

# The Relationship between Person-Organization Congruence, Person-Role Conflict and Job Outcomes of Salesperson: A Study in the International Medicine Company in Turkey

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**Abstract:** The purpose of this study was to appraise the relationship between person-organization congruence, person-role conflict and job outcomes of salesperson. Data were gathered from sales force of an international medicine company by using survey. Correlation analysis was employed to verify the hypotheses. The results of the analysis revealed that there was a relationship between organizational congruence and some of role conflict variables and job outcomes of salesperson as well. In addition, relationships also existed between some of role conflict variables and job outcomes of salesperson. The results of studies were discussed and recommendations were provided for managerial implications and future research.

## Introduction

The congruence of organizational culture and employees' value preferences is a predictor of individual work behavior such as performance, motivation, commitment, satisfaction and turnover intention (O'Reilly & Chatman 1986; Lauver & Kristof-Brown 2001; Cable & DeRue 2002; Sekiguchi 2004; Hoffman & Woehr 2006; Nelson & Billsberry 2007, Kilic et al, 2008). Although salespersons are generally work out side of organization they affected by organizational culture. Salespersons's different roles which take place inside or outside of organization are to be faced with diverse demands. When the salesperson encounters two or more incongruous job demands from his organizational superiors, customers, family members, or other role partners, role conflict takes place (Walker et al., 1975:32). Some research findings indicated role conflict did not significantly affect performance (Ingram and Lee, 1990). Some studies like Dubinsky and Mattson (1979) stated that salespersons role conflict is inversely related to job performance. On the one hand, Singh suggested that (1998) role conflict as a role stressor had a negative linear relationship with job performance. On the other hand, there are some studies whose results indicated that a positive relationship between role conflict and job performance (Babin and Boles, 1996; Behrman and Perreault, 1984). Singh (1998) notes that role conflict had a positive linear relationship with turnover intention. On the other side Rizzo et all (1970) pointed out that role conflict correlated weakly but positively with intention to leave organization. In literature mixed research results exist for relationship between role conflict and organizational commitment. Some findings indicated that role conflict was strong and negative (Numann et all 2000), and inverse (Dubinsky and Mattson,1979) related to organizational commitment. On the other side, some of the results represent role conflict positively related to organizational commitment (Ingram and Lee, 1990). Nevertheless, some findings suggested that diminishing salespeople role conflict was not likely to have a important direct impact upon their organizational commitment (Johnston et al., 1990: 341).

Organizational behaviour literature indicates that there is a relationship between individual-organizational culture congruence and job outcomes. And there is a relationship between role conflict and some job outcomes. The aim of this study is to investigate the relationships of person-organization congruence, person role conflict and job

outcomes of salesperson in our research model. In this context the study was conducted a survey with 110 salespersons who work in Turkish sales team of an international medicine company.

## Conceptual Background

### Person-Organization and Person-Job Fit

*Person organization fit:* Kristof (1996) defined concept of person organization fit as “ *the compatibility between people and organizations that occurs when: (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or both*”. The compatibility between personal and organization beliefs, individual and company goals, how well a firm fulfils their employee needs and how properly the personality of individual fits the company context can determine person-organization fit (Valentine et al, 2002:350).

It is common that in the literature, lower levels of work-related stress have also been associated with high levels of P-O fit (Kristof, 1996:28). Because the role conflict is affirmed as one of the role stressors (Weeks, 2010; Singh, 1998), it may be expected that higher levels of P-O fit, lower levels of role conflict. Studies done in recent years indicated that there is a positive correlation between person organization fit and organizational commitment (Kristof-Brown et al 2005; Valentine et al 2003; Kristof, 1996); performance and person-organization fit, as well (Kristof-Brown et al., 2005) and person organization fit has a positive direct effect on organizational commitment (Jaramillo et al., 2009). Also Silva et al (2010) proved that the higher the level of congruity between respondents’ perceptions of their current organization’s strategy with their ideal strategy was, the more the individuals got committed to their organization, more likely they were to stay with their organization.

*Person job fit:* Person job fit is defined as the relationship between a person’s characteristics and those of the job or task (Week, 2010:74). Whereas person-job fit occurs when the chance to deal with multiple tasks at the same time is compatible with person’s preferences in that way, person-job misfit appears when the chance to deal with multiple tasks at the same time is different from person’s preferences (Hecht and Allen,2005:157). Kristof-Brown et al (2005) predicated that person job fit had correlation with organizational commitment and performance.

