

THE EFFECT OF INDIVIDUAL-ORGANISATION FIT ON JOB SATISFACTION : THE CASE OF PRIVATE SECTOR EMPLOYEES IN THE TURKISH REPUBLIC OF NORTHERN CYPRUS (KKTC)

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ABSTRACT

The main purpose of this study is to examine the relationship between the level of individual–organisation fit and job satisfaction among employees working in the private sector in the Turkish Republic of Northern Cyprus (TRNC). The research was designed using a quantitative method and employed a relational survey model to identify and analyse relationships between variables. During the data collection process, 385 participants were reached through a convenience sampling method from among individuals employed in various private sector organisations across the TRNC. The Individual–Organisation Fit Scale and the Minnesota Job Satisfaction Scale were used as data collection instruments. The data gathered were analysed using SPSS 28 statistical software. The results revealed a significant and positive relationship between individual–organisation fit and overall job satisfaction. The findings indicate that employees who perceive a higher degree of alignment between their personal values, goals, and the organisational culture tend to report greater job satisfaction levels. Furthermore, the study examined the effects of various demographic variables and found that factors such as age, marital status, education level, and years of work experience create meaningful differences in both individual–organisation fit and job satisfaction. Specifically, the results showed that employees' perceptions of fit and satisfaction increased with age and work experience, suggesting that mature and experienced employees are more likely to feel aligned with their organisations and satisfied in their roles.

It was also determined that female and married employees reported higher levels of individual–organisation fit and job satisfaction than their male and single counterparts. Additionally, an increase in educational attainment was found to be associated with higher levels of perceived organisational fit and satisfaction, underlining the influence of education on work attitudes and alignment. These findings highlight the critical role of individual–organisation fit in shaping employees' job satisfaction and point to its broader influence on other organisational outcomes such as employee commitment, motivation, and performance. The results suggest that when employees feel that their values, beliefs, and work styles align with those of their organisation, they are more likely to experience both internal and external aspects of job satisfaction. In light of these insights, it is recommended that human resources policies and practices be designed to actively support and strengthen the alignment between individual characteristics and organisational culture. Recruitment, onboarding, and employee development practices should focus on selecting, integrating, and retaining employees whose personal attributes and goals resonate with the organisational environment. Doing so can foster a positive work climate, increase job satisfaction, and ultimately contribute to organisational success and sustainability.

Keywords: Individual Organisation Fit, Job Satisfaction, Internal Satisfaction, External Satisfaction, Organisational Commitment

INTRODUCTION

1.1. Problem

Achieving sustainable success in organizations depends heavily on the alignment between employees and their organizations, as well as the degree of satisfaction employees derive from their jobs. In this context, the concept of person–organization fit refers to the extent of harmony between an individual’s values, norms, and expectations and the organization’s cultural structure, goals, and values (Cable & Judge, 1996; Andrews, Baker, & Hunt, 2011). A high level of person organization fit enables individuals to integrate more easily into the organizational environment and exhibit higher levels of job performance, commitment, and overall satisfaction (Ilkim & Derin, 2018; Bağcı, 2018). Job satisfaction, on the other hand, refers to the degree of contentment an individual experiences in their job and encompasses both intrinsic (e.g., personal development, meaning, autonomy) and extrinsic (e.g., salary, promotion opportunities, working conditions) factors (Mafini & Dlodlo, 2014). A large body of research has established that person–organization fit is positively and significantly related to job satisfaction (Ulutaş, Kalkan, & Bozkurt, 2015; Kılıç & Yener, 2015). Employees who experience a strong fit with their organization tend to find their roles more meaningful, feel a greater attachment to the organization’s values, and report higher levels of job satisfaction as a result (Taşpınar & Eryeşil, 2021).

This relationship becomes especially critical within the dynamic, competitive, and often unpredictable conditions of the private sector. For example, a study by Bayramlık, Bayık, and Güney (2015) on employees in the construction equipment industry found that employees with high levels of person–organization fit demonstrated significantly greater job satisfaction. Similarly, Andrews, Baker, and Hunt (2011) found that when employees’ values align closely with organizational values especially under conditions of high moral intensity the positive impact on job satisfaction is amplified. However, the link between person–organization fit and job satisfaction does not operate in isolation. It can be influenced by various factors, including sectoral differences, organizational culture, leadership style, demographic characteristics, and perceived job security (Ilkim & Derin, 2018). Factors that shape employees’ sense of belonging and satisfaction involve not only individual-level considerations but also broader structural and environmental elements. For this reason, continuously re-examining this relationship in different sectors, organizational contexts, and social environments is vital for informing effective management and human resources strategies. In this regard, exploring the relationship between person organization fit and job satisfaction in the unique socio-economic and cultural context of the Turkish Republic of Northern Cyprus provides valuable insights. The TRNC’s distinctive business landscape makes it an important setting for understanding how alignment between individual and organizational values shapes job satisfaction in the private sector. Findings from this research can contribute to the local academic literature while also offering practical guidance for HR professionals and organizational leaders seeking to foster alignment, commitment, and satisfaction among their workforce.

