and negative correlation between PS Fit and OCB for individuals. Supervisor characteristics may influence employees' behaviours (van Vianen, A., Shen, C. and Chuang, 2011).

### **3.0 RESEARCH FRAMEWORK**

This conceptual paper uses the template of a "model" paper. According to Cornelissen (2017), a model paper identifies previous unexplored connections between constructs and explains why elements of a process lead to an outcome. In this study, this typically explains how it works for the disclosure of an antecedent (person-supervisor fit) and an outcome (organisational citizenship behaviour). The ground theory of this study, P-E Fit explains the relationship of person and the supervisor in terms of fit which is by comparing the internal aspects of the

person and of the external which includes supervisor's values, personality, goals, and job demands (Oh, Guay, Kim, Harold, Lee, Heo and Shin, 2014).

In the study of Pickford and Joy (2016), personal traits and organisational conditions would encourage individuals to contribute beyond their formal job requirements is much to be discussed. When subordinates' own characteristics are congruent with those of their work environment, they tend to exhibit more OCB (Kristof-Brown et al., 2005). PE Fit theory has contributed to explaining behaviours, such as job performance and organisational citizenship (Giauque, Resentarra and Siggen, 2013). Organ, Podsakoff and Mackenzie (2006) stated that if an organisation has employees who have high organisational citizenship behaviour (OCB), it can be expected that the organisation will be able to face challenges that arise from both internal and external environmental changes. Figure 1 depicts the research framework of this study with the concept of P-E Fit theory.



**Figure 1:** Research Framework

#### **4.0 DISCUSSION**

As P-E Fit theory is grounded in this study, it can be of discretionary behaviours exhibited by subordinates that would support the social and psychological environment in which tasks are performed, which is much discussed by (Hazzi, 2018). The task performed could be related to the performance of the subordinates which would bring the importance of PS Fit. OCB is also defined as a kind of behaviour that emphasises the discretion of people which is not directly rewarded to enhance the organisation's performance (Chib, 2016). According to Huang, Hsieh and He (2014), scholars have suggested that supervisors should relinquish some authority and play new roles as coaches who guide employee behaviours at work. However, supervisors should find other ways to informally reward behaviours such as OCB (Bergeron, Van and Thompson, 2018) in order for subordinates to exhibit further of their extra role.

Training programs should be prepared specifically for frontline supervisors to enhance relationship management capacities (Chih, Kiazad, Cheng, Lajom and Restubog, 2017). Careful consideration wanted and received affects the level of OCB (Podsakoff et al. 2018). Conscientiousness and extraversion are the most powerful predictors of OCB (Singh and Singh, 2009) Prior research, Cascio (2016) revealed that conscientiousness is a dispositional predictor of OCB and findings have shown positive correlation between conscientiousness and OCB (Wang and Bowling, 2016). However, one of the significant findings relating to Moorman (1991), only some OCB behaviours will be performed in the view of supervisors. However, studies such as Guay, Kim, Oh and and Vogel (2019) have researched conscientiousness with PS Fit and OCB.

## **5.0 CONCLUSION AND RECOMMENDATIONS**

In view of all that has been mentioned, one may suppose that by building a holistic understanding of the topic OCB, PS fit is relevant as it contributes towards OCB. Practically, as discussed in the previous section, organisations should apply a person-supervisor fit scale that is useful for the identification of the mismatch of oneself and the supervisors. Besides the fit of person-supervisors, efforts by the organisations or through the supervisors are crucial. PS Fit should be taken into consideration in employee selection in consulting the supervisors, supervisors' training to be provided in order to recognize OCB behaviours and to informally reward employees of the behaviours. Future research should focus on the behaviours that are to be concerned in the OCB behaviours, such as altruism and conscientiousness.