### Role Conflict

Role conflict is defined by Rizzo et al (1970) as a “*dimensions of congruency-incongruency or compatibility-incompatibility in the requirement of the role where congruency or compatibility is judged relative to a set of standards or conditions which impinge upon role performance*”. (Rizzo et al., 1970:155). Role conflict takes place when the salesperson encounters two or more incongruous job demands from his organizational superiors, customers, family members, or other role partners (Walker et al., 1075:32). In other words, if salespeople believe that their two or more role set’s -such as boss and customer- expectations and demands are different from each other, role conflict will arise (Singh, 1998: 70). Many kinds of conflicts may result from incompatibility or incongruency as follows (Rizzo et al., 1970,155):

- conflict between the focal person’s internal standards or values and the defined behaviour.
- conflict between time, resources or capabilities of the focal person and defined role behaviour.
- conflict between several roles for the same person which require different or incompatible behaviours or changes in behaviour as a function of the situation.
- conflicting expectations and organizational demands in the form of incompatible polices, conflicting requests from others, and incompatible standards of evaluations.

### Job Outcomes

*Performance:* Performance is traditionally described in terms of salespeople behaviour which has been assessed from the aspect of their contributions to the organization goals (Ingram et al,1989:26-27). In sales management, job performance may be accepted as a key and critical main issue that provides information to management for managerial decisions such as compensating, training and improving performance (Jaramillo et al, 2005:706). However, the literature provides little empirical support for stress–performance relationships (Jones et al, 2007: 665), research findings in sales management concerning the association between role conflict and performance are mixed. Some research findings indicated role conflict did not significantly affect performance (Ingram and Lee, 1990). Some studies like Dubinsky and Mattson (1979) stated that salespersons role conflict is inversely related to job performance. On the one hand, Singh suggested that (1998) role conflict as a role stressor had a negative linear

relationship with job performance. On the other hand, there are some studies whose results indicated that a positive relationship between role conflict and job performance (Babin and Boles, 1996; Behrman and Perreault, 1984). Behrman and Perreault (1984) found role conflict was positively related to performance in their research. In the research authors pointed out it may be important to handle role conflict in order to perform effectively. Onyemah (2008) demonstrated that inverted-U relationship existed between role conflict and performance. Also author suggested that all levels of role stressor did not have destructive effect on salesperson performance. Role stressor can be useful for stimulating sales person performance if role stressor maintains at moderate levels. Because role conflict is the one of the role stressors (Weeks,2010; Singh, 1998) this suggestion can be true for role conflict.

*Intention to leave:* Intention may be a good predictor to estimate actual turnover rate of employee (Choi,2006:326). Singh (1998) notes that role conflict had a positive linear relationship with turnover intention. On the other side Rizzo et all (1970) pointed out that role conflict correlated weakly but positively with intention to leave organization.

*Organizational commitment:* Commitment is deemed as a partisan, affective loyalty to an organization's aims and values, to one's role in relations to goals and values, and to the organization for its own sake other than its purely instrumental worth. It consists of three components: identification: adoption as one's own goal and values of the organization; involvement: psychological immersion or absorption in the activities of one's work role; loyalty: a feeling of affection for and attachment to the organization (Buchanan, 1974.533). All firms and all functional areas within firms want their employees to be committed to their respective organizations. Committed subordinates are believed to dedicate more of their time, energy, and talents to the organization (Hunt et al.,1985:112-113).

In literature mixed research results exist for relationship between role conflict and organizational commitment. Some findings indicated that role conflict was strong and negative (Numann et all 2000), and inverse (Dubinsky and Mattson,1979) related to organizational commitment. On the other side, some of the results represent role conflict positively related to organizational commitment (Ingram and Lee, 1990). Nevertheless, some findings suggested that diminishing salesperson's role conflict was not likely to have an important direct impact upon their organizational commitment (Johnston et al., 1990: 341).