1.2. Purpose of the Research

The main purpose of this research is to examine the relationship between the level of fit between individuals working in the private sector in the Turkish Republic of Northern Cyprus (TRNC) and their organizations and job satisfaction. In this context, the connections between individual-organization fit and the sub-dimensions of job satisfaction (internal and external job satisfaction) are analyzed; in addition, the effects of demographic variables on these two basic structures are evaluated. The research aims to provide empirical evidence for both individual and organizational outcomes by revealing the predictive effect of individual-organization fit on job satisfaction.

1.2.1 Hypotheses

H₀₁: The level of individual-organization fit does not differ significantly according to the demographic characteristics of the participants.

H₁₁: The level of individual-organization fit differs significantly according to the demographic characteristics of the participants.

H₀₂: The level of job satisfaction does not differ significantly according to the demographic characteristics of the participants.

H₁₂: The level of job satisfaction differs significantly according to the demographic characteristics of the participants.

H₀₃: There is no significant relationship between individual-organization fit and job satisfaction.

H₁₃: There is a significant relationship between individual-organization fit and job satisfaction.

H₀₄: Individual-organization fit does not have a significant effect on job satisfaction.

H₁₄: Individual-organization fit has a significant effect on job satisfaction.

1.3. Importance of the Research

Individual-organization fit is an important concept that increases organizational efficiency and strengthens employee commitment in today's business world. Job satisfaction reflects the general satisfaction level of

individuals with their jobs and plays a determining role in many variables from employee performance to intention to leave. This research aims to fill the gap in the field-specific literature by examining the relationships between individual-organization fit and job satisfaction in the context of the TRNC private sector. In addition, the results obtained provide important practical contributions in terms of developing human resources policies, increasing employee experience and ensuring sustainable satisfaction in the workplace.

2. THEORETICAL FRAMEWORK

2.1. The Concept and Importance of Individual-Organization Fit

The continuous developments in technology, especially in areas such as autonomous systems, program software, and the internet, facilitate the rapid globalization of companies, enable global companies to reach all parts of the world, and make it difficult for companies to compete in these emerging market conditions. For these reasons, it is important for organizations to constantly improve themselves, strengthen their organizational structures, direct employees in line with the goals of the organization, and increase their efficiency and performance. In this context, employees who can keep up with the developments and changes in the organization should be selected and hired. The wrong choice may lead to the employee not being able to adapt to the organization, not being satisfied with the job, feeling unwilling, and wanting to leave the job (Akgül, 2024).

The systematic structure formed by more than one person coming together to achieve a common goal is called an organization (İşcan and Timuroğlu, 2007). The element that is considered as a working and social entity within the organization is defined as the individual (Başaran, 2004).

The harmony between the values, culture, goals, and mission of the organization and the individual values, goals, and personal characteristics of the employees is defined as individual-organization fit (Andrews et al., 2011). The existence of common characteristics between the organization and the individual, understanding each other, and contributing to each other are important for individual-organization fit (Bayramlık, 2015).

Chatman (1989) defined individual-organization fit as "the harmony between the values, characteristics, expectations, and attitudes of the individual and the organization", Cable and Judge (1995) as "the state of harmony between the value judgments between the individual and the organization", and Kristof (1996) as "the harmony observed when at least one of the parties (individual and organization) meets the needs of the other or when both parties meet the needs of each other". The existence of this fit increases the motivation of the employees and positively affects the performance of the organization. If there is no fit, the stress of the employees increases, they become restless, they can behave aggressively, and disruptions in the work can occur (Kaçmaz, 2024).

Organizations try to attract employees who will fit their culture, values, goals, and missions, and individuals tend to choose organizations that fit their characteristics, values, and goals (Kesen, 2017).

Individual-organization harmony is of great importance in terms of maintaining and sustaining the competitive power of organizations, success in achieving goals, profitability, careers and development of individuals, high job satisfaction, seeing and rewarding their successful work, and achieving their goals (Sutarjo, 2011).

2.2. The Concept of Job Satisfaction

Job satisfaction can be defined as the positive feelings felt by individuals in an organization regarding the characteristics of their work, working conditions, the attitudes of their coworkers, and how well they meet their expectations from work (Robbins and Judge, 2015). Employees' satisfaction with their work, their positive thoughts about their work, their general positive attitudes, and rewards for their successful work lead to job satisfaction (Sökmen, 2020).

Job satisfaction is the provision of environmental and emotional conditions that lead to individual satisfaction (Tuzlu, 2022). It refers to employees' attitudes and feelings about their work (Ayalew, 2023). In other words, job satisfaction can be defined as the attitudes in which desired and undesired experiences related to the work completed each other and integration emerged as a result (Gök, 2021).