Areas of future research in terms of theory, focusing particularly on the behaviour of conscientiousness and other OCB associated behaviours which relate much to PS Fit. To further research on this topic, researchers should first understand the concept of PS Fit thoroughly. Integration of different fit theories instead of the PE Fit theory can be applied to measure PS Fit and OCB to explore deeper insights. Types and measurement of PS Fit and OCB as discussed in the previous section should be well designed to be methodologically tested to further validate this study. When the PS fit is higher between the supervisor and the subordinate, goals at work are easier to achieve.

## **REFERENCES**

- Akram, T., Lei, S., Haider, M.J. and Hussain, S.T. 2019. The impact of organisational justice on employee innovative work behaviour: Mediating role of knowledge sharing. *Journal of Innovation & Knowledge*.
- Andela, M. and van der Doef, M. (2019), "A comprehensive assessment of the person–environment fit dimensions and their relationships with work-related outcomes", *Journal of Career Development*, Vol. 46 No. 5, pp.567-582.
- Barsulai, S. C., Makopondo, R. O. B. and Fwaya, E. V. O. 2019. 'The Effect of Organisational Citizenship Behaviour on Employee Productivity in Star Rated Hotels in Kenya', *European Journal of Hospitality and Tourism Research*, 7(1), pp.1–8.
- Becker, T. E. 1992. Foci and bases of commitment: Are they distinctions worth making? *Academy of Management Journal*. 35(1), pp.232–244.
- Bergeron, D. M., Esch, C. Van and Thompson, P. 2018. *Oxford Handbooks Online Citizenship Behaviour and Objective Career Outcomes* : A. doi: 10.1093/oxfordhb/9780190219000.013.9.
- Bolino, M.C., Hsiung, H.-H., Harvey, J. and LePine, J.A. 2015. "Well, I'm tired of tryin'!" Organisational citizenship behaviour and citizenship fatigue.. *Journal of Applied Psychology*, 100(1), pp.56–74.
- Byrne, D., Gouaux, C., Griffitt, W., Lamberth, J., Murakawa, N., Prasad, M., Prasad, A. and Ramirez, M. 1971. The Ubiquitous Relationship: Attitude Similarity and Attraction. *Human Relations*, 24(3), pp.201–207.

- Pickford, C. H. and Joy, G. 2016. Organisational Citizenship Behaviours: Definitions and Dimensions. *SSRN Electronic Journal*.
- Cascio, W. F. 2016 *Managing human resources: Productivity, quality of work-life, profit*, tenth edition. New York: McGraw Hill Education.
- Chih, Y.-Y., Kiazad, K., Cheng, D., Lajom, J. A. L., and Restubog, S. L. D. 2017. Feeling positive and productive: Role of supervisor-worker relationship in predicting construction workers' performance in the Philippines. *Journal of Construction Engineering and Management*, 143(8), 04017049.
- Chuang, A., Shen, C. T. and Judge, T. A. 2016. Development of a Multidimensional Instrument of Person-Environment Fit: The Perceived Person-Environment Fit Scale (PPEFS). *Applied Psychology: An International Review*. 65(1), pp.66-98.
- Colbert, A. E. (2004). Understanding the effects of transformational leadership: The mediating role of leader-follower value congruence. Unpublished doctoral dissertation, University of Iowa.
- Cole, M. S., Carter, M. Z. and Zhang, Z. 2013. Leader-team congruence in power distance values and team effectiveness: The mediating role of procedural justice climate. *Journal of Applied Psychology*, 98(6), pp.962-973.
- Cornelissen, J. 2017. Editor's comments: Developing propositions, a process model, or a typology? Addressing the challenges of writing theory without a boilerplate. *Academy of Management Review*, 42(1), pp.1-9.
- Czerw, A., Czarnota-Bojarska, J. 2016. Person-environment fit and attitude towards work as motivators of organisational behaviour. *Psychologia Społeczna*, 36, pp.8-19.
- Deluga, R.J. 1995. The Relationship Between Trust in the Supervisor and Subordinate Organisational Citizenship Behaviour. [Electronic Version]. *Military Psychology*, 7(1), pp.1-16.
- Enwereuzor, I. K., Ugwu, L. E. and Nnadozie, E. E. 2021, Dynamics of person-supervisor fit in relationship quality and well-being of university academicians, *Personnel Review*, Vol. 50 No. 5, pp.1356-1371.
- Euwema, M.C., Wendt, H. and van Emmerik, H. 2007. Leadership styles and group organisational citizenship behaviour across cultures. *Journal of Organisational Behaviour*, 28(8), pp.1035-1057.
- Giauque, D., Resentarra, F. and Siggen, M. 2013. Antecedents of Job Satisfaction, Organisational Commitment and Stress in a Public Hospitals: A PE Fit Perspective. *Public Organiz Rev*.
- Guay, R.P., Kim, Y.-J., Oh, I.-S. and Vogel, R.M. 2019. The Interaction Effects of Leader and Follower Conscientiousness on Person-Supervisor Fit Perceptions and Follower Outcomes: A Cross-Level Moderated Indirect Effects Model. *Human Performance*, 32(3-4), pp.181-199.
- Harvey, J., Bolino, M.C. and Kelemen, T.K. 2018. Organisational Citizenship Behavior in the 21st Century: How Might Going the Extra Mile Look Different at the Start of the New Millennium? *Research in Personnel and Human Resources Management*, pp.51-110.
- Huang, X. and Iun, J. 2006. The impact of subordinate-supervisor similarity in growth-need strength on work outcomes: The mediating role of perceived similarity. *Journal of Organisational Behaviour*, 27, pp.1121-1148.
- Huang, X., Hsieh, J. J., and He, J. 2014. Expertise Dissimilarity and Creativity: The Contingent Roles of Tacit and Explicit Knowledge Sharing. *Journal of Applied Psychology*. 99, pp.816-830.