## Research Model and Hypotheses

In this research, person organization congruence was handled within two dimensions: person-organization (P-O) fit and person-job (P-J) fit. Source of role conflict consisted of five variables which were family, job, supervisor, customers and self. As job outcomes, three of job outcomes (performance, organizational commitment and intention to leave) were given places in this research. It was identified whether there was a relationship between organization congruence and job outcomes and variables of role conflict in this study. In this context research model was presented in Figure 1:

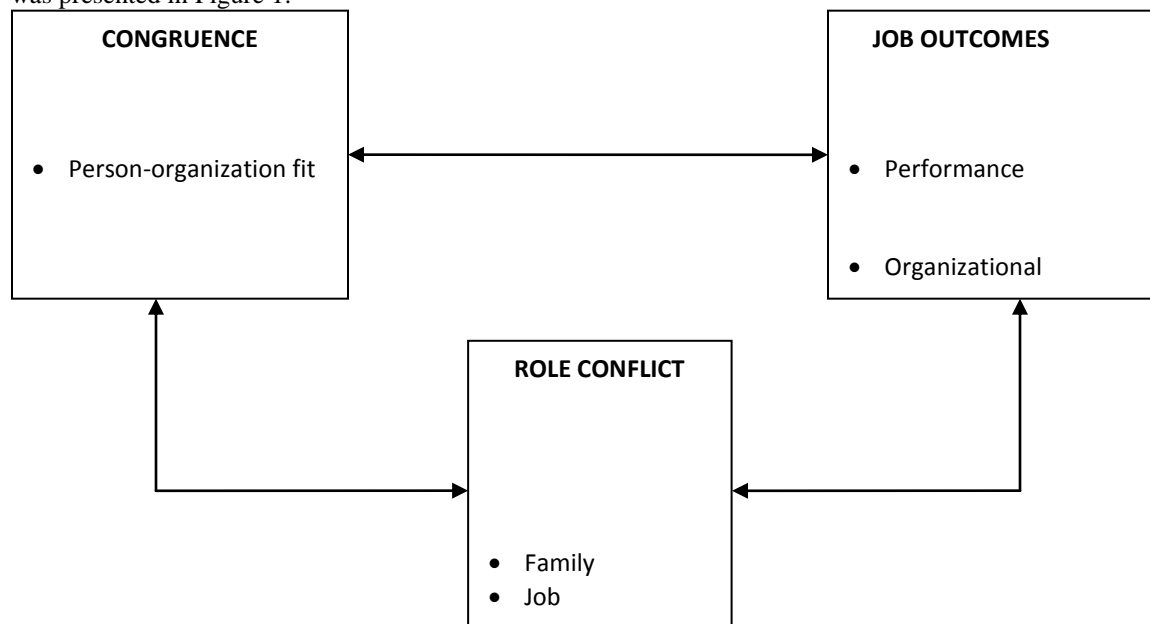


Figure 1: Research Model

The hypotheses expected to be tested through this study are as follows:

**H<sub>1</sub> P-O fit will be related to**

- H1a: all variable of salesperson role conflict positively.
- H1b: performance of salesperson positively.
- H1c: organizational commitment of salesperson positively.
- H1d: intention to leave behaviour of salesperson negatively.

**H<sub>2</sub> P-J fit will be related to the**

- H2a: all variable of salesperson role conflict positively.
- H2b: performance of salesperson positively.
- H2c: organizational commitment of salesperson positively.
- H2d: intention to leave behaviour of salesperson negatively.

**H<sub>3</sub> Role conflict variable**

- H3a: family will be positively related to the job performance of salesperson.
- H3b: job will be positively related to the job performance of salesperson.
- H3c: supervisor will be positively related to the job performance of salesperson.
- H3d: customers will be positively related to the job performance of salesperson.
- H3e: self will be positively related to the job performance of salesperson.

**H<sub>4</sub> Role conflict variable**

- H4a: family will be positively related to the salesperson organizational commitment.
- H4b: job will be positively related to the salesperson organizational commitment.
- H4c: supervisor will be positively related to the salesperson organizational commitment.
- H4d: customers will be positively related to the salesperson organizational commitment.
- H4e: self will be positively related to the salesperson organizational commitment.

**H<sub>5</sub> Role conflict variable**

- H5a: family will be negatively related to the intention to leave behaviour of salesperson.
- H5b: job will be negatively related to the intention to leave behaviour of salesperson.
- H5c: supervisor will be negatively related to the intention to leave behaviour of salesperson.
- H5d: customers will be negatively related to the intention to leave behaviour of salesperson.
- H5e: self will be negatively related to the intention to leave behaviour of salesperson.

**Method**

The data used in this study were collected by mail survey. Participants consisted of salesperson of an international medicine company in Turkey. Although totally 110 questionnaires were sent to salespersons, only 42 questionnaires were useable for analysis. Therefore, 42 questionnaires were utilized in this study.