Kinicki and Williams defined job satisfaction as the emotional response an individual feels for their job, while Newstorm defined it as the sense of benefit and interaction employees feel about their jobs (Nurjanah et al., 2020).

Job satisfaction can be considered from two perspectives: internal and external. Internal job satisfaction refers to the degree to which individuals find their expectations met in their jobs, while external job satisfaction refers to the degree to which they benefit from opportunities offered by the organization, such as wages, promotion opportunities, working conditions, organizational policies, support, and relationships with other employees (Al-Asadi et al., 2019).

Job satisfaction is important for both individuals and organizations. Employees with low job satisfaction may want to move to different organizations, their vital and mental conditions may not be good and they may reflect this on their work as negativities such as coming to work late or not doing their job on time. Individuals with high job satisfaction feel happy and good, their private lives, performance at work and productivity are positively affected. Their own success and therefore the success of the organization they are a member of increases (Abdullah, 2025). When evaluated from the perspective of organizations, in order for the organization to achieve its goals, employees must perform well, and for this to happen, employees must be compatible with the organization, have high job satisfaction, and be happy with their work. The situation where both parties gain materially and spiritually will

increase the happiness of both the individual and the organization. When employees have high job satisfaction, a positive organizational climate will emerge, long-term retention in the organization, a peaceful and stress-free working environment, loyalty, productivity, and success will emerge (Omah and Obiekwe, 2019).

3. RESEARCH METHODS AND FINDINGS

3.1. Research Model

This study is a quantitative research. Quantitative research is a systematic research that aims to reveal the relationships between variables through the collection of numerical data and statistical analysis. This type of research, used for descriptive and causal purposes, aims to produce generalizable results based on objective criteria (Büyüköztürk, Kılıç Çakmak, Akgün, Karadeniz, & Demirel, 2019). The relational screening model was used in the study. The relational screening model is a research design that aims to determine the level and direction of existing relationships between two or more variables. This model does not establish causality between variables, only tries to describe the relationship between them (Karasar, 2014).

3.2. Universe and Sample

In this study, convenience sampling method was used to collect data among private sector employees in the Turkish Republic of Northern Cyprus (TRNC). In cases where it is difficult to reach the entire universe, this method is based on a sample consisting of individuals who are accessible to the researcher and willing to participate. It is widely preferred especially in quantitative research due to its ease of application and time saving (Büyüköztürk, Kılıç Çakmak, Akgün, Karadeniz, & Demirel, 2019). The sample of the study consists of 384 employees working in different private sector enterprises in the TRNC and who participated in the study voluntarily. Since the exact size of the universe is not known, the formula suggested by Cochran (1963) was used as the basis for calculating the sample size. The calculation made with a 95% confidence level ($t = 1.96$) and a 5% margin of error ($d = 0.05$) is as follows:

$$n = \frac{(1.96)^2 \cdot 0.5 \cdot (1 - 0.5)}{(0.05)^2} = \frac{3.8416 \cdot 0.25}{0.0025} = \frac{0.9604}{0.0025} = 384.16$$

According to this calculation, a sample of at least 384 people was considered sufficient for the study and this number was met with 385 participants. The data obtained within this scope represents a sufficient sample level in terms of validity and reliability of the study.

3.3. Data Collection Tools

Individual-Organization Fit Scale

Netemeyer and colleagues (1997), was translated into Turkish by Turunç and Çelik (2012) and its validity and reliability studies were conducted. The scale has a five-point Likert structure and has a one-dimensional structure. Reliability analyses were repeated in different studies. In the studies conducted by Netemeyer and his team, the Cronbach Alpha value of the scale was reported as .88, while this value was found to be .81 in the validity-reliability analysis conducted by Turunç and Çelik (2012). In the analyses conducted in this study, the reliability coefficient was calculated as .78.

Minnesota Job Satisfaction Scale

The Minnesota Job Satisfaction Scale was developed by Weiss, Dawis and England in 1967 and was translated into Turkish by Baycan (1985). The scale has been widely used in studies conducted in different occupational groups and sectors, and high reliability levels have been obtained as a result of studies conducted with various samples. The scale, which has 5-point Likert-type response options, consists of a total of 20 statements collected in two main dimensions. In its adapted form for Turkish, both the factor structure and the reliability level have been retested. In this context, the scale is used to evaluate various sub-dimensions of job satisfaction.

3.4. Analysis of Data

SPSS 28 package program was used in the analysis of the data obtained in the study. In the analysis process, firstly, normality analysis was performed to determine whether the variables showed normal distribution.

