

PERSON ORGANIZATION FIT DISPLAY THROUGH SOCIAL MEDIA: EMPLOYEE AS A STAKEHOLDER

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Abstract: Employer branding is a significant activity which can augment the success of an organisation and have an overall impact on its growth in the long term. Employees can be the best brand ambassadors of any organisation when it comes to employer brand building. This, in turn can add a lot of credibility to the organisation's claims. What are the factors that influence an employee's decision to be a participant in an organisation's efforts to build its employer brand? This process of getting the support of an employee in its branding efforts is influenced by different components and certain steps are taken by every organisation to promote such brand advocacy. There are certain inherent attributes of employees, which, when combined by external factors related to the organisation, inspire employees to be a promoter of the firm's employer brand. This review consolidates past researches in this field. The study also examines the relationship between employees' Person Organisation fit and their participation in employer branding activities on social media. The influence of factors impacting employee's motivation, thereby encouraging them to voluntarily take part in such important value-added activities is also investigated. This study is aimed at exploring the linkages between P-O Fit, P-E fit, Organizational commitment and organizational citizenship behaviour to participation of employees in employer branding efforts in social media.

Keywords: Organisational Commitment, Organizational citizenship behaviour, Person Organisation Fit, Social Media Branding, Employer Branding.

INTRODUCTION

It often happens in the job market that a job seeker may get an offer but he may decline it, irrespective of the merits or financial benefits associated with the job. This situation may be a result of an employee trying to be selective of the organization they wish to work for. They may even get the best offer in terms of financial remuneration, but still opt to say 'no' to the firm. These choices and options are many times based on an element referred to as 'Person-Organization Fit'. Person-organization fit implies the compatibility between an employee and an organization. It entails the congruence of an employee's beliefs and value systems with the ethics, principles, mission, and values of the firm. These elements are reflected by the firm's prevailing organizational culture. Therefore, when an organization's value and culture have some common meeting points with an employee's values and culture, it induces positive responses from employees to participate in the branding efforts of the organization.

For a motivated employee, the organization which he works in is an extension of his own identity. It is hence imperative to focus on both organizational culture and the fit of an employee within the firm in order to stimulate the capacity to extend a significant impact on social media branding. Additionally, an employee with a high people organization fit is likely to be more satisfied with the job. The fulfilment that an employee has with his job is directly linked to the perception he has for his workplace. Thus, job satisfaction is linked to employee perceptions. When employees feel that their values and culture are directly in proportion with organization's culture and there is a person-organization fit, they most likely become more sociable within and outside their workplace. An organization which has the capacity to influence an accurate

person-organization fit induces positive employee response. This results in a massive participation from the employees to the organization's social media branding.

LITERATURE REVIEW

Past studies on person-organization compatibility reveal that potential employees equate an organization's dominant identity with individual's beliefs, desires and ideas, and the balance between these two facilitates an increased interest in an organisation (