Scales used in previous research were employed to measure the study variables. 6 main scales were employed in the study: 1) person organization fit, 2) person-job fit, 3) organizational commitment, 4) job performance, 5) intention to leave and 6) role conflict. Person-organization fit was measured with a 3-item scale taken from Cable and Judge (1996), person-job fit was measured with a 6-item taken from Brkich et al. (2002), organizational commitment was measured with a 6-item taken from Mathews and Shepherd (2002), job performance was measured with a-9 item taken from Befford and Hattrup (2003), Borman and Motowidlo (1993) and intention to leave was measured with a-3 item taken from Seashore and et al. (1982). Role conflict scale was adapted from Chonko and et al.'s (1986) which was in Handbook of Marketing Scales (Bearden and et al. 1993). Scale of role conflict consisted of five dimensions: job, family, supervisor, customer and self, and totally 30 items were used to measure role conflict. All instruments were rated on a 5- point scale comprised of 5 (strongly agree) and 1 (strongly disagree).

## Analysis and Research Findings

A summary of the sample characteristics is presented in Table 1. The sample included 8 females (%19) and 34 males (%81). %64.3 was between 32-38 years old. A majority of participants (%78.6) had university degree and percentage of tenure for 6-10 years was %40.5.

Variable		Frequency	Valid Percent
<b>Gender</b>	Female	8	19.0
	Male	34	81.0
<b>Age</b>	25-31	6	14.3
	32-38	27	64.3
	39-45	9	21.4
<b>Education</b>	College	6	14.3
	University	33	78.6
	Master	3	7.1
<b>Tenure</b>	1-5 years	12	28.6
	6-10 years	17	40.5
	11-15 years	12	28.6
	16-20 years	1	2.4

**Table I.** Sample Characteristics

## Descriptive Statistics and Scale Reliabilities

The descriptive statistics and reliabilities estimates are presented in Table II. As shown in the table each variable's mean scores were between 3 and 4, except for job performance and intention to leave. These results indicated that the respondents had medium P-O fit, P-J fit, organizational commitment, and role conflict. In addition, respondents presented high job performance and low intention to leave. Reliability analysis revealed that the measure had acceptable internal consistency and Cronbach's Alpha for the PO fit, PJ fit, organizational commitment, job performance, intention to leave, and role conflict variables; family, job, supervisor, customers and self measure were 0.93, 0.89, 0.93, 0.95, 0.97, 0.84, 0.87, 0.87, 0.82 and 0.74 respectively.

	Mean	Std. Deviation	Cronbach's Alpha
P-O Fit	3.7937	.73603	.93
P-J Fit	3.7222	.76125	.89
Organizational Commitment	3.6905	.83664	.93
Job Performance	4.0344	.73682	.95
Intention to Leave	2.1667	1.03135	.97
Family	3.2202	.84860	.84
Job	3.2560	.81616	.87
Supervisor	3.2619	.70452	.87
Customers	3.7476	.62946	.82
Self	3.4714	.79978	.74

**Table II.** Descriptive Statistics and Reliability Statistics

All items were rated on a 5 point scale anchored by 1:strongly disagree and 5: strongly agree.

## Test of Hypotheses

In the present study, the hypotheses were tested using correlation analysis in SPSS 15. Correlation analysis is used to fasten down whether a relationship exists and with determining its magnitude and direction. Its common characteristics are as follows: Two sets of measurement are obtained on the same individuals or on pairs of individuals who are on some basis. The values of the correlation coefficients vary between +1 and -1. Whereas a positive correlation ( $0 < r < 1$ ) indicates that individuals obtaining high scores on one variable tend to obtain high scores on a second variable, a negative correlation ( $-1 < r < 0$ ) indicates that individuals obtaining low scores on one variable tend to obtain high scores on a second variable (Ho, 2006:183-184). The closer the correlation value is to +1 or/and -1, stronger is that tendency and the closer the correlation value is to 0, the weaker is that tendency (George and Maller, 2003:124-125). Explanation of correlation coefficient between two variables may be presented as follows; 0.00- 0.25 very weak, 0.26-0.49 weak, 0.50- 0.69 medium, 0.70- 0.89 strong and 0.90-1.00 very strong (Kalaycı, 2006:116). The results of correlation analysis are presented in Table III.