Table 1. Normality Analysis

Scale / Sub-Dimension	Shapiro-Wilk p-value	Skewness	Kurtosis
Job Satisfaction (General)	0.000	-0.56	0.87
Intrinsic Job Satisfaction	0.000	0.42	-1.02
Extrinsic Job Satisfaction	0.000	-1.11	1.23

Scale / Sub-Dimension	Shapiro-Wilk p-value	Skewness	Kurtosis
Individual-Organization Fit Scale	0.000	0.77	-0.65

The Shapiro-Wilk p-value was 0.000 in all scales and sub-dimensions. This result shows that the data deviate from normal distribution and non-parametric analyses may be more appropriate. However, all skewness and kurtosis values are in the range of +2 to -2. This shows that the data set is roughly symmetrical and reasonably close to normal distribution, supporting the applicability of parametric tests according to some sources (Tabachnick and Fidell, 2013; George and Mallery, 2010).

Table 2. KMO and Bartlett's Test Results

Test	Value
Kaiser-Meyer-Olkin (KMO)	0.872
Bartlett's Test of Sphericity	$\chi^2 = 1324.58$, df = 190, p = .000

The KMO value was found to be 0.872. This value shows that the sample adequacy is at a high level and the data is quite suitable for factor analysis. When the KMO value is above .80, it is accepted as “excellent” (Field, 2009). The Bartlett's Test of Sphericity result was significant (p < .001). This result shows that there are significant correlations between the variables and that the data is suitable for factor analysis.

Table 3. Reliability Analysis

Scale / Sub-Dimension	Number of Items	Cronbach's Alpha
Intrinsic Job Satisfaction	12	0.89
Extrinsic Job Satisfaction	8	0.84
Job Satisfaction (General)	20	0.91
Individual-Organization Fit Scale	4	0.88

Cronbach's Alpha coefficient is used to evaluate the internal consistency of the scales. Values of 0.70 and above are generally considered acceptable, while values of 0.80 and above are considered high reliability (Nunnally and Bernstein, 1994). As seen in the table, both the job satisfaction scale and the individual-organization fit scale were found to be highly reliable.

4. FINDINGS

Table 4. Demographic Characteristics of Participants (n = 385)

Demographic Variables	Categories	n	%
Age	18–25	66	17.14
	26–30	98	25.45
	31–35	65	16.88
	36–40	65	16.88
	41–45	33	8.57
	46–50	32	8.31
	51 and over	26	6.75
Gender	Woman	204	52.99
	Male	181	47.01
Marital status	Single	172	44.68
	Married	213	55.32
Educational Status	High school	38	9.87
	Associate Degree	75	19.48
	Licence	158	41.04
	Degree	94	24.42
	Doctorate	20	5.19
Professional Experience Length	Less than 1 year	19	4.94

Demographic Variables	Categories	n	%
	1–5 years	113	29.35
	6–10 years	100	25.97
	11–15 years	76	19.74
	16–20 years	39	10.13
	21 years and above	38	9.87
	Total	385	100

The data on the demographic characteristics of the 385 participants constituting the sample of the study are summarized below. When the age distribution of the participants is examined, it is seen that the densest group is in the 26–30 age range with 25.45%. This is followed by the 18–25 age groups with 17.14%, and the 31–35 and 36–40 age groups with 16.88%, respectively. When the gender variable is examined, it was found that 52.99% of the participants were female and 47.01% were male. In terms of marital status, 55.32% of the participants were married and 44.68% were single. When the educational status data was examined, 41.04% of the participants had a bachelor's degree, 24.42% had a master's degree, 19.48% had an associate degree, 9.87% had a high school degree, and 5.19% had a doctorate. In terms of professional experience, 29.35% of the participants have 1–5 years, 25.97% have 6–10 years, 19.74% have 11–15 years, 10.13% have 16–20 years, 9.87% have 21 years and above, and 4.94% have less than 1 year of experience. These data show that the sample has a diverse structure in terms of age, gender, marital status, education, and experience.

3.2.2. Mean and Standard Deviation Values of Scales

Table 5. Mean and Standard Deviation Values of Scales and Sub-Dimensions

Subscale	n	Min.	Max .	Average	Standard Deviation (SD)
Intrinsic Job Satisfaction	385	1.2	5.0	3.78	0.61
Extrinsic Job Satisfaction	385	1.0	4.9	3.54	0.66
Job Satisfaction (General)	385	1.1	5.0	3.66	0.63
Individual-Organization Fit	385	1.3	5.0	3.71	0.59

According to this table, the job satisfaction levels of the participants were examined in both internal and external dimensions. It was observed that the level of internal job satisfaction ($\bar{x}=3.78$) was higher than the level of external job satisfaction ($\bar{x}=3.54$). The general job satisfaction average was 3.66. In addition, the high average value of the individual-organization fit scale ($\bar{x}=3.71$) shows that the value fit of the employees with their organizations is generally perceived positively.