- Jan, Z. and Gul, A. 2016. Strategic Use for Organisational Citizenship Behaviour. A tool for Gaining Competitive Advantage. 4.
- Lambert, L. S., Tepper, B. J., Carr, J. C., Holt, D. T. and Barelka, A. J. 2012. Forgotten but not gone: An examination of fit between leader consideration and initiating structure needed and received. *Journal of Applied Psychology*. 97(5), pp.913–930.
- Lambert, E. G., Leone, M., Hogan, N. L., Buckner, Z., Worley, R., & Worley, V. B. 2020. To be committed or not: A systematic review of the empirical literature on organisational commitment among correctional staff. *Criminal Justice Studies*.
- Lehmann-Willenbrock, N., Grohmann, A. and Kauffeld, S. 2012. Promoting Multifoci Citizenship Behaviour: Time-Lagged Effects of Procedural Justice, Trust, and Commitment. *Applied Psychology*, 62(3), pp.454–485.
- Mirković, B., & Čizmić, S. 2019. Demographic Characteristics and Organisational Citizenship Behaviour of Employees. *Work Psychology*, pp.54-46.
- Muzhikov, V. et al. 2018 'Structure of Interchannel and Five Primary Elements Connections According to the Test of Akabane', *International Journal of Chinese Medicine*, 6, pp.58–66.
- My, T. and Huynh, H. 2020 'Organisational citizenship behaviour in the Vietnamese Thi My Hanh Huynh. To cite this version : HAL Id : tel-02490933 Comportement de la citoyenneté organisationnelle dans le contexte culturel vietnamien'.
- Namini, S., Appel, C., Jürgensen, R. and Murken, S. 2010. How is Well-Being Related to Membership in New Religious Movements? An Application of Person-Environment Fit Theory. *Applied Psychology*, 59(2), pp.181–201.
- Oh, I.S., Guay, R.P., Kim, K.H., Harold, C.M., Lee, J.H., Heo, C.G. and Shin, K.H. 2014, "Fit happens globally: A meta-analytic comparison of the relationships of person environment fit dimensions with work attitudes and performance across East Asia, Europe, and North America", *Personnel Psychology*, Vol. 67 No. 1, pp.99-152.
- Organ, D. W. 1998. *Organisational Citizenship Behaviour: The Good Soldier Syndrome*. Lexington, MA: Lexington Books.
- Organ, D. W., Podsakoff, P. M. and Mackenzie, S. B. 2006. Organizational Citizenship Behaviour: Its nature, antecedents, and consequences.
- Klaic, A., Burtscher, M.J. and Jonas, K. 2018. Person-supervisor fit, needs-supplies fit, and team fit as mediators of the relationship between dual-focused transformational leadership and well-being in scientific teams. *European Journal of Work and Organisational Psychology*, 27(5), pp.669–682.
- Korulczyk, T. and Cooper-Thomas, H.D. 2021. Person–Supervisor Fit and Proactive Behaviour and Unethical Behaviours. *Roczniki Psychologiczne*, 23(3), pp.247–266.
- Kristof, A.L. 1996. Person-Organisation Fit: An Integrative Review Of Its Conceptualizations, Measurement, And Implications. *Personnel Psychology*, 49(1), pp.1–49.
- Kristof-brown, A.L., Zimmerman, R.D. and Johnson, E.C. 2005. Consequences Of Individuals' Fit At Work: A Meta-Analysis Of Person-Job, Person-Organisation, Person-Group, And Person-Supervisor Fit. *Personnel Psychology*. 58(2), pp.281–342.
- Sambung and Iring. 2014. *Pengaruh Kepribadian Terhadap Organizational Citizenship Organization Dengan Komitmen Organisasi Sebagai Intervening*. Jurnal Manajemen dan Akuntansi, 3(1), pp. 1-16.
- Sayuti, A. J., Hazisma, S. and Vera Riama, L. 2020. 'Determinants of Organisational Citizenship Behaviour and Its Implication Towards Employee Performance', 111(Icoborot 2018), pp.217–224. doi: 10.2991/icoborot-18.2019.32.