	P-OFit	P-JFit	Job Performance	Organizational Commitment	Intention to Leave	Family	Job	Supervisor	Customers	Self
<b>P-OFit</b>	1									
<b>P-JFit</b>	.751 (**)									
<b>Organizational Commitment</b>	.783 (**)	.836 (**)								
<b>Job Performance</b>	.765 (**)	.712 (**)		.747 (**)						
<b>Intention to Leave</b>	-.693 (**)	-.778 (**)	-.805 (**)	-.829 (**)						
<b>Family</b>	.312 (*)	.393 (*)	.274	.408 (**)	-.396 (**)					
<b>Job</b>	.445 (**)	.510 (**)	.423 (**)	.592 (**)	-.554 (**)	.720 (**)				
<b>Supervisor</b>	.457 (**)	.477 (**)	.326 (*)	.569 (**)	-.566 (**)	.757 (**)	.767 (**)			
<b>Customers</b>	.415 (**)	.329 (*)	.577 (**)	.356 (*)	-.362 (*)	.470 (**)	.525 (**)	.518 (**)		
<b>Self</b>	-.019	-.009	-.052	-.015	.303	-.088	.089	-.156	.155	1

**Table III.** Pearson Correlations

\*\* Correlation is significant at the 0.01 level (2-tailed). \* Correlation is significant at the 0.05 level (2-tailed).

**Hypotheses 1:** P-O fit was positively related to the all variables of salesperson role conflict excepted from self. Therefore, H1a was supported partially. Nevertheless, all the relationships were weak which were supported, by the fact that all correlation coefficient were between 0.26- 0.49. Moreover, H1b ( $p < 0.01$ ), H1c ( $p < 0.01$ ) and H1d ( $p < 0.05$ ) were supported. Therefore, P-O fit was related to performance and organizational commitment of salesperson positively, and intention to leave behavior of salesperson negatively. On the one hand, the higher scores on P-O fit, the higher scores on salesperson role conflict (job, family, supervisor and customers), organizational commitment and performance. On the other hand, the higher P-O fit, the lower intention to leave behavior of salesperson. In addition, relationship between P-O fit and performance ( $r = 0.765$ ) and organizational commitment of salesperson ( $r = 0.783$ ) was strong, relationship between P-O fit and intention to leave behavior of salesperson ( $r = -0.693$ ) medium.

**Hypotheses 2:** Outside the self, P-J fit was positively related to the all variables of salesperson role conflict. Consequently, H2a was supported partially. As shown in the correlation coefficient table, the relationships between P-O fit and family, supervisor and customers role conflict variables were weak, and job medium. Besides, there were relationships between P-O fit and organizational commitment and job performance of salesperson positively, and relationships were found between P-J fit and intention to leave behavior of salesperson negatively. Therefore, 2Hb, H2c and H2d were supported ( $p < 0.01$ ). On the one hand, the higher scores on P-J fit, the higher scores on

salesperson role conflict (job, family, supervisor and customers), organizational commitment and performance. On the other hand, the higher P-J fit, the lower intention to leave behavior of salesperson. Furthermore, all of the relationships between P-J fit and organizational commitment, performance and intention to leave behavior of salesperson were strong because of all the correlation coefficients were between 0.70- 0.89.

**Hypotheses 3:** H3a and H3e were not supported ( $p > 0.05$ ) while, as a role conflict variable job, supervisor and customer were found to be related positively with job performance of salesperson, supporting H3b ( $p < 0.01$ ), H3c ( $p < 0.05$ ) and H3d ( $p < 0.01$ ). Therefore, obtaining high scores on role conflict variable job, supervisor and customer provides a tendency to obtain high scores on salesperson performance. In addition, positive relations were found weak for job ( $r = 0.423$ ) and supervisor ( $r = 0.326$ ) but medium for customers ( $r = 0.577$ ).

**Hypotheses 4:** There were positive relationships among all variables of role conflict without self and salesperson organization commitment. H4a ( $p < 0.01$ ), H4b ( $p < 0.01$ ), H4c ( $p < 0.01$ ) and H4d ( $p < 0.05$ ) were supported but H4e ( $p > 0.05$ ) not. Family ( $r = 0.408$ ) and customers ( $r = 0.356$ ) variables of role conflict had a weak positive relation between salesperson organizational commitment whereas, job ( $r = 0.592$ ) and supervisor ( $r = 0.569$ ) variables of role conflict had a medium positive relation. Intercalary, the higher scores on role conflict variables family, job, supervisor and customers, the higher scores on salesperson organizational commitment.