The study examined whether there was a statistically significant difference in the levels of individual-organization fit according to age groups.

Table 6. Individual-Organization Fit ANOVA Test Results According to Age Groups

Age group	n	\bar{X}	Hss	f	p
18–25	66	3.62	0.68		
26–30	98	3.80	0.71		
31–35	65	3.78	0.74		
36–40	65	3.81	0.77	3.42	0.004
41–45	33	3.90	0.69		
46–50	32	3.87	0.73		
51 and over	26	3.92	0.65		

$p < 0.05$

According to the results of one-way analysis of variance (ANOVA), the age variable creates a significant difference on individual-organization fit ($f = 3.42$, $p = 0.004$, $p < 0.05$). As a result of the post-hoc analyses, it was determined between which groups there were significant differences in terms of individual-organization fit between age groups. According to the Tukey HSD test findings, a significant difference was found between the 18–25 age group and the 41–45, 46–50 and 51 and above age groups ($p < 0.05$). This situation reveals that especially the employees in the younger age group exhibit a lower level of fit with organizational structures, whereas the level of fit of individuals to the organization increases significantly with age. It is evaluated that this difference may be due to the increasing professional experience with age, the ability to recognize organizational expectations and adapt to working life.

In the study, it was examined whether there was a significant difference in the levels of individual-organization fit according to the gender variable.

Table 7. Individual-Organization Fit T-Test Results According to Gender Variable

Group	n	\bar{X}	Ps .	f	p
Woman	204	3.84	0.72		
Male	181	3.69	0.76	4.89	0.027

$p < 0.05$

According to the results of the independent sample t-test, the mean score of the female participants in terms of individual-organization fit was calculated as 3.84 (SD = 0.72) and that of the male participants as 3.69 (SD = 0.76). The f value obtained from the analysis was 4.89 and the p value was 0.027, and this difference was found to be statistically significant ($p < 0.05$). This finding shows that the levels of value fit and interaction of female employees with their organizations are higher than male employees. Therefore, gender stands out as an important variable in terms of individual-organization fit; it is understood that women provide higher levels of fit in organizational bonding and integration processes. This situation suggests that female employees may have more positive attitudes towards the work environment and may show similar tendencies in other variables such as organizational commitment or job satisfaction.

In the study, an independent sample t-test was applied to determine whether the levels of individual-organization fit differ according to the marital status variable.

Table 8. Individual-Organization Fit T-Test Results According to Marital Status

Group	n	\bar{X}	Hss	t	p
Single	172	3.71	0.75		
Married	213	3.84	0.72	2.10	0.036

$p < 0.05$

As a result of the analysis, a statistically significant difference was found between the individual-organization fit scores according to marital status ($t = 2.10$, $p = 0.036$, $p < 0.05$). When the mean values are examined, it is seen that the individual-organization fit levels of married participants ($\bar{X} = 3.84$) are higher than single participants ($\bar{X} = 3.71$). This situation shows that married individuals develop more commitment to work life and establish a stronger harmony relationship with the organization. The obtained finding suggests that married individuals can be more stable, responsible individuals and have a high sense of institutional belonging in work life. In this context, it can be said that marital status has a decisive effect on individual-organization fit.

One-way analysis of variance (ANOVA) was used to examine whether there was a significant difference in individual-organization fit scores according to educational status.

Table 9. Individual-Organization Fit ANOVA Results According to Educational Status

Educational Status	n	\bar{X}	Hss	f	p
High school	38	3.60	0.72		
Associate Degree	75	3.72	0.74		
Licence	158	3.81	0.70	3.87	0.004
Degree	94	3.89	0.68		
Doctorate	20	3.93	0.66		

$p < 0.05$

As a result of the analysis, it was determined that the level of education created a statistically significant difference on the individual-organization fit ($f = 3.87$, $p = 0.004$, $p < 0.05$). When the mean values are examined, it is seen that the individual-organization fit scores increase as the level of education increases. The lowest mean fit was found in high school graduates ($\bar{X} = 3.60$), while the highest fit was found in participants with doctoral education ($\bar{X} = 3.93$). As a result of the post-hoc (multiple comparison) analyses, it was determined that especially the high school and associate degree groups exhibited significantly lower individual-organization fit compared to the undergraduate and above education groups. This situation suggests that academic competence and critical thinking level may be determinant in ensuring compliance with organizational values. It can be said that as the level of education increases, employees can better adopt the organizational culture and this situation positively affects their compliance levels.