- Schoon, H. 2008. Person-Supervisor Fit: Implications for Organisational Stress, Organisational Commitment, and Job satisfaction. Tiger Prints.
- Tamunomiebi, M. D. and Onah, G. O. 2019. 'Organisational citizenship behaviour: a critical review of its development in a diversity driven workplace', *The Strategic Journal of Business & Change Management*, 6(1), pp.41–60.
- Tomlinson, E. C., Lewicki, R. J. and Ash, S. R. 2014. Disentangling the moral integrity construct values congruence as a moderator of the behavioural integrity–citizenship relationship. *Group and Organisation Management*. 39(6), pp.720–743.
- van Vianen, A.E.M., Shen, C.-T. and Chuang, A. (2010). Person-organisation and person-supervisor fits: Employee commitments in a Chinese context. *Journal of Organisational Behaviour*, 32(6), pp.906–926.
- Velickovska, I. 2017. The International Student Journal for Theory and Practice of Management Science. (n.d.).
- Whiting, S.W. and Maynes, T.D. 2016. Selecting team players: Considering the impact of contextual performance and workplace deviance on selection decisions in the National Football League. *Journal of Applied Psychology*, 101(4), pp.484–497.
- Xie, J., Huang, Q., Wang, H. and Shen, M. 2019. Coping with negative workplace gossip: The joint roles of self-monitoring and impression management tactics. *Personality and Individual Differences*, [online] 151, p.109482.
- Zhang, J., Ling, W., Zhang, Z. and Xie, J. (2015). Organisational Commitment, Work Engagement, Person–Supervisor Fit, and Turnover Intention: A Total Effect Moderation Model. *Social Behaviour and Personality: an international journal*, 43(10), pp.1657–1666.
- Zheng, F. and Hahm, S. W. 2019. 'The effects of person-organisation fit, person-job fit, and person-supervisor fit on work-to-family enrichment', *International Journal of Innovation, Creativity and Change*, 7(4).