**Hypotheses 5:** Our results indicated that variables of role conflict like family, job, supervisor and customers were related to the intention to leave behavior of salesperson negatively, supporting H5a ( $p < 0.01$ ), H5b ( $p < 0.01$ ), H5c ( $p < 0.01$ ) and H5d ( $p < 0.05$ ) but H5e ( $p > 0.05$ ) not. In addition, negative relations were medium for job and supervisor, and weak between customers- as role conflict variable- and the intention to leave behavior of salesperson.

## Conclusion

The results of the analysis provided that there was a correlation between organizational congruence and some of role conflict variables and job outcomes of salesperson as well. In addition, relationships also existed between some of role conflict variables and job outcomes of salesperson. In this context, P-O fit was positively related to role conflict variables family, job, supervisor and customers, and performance, organizational commitment and intention to leave. P-J fit was related to family, job, supervisor, customers as a role conflict variable, and performance, organizational commitment and intention to leave positively. As a job outcome, performance was positively associated with role conflict variable, job, supervisor and customers. Moreover, there was a positive correlation between organizational commitment and role conflict variable family, job, supervisor and customers. Additionally, negative relation was found between intention to leave and family, job, supervisor and customers as role conflict variables.

The results of this study offer several implications for sales management. For sales managers who wish to increase performance and organizational commitment and decrease intention to leave among sales force, several recommendations are suggested. Sales managers should consider salesperson's congruence with organization and job. This study's results provided that there is strong relationship between person-organization congruence and job outcomes. For instance, the higher P-O fit, the higher salesperson organizational commitment and performance and the lower intention to leave behavior of salesperson. Sales managers should also give serious weight to role conflict. Role conflict variables like family, job and supervisor may be useful to increase P-O fit, P-J fit organizational commitment and performance of sales person and decrease intention to leave. Nevertheless, managers should be careful when using role conflict as an indicator for job outcomes since there are some evidence that mixed relations exist between role conflict and job outcomes.

This study has some limitations. Sample size and usage of only one sector are important considerations preventing from generalizing the results of the study. In addition in the study, not all types of job outcomes, role stressors and person- organization congruency were examined. Therefore, future studies could expand sample sectors like services sectors. It would be interesting to investigate the relationship between other job outcomes variables like job satisfaction and other types of person-environment fit. Furthermore, one potential research avenue is to examine relationship between role ambiguity as a role stressor and person-organization congruence, and job outcomes as well.

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## **An Analysis of the Contents of the Studies Carried Out on the Relationship between the Strategy and the Performance of the Organization**

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**Abstract:** The aim of this research is to analyze the methodology used in the papers that deal with the relationship between strategy and business performance in the last decade. In this context; it is intended to determine the fields of study on which the papers focus, the research methods and data collection techniques used and the findings achieved, and to compare and contrast the findings obtained with the methods of research used. In this research, a qualitative research method was used and the data were acquired through literature review. The data acquired were put to content analysis and they were analyzed within the theoretical framework formed in accordance with the objectives of the research. The main restriction of the research is that the academic papers only in the data bases of Emerald and Scencedirect were included in the research. Within this, 15 papers in both data bases mentioned were reviewed. The findings of the research indicate that the papers reviewed have been published in 10 different academic journals and they focus on 6 different fields. Furthermore, quantitative research methods were used in 11 of total 15 papers whereas qualitative research methods were used in 4 of them. Questionnaire technique was chosen to collect data in the papers in which quantitative research methods were used. On the other hand, while literature review was mainly preferred in the papers in which qualitative research methods were used, case method was used in one of them. The results of the research point out that the papers have similar findings although they have used different methods, and it has been found out that there is a positive relationship between strategy and business performance in the consequence of each paper.

**Key Words:** Strategy, performance, methodology.

### **Introduction**

Strategic management is an understanding which has focused on the organization's continuing its life and providing superiority in competition. Due to this, it is true and important to handle and explain the concepts of "performance" and "performance evaluation" with the approach of strategic management. The organizations should develop their strategies and evaluate to what extent they have fulfilled their strategies in order to continue their existence. The success measure in the market where the organizations operate is to obtain profitability above the average. Performance evaluation is an important means in finding out whether the organizations have achieved this profitability or not or to what extent they have achieved (Pongatichat & Johnston, 2008).

Today the rapid and intensive environmental changes and uncertainties affect the sector structures and the dynamics of the organizations, the organizational process and functions, the market structures directly. These interactions may cause the organizations to disappear in the area they operate in by affecting their performance and profitability. Because of this, performance and performance evaluation systems are very important for the