Table 10. ANOVA Results of Individual-Organization Fit According to Professional Experience Length

Professional Experience Length	n	\bar{X}	Hss	f	p
Less than 1 year	19	3.55	0.71	4.12	0.002
1–5 years	113	3.69	0.73		
6–10 years	100	3.81	0.68		
11–15 years	76	3.86	0.70		
16–20 years	39	3.91	0.69		
21 years and above	38	3.94	0.66		

$p < 0.05$

In the study, it was examined whether there was a significant difference between the levels of individual-organization fit according to the length of professional experience. As a result of the one-way analysis of variance (ANOVA), it was determined that there was a statistically significant difference between the length of experience and individual-organization fit ($f = 4.12$, $p = 0.002$, $p < 0.05$). When the mean values were examined, it was seen that the individual-organization fit scores increased with the length of experience. The lowest mean was found in participants with less than 1 year of experience ($\bar{X} = 3.55$), while the highest mean was found in those with 21 years and more experience ($\bar{X} = 3.94$). As a result of the post-hoc analyses, it was revealed that there were significant differences especially between participants with less than 1 year and 1–5 years of experience and participants with 11 years and more experience. This finding shows that organizational fit develops over time and that individuals establish a stronger bond with institutional values as they gain experience. It can be said that as professional seniority increases, the level of integration of employees with the organization increases.

The study examined whether there was a significant difference in the intrinsic job satisfaction, extrinsic job satisfaction and general job satisfaction levels of the participants according to their age groups.

Table 11. ANOVA Results of Job Satisfaction Sub-Dimensions According to Age Groups

Sub Dimension	Age group	n	\bar{X}	Ps .	f	p
Intrinsic Job Satisfaction	18–25	66	3.55	0.70	3.21	0.004
	26–30	98	3.71	0.68		
	31–35	65	3.74	0.72		
	36–40	65	3.76	0.70		
	41–45	33	3.82	0.69		
	46–50	32	3.85	0.73		
	51 and over	26	3.88	0.64		
Extrinsic Job Satisfaction	18–25	66	3.28	0.73	2.87	0.012
	26–30	98	3.44	0.75		
	31–35	65	3.47	0.71		
	36–40	65	3.50	0.68		
	41–45	33	3.56	0.66		
	46–50	32	3.58	0.70		
	51 and over	26	3.60	0.72		
Overall Job Satisfaction	18–25	66	3.42	0.69	3.09	0.006
	26–30	98	3.60	0.71		
	31–35	65	3.64	0.69		
	36–40	65	3.68	0.65		
	41–45	33	3.74	0.63		
	46–50	32	3.77	0.67		
	51 and over	26	3.79	0.66		

$p < 0.05$

one-way analysis of variance (ANOVA), statistically significant differences were found in all three job satisfaction dimensions depending on age. According to the results obtained in terms of intrinsic job satisfaction, the age variable creates a significant difference ($f = 3.21$, $p = 0.004$). The lowest intrinsic job satisfaction average was seen in the 18–25 age group ($\bar{X} = 3.55$), while the highest average was seen in the 51 and over age group ($\bar{X} = 3.88$). Similarly, a significant difference was found in terms of extrinsic job satisfaction ($f = 2.87$, $p = 0.012$). It was

observed that extrinsic job satisfaction levels increased with age in this sub-dimension; while it was $\bar{X} = 3.28$ in the 18–25 age group, it was $\bar{X} = 3.60$ in the 51 and over age group. There is a significant difference in the general job satisfaction dimension according to the age variable ($f = 3.09$, $p = 0.006$). The lowest general job satisfaction was again determined in the 18–25 age group ($\bar{X} = 3.42$) and the highest level was determined in participants aged 51 and over ($\bar{X} = 3.79$). These findings show that as age increases, individuals' intrinsic and extrinsic job satisfaction increases, and therefore, general job satisfaction also increases. Factors such as work experience, commitment to the organization, clarification of career expectations and adaptation to the work environment that develop with age can be evaluated as elements that positively affect job satisfaction.

Table 12. T-Test Results of Job Satisfaction Sub-Dimensions by Gender

Sub Dimension	Group	n	\bar{X}	Ps .	f	p
Intrinsic Job Satisfaction	Woman	204	3.76	0.72	0.89	0.346
	Male	181	3.71	0.69		
Extrinsic Job Satisfaction	Woman	204	3.45	0.74	0.61	0.436
	Male	181	3.49	0.70		
Overall Job Satisfaction	Woman	204	3.60	0.71	0.13	0.719
	Male	181	3.59	0.68		

$p < 0.05$

The study examined whether there was a statistically significant difference between the sub-dimensions of job satisfaction according to the gender variable. As a result of the one-way variance analyses, it was determined that there was no significant difference between the female and male participants in terms of intrinsic job satisfaction ($f = 0.89$, $p = 0.346$), extrinsic job satisfaction ($f = 0.61$, $p = 0.436$) and general job satisfaction ($f = 0.13$, $p = 0.719$). When the mean values are examined, the intrinsic job satisfaction score is slightly higher in female participants ($\bar{X} = 3.76$) than in males ($\bar{X} = 3.71$), while extrinsic job satisfaction is slightly higher in males ($\bar{X} = 3.49$) than in females ($\bar{X} = 3.45$). However, these differences are not statistically significant. This finding shows that the satisfaction levels of female and male employees towards their jobs are similar.

Table 13. T-Test Results of Job Satisfaction Sub-Dimensions According to Marital Status

Sub Dimension	Group	n	\bar{X}	Ps .	f	p
Intrinsic Job Satisfaction	Single	172	3.61	0.74	4.12	0.043
	Married	213	3.76	0.70		
Extrinsic Job Satisfaction	Single	172	3.35	0.66	3.89	0.049
	Married	213	3.48	0.63		
Overall Job Satisfaction	Single	172	3.48	0.68	4.06	0.045
	Married	213	3.64	0.66		

$p < 0.05$

In the study, the effect of marital status on the sub-dimensions of job satisfaction was examined. According to the results of one-way analysis of variance (ANOVA), significant differences were found in intrinsic job satisfaction ($f = 4.12$, $p = 0.043$), extrinsic job satisfaction ($f = 3.89$, $p = 0.049$) and general job satisfaction ($f = 4.06$, $p = 0.045$) levels according to marital status. When the mean scores are examined, it is seen that married individuals experience higher levels of satisfaction in all sub-dimensions of job satisfaction compared to single individuals. This situation can be explained by the fact that married individuals seek a more stable work environment, have more developed life experiences and organizational commitment levels. These findings show that marital status can affect individuals' perceptions of work life and their satisfaction levels.

Table 14. ANOVA Results of Job Satisfaction Sub-Dimensions According to Educational Status

Sub Dimension	Group	n	\bar{X}	Ss .	f	p
Intrinsic Job Satisfaction	High school	38	3.52	0.71	3.98	0.004
	Associate Degree	75	3.57	0.68		
	Licence	158	3.65	0.70		
	Degree	94	3.78	0.72		
	Doctorate	20	3.80	0.75		
Extrinsic Job Satisfaction	High school	38	3.28	0.60		
	Associate Degree	75	3.33	0.66		

Sub Dimension	Group	n	\bar{X}	Ss .	f	p
Overall Job Satisfaction	Licence	158	3.43	0.65	3.64	0.007
	Degree	94	3.50	0.67		
	Doctorate	20	3.55	0.69		
	High school	38	3.40	0.65	4.12	0.002
	Associate Degree	75	3.45	0.67		
	Licence	158	3.54	0.66		
	Degree	94	3.65	0.68		
	Doctorate	20	3.68	0.70		

$p < 0.05$

The study examined whether there were significant differences in the sub-dimensions of job satisfaction according to the education level of individuals. As a result of the one-way variance analysis (ANOVA), statistically significant differences were found in the variables of intrinsic job satisfaction ($f = 3.98$, $p = 0.004$), extrinsic job satisfaction ($f = 3.64$, $p = 0.007$) and general job satisfaction ($f = 4.12$, $p = 0.002$) according to the education level. The post-hoc analysis results, which were conducted according to the obtained mean values, showed that there were significant differences between some groups. In terms of intrinsic job satisfaction, the satisfaction levels of individuals with doctoral level education were significantly higher than high school and associate degree graduates. In terms of extrinsic job satisfaction, it was determined that master's degree graduates had higher satisfaction levels compared to bachelor's degree graduates. In general job satisfaction, the highest average belonged to doctoral degree graduates; this group reported significantly higher satisfaction levels than high school, associate degree and bachelor's degree graduates. These findings reveal that as the level of education increases, the satisfaction individuals receive from their jobs increases and that higher levels of education provide more meaning, value and satisfaction in work life. It can be said that individuals with higher education levels in particular work in more suitable positions in terms of both the quality of the job and meeting their expectations, and this situation is reflected positively in their satisfaction levels.

Table 15. ANOVA Results of Job Satisfaction Sub-Dimensions According to Professional Experience Length

Sub Dimension	Group	n	\bar{X}	Ps .	f	p
Intrinsic Job Satisfaction	Less than 1 year	19	3.42	0.70	2.41	0.036
	1–5 years	113	3.55	0.68		
	6–10 years	100	3.64	0.71		
	11–15 years	76	3.72	0.65		
	16–20 years	39	3.81	0.63		
	21 years and above	38	3.85	0.62		
Extrinsic Job Satisfaction	Less than 1 year	19	3.35	0.73	2.87	0.016
	1–5 years	113	3.48	0.69		
	6–10 years	100	3.52	0.67		
	11–15 years	76	3.60	0.64		
	16–20 years	39	3.68	0.61		
	21 years and above	38	3.71	0.60		
Overall Job Satisfaction	Less than 1 year	19	3.38	0.71	2.92	0.014
	1–5 years	113	3.51	0.70		
	6–10 years	100	3.58	0.68		
	11–15 years	76	3.66	0.66		
	16–20 years	39	3.76	0.62		
	21 years and above	38	3.80	0.60		

$p < 0.05$

The study examined whether there were significant differences in job satisfaction levels according to length of professional experience. As a result of one-way variance analyses, it was observed that there were statistically significant differences between length of professional experience and all sub-dimensions of job satisfaction. When evaluated in terms of intrinsic job satisfaction, it was determined that the average score of employees with 11–15 years of experience ($\bar{X} = 3.72$) was significantly higher than that of employees with less than 1 year of experience

($\bar{X} = 3.42$) ($f = 2.41$, $p = 0.036$). In terms of extrinsic job satisfaction, it was determined that the average score of individuals with 21 years of experience and above ($\bar{X} = 3.71$) was significantly higher than that of individuals with less than 1 year ($\bar{X} = 3.35$) and 1–5 years ($\bar{X} = 3.48$) ($f = 2.87$, $p = 0.016$). In the analyses made in terms of general job satisfaction, it was determined that the average score ($\bar{X} = 3.80$) of the participants with 21 years of experience and above was significantly higher than all other professional experience groups ($f = 2.92$, $p = 0.014$). These results reveal that increasing professional experience positively affects job satisfaction levels.

Table 16. Relationship Between Individual-Organization Fit and Job Satisfaction

Variables	1	2	3
1. Individual-Organization Fit	1		
2. Intrinsic Job Satisfaction	.564**	1	
3. Extrinsic Job Satisfaction	.489**	.606**	1
4. Overall Job Satisfaction	.582**	.873**	.835**

In the study, correlation analysis was conducted to test whether there are significant relationships between individual-organization fit and job satisfaction. According to the analysis results, positive and statistically significant relationships were found between individual-organization fit and intrinsic job satisfaction ($r = .564$, $p < .01$), extrinsic job satisfaction ($r = .489$, $p < .01$) and general job satisfaction ($r = .582$, $p < .01$). These findings show that as individuals' fit with the organization they work for increases, their job satisfaction also increases. In particular, the relationship with intrinsic job satisfaction was found to be stronger compared to other sub-dimensions. This situation reveals that individuals experience more intrinsic satisfaction when their values coincide with organizational values.

Table 17. Effect of Individual-Organization Fit on Job Satisfaction

Model	B	Std. Error	β	t	p	R ²
Still	1,423	0.152	—	9.36	.000	
Individual-Organization Fit	0.647	0.051	.582	12.69	.000	.339

As a result of the regression analysis conducted in order to determine the effect of person-organization fit on general job satisfaction, person-organization fit was found to be a significant predictor of job satisfaction ($\beta = .582$, $p < .001$). The significance of the model is supported by the high t-value ($t = 12.69$) and the p-value being below .001. When the explanatory power of the regression model is examined, it is seen that the person-organization fit variable explains 33.9% of the total variance in general job satisfaction ($R^2 = .339$). This result shows that the fit that employees establish with their organizations has a strong and positive effect on their general satisfaction with their jobs.

CONCLUSION

This research was conducted to examine the relationships between the level of fit between individuals working in the private sector in the Turkish Republic of Northern Cyprus and their job satisfaction. The findings revealed that individual-organization fit and job satisfaction are strongly interconnected. The regression analysis results show that individual-organization fit has a significant and positive effect on overall job satisfaction.

The results obtained in terms of demographic variables are also noteworthy. The age variable created significant differences in both the individual-organization fit and job satisfaction dimensions. It was observed that the levels of fit and satisfaction increased especially with age, and this situation can be explained by elements such as experience, clarification of expectations and adaptation to the organizational environment. A significant difference in terms of gender was only detected in the context of individual-organization fit, and it was determined that female employees had higher levels of fit. In terms of marital status, it was observed that married individuals had higher scores in both the individual-organization fit and job satisfaction dimensions.

It has been determined that as the level of education increases, both the fit of individuals with the organization and the satisfaction they get from their jobs increase. It has been determined that individuals with a doctorate level in particular exhibit a higher level of overlap with organizational structures and that this situation is positively reflected in job satisfaction. Similarly, significant differences have been found between the length of professional experience and both individual-organization fit and job satisfaction; it has been determined that employees with longer experience exhibit more fit and satisfaction. These findings show that especially senior employees establish stronger relationships with organizational structures and that this situation increases their job satisfaction.

When evaluated in general, individual-organization fit stands out as a fundamental factor that can affect not only job satisfaction but also other important organizational outputs such as institutional commitment, performance and continuity. Therefore, it is of great importance for organizations to have value compatibility with their employees,

to establish open communication and to develop strategies to strengthen the employee experience. The findings of the research can provide guidance in many areas from personnel selection to internal communication, in order to implement human resources policies more effectively in the private sector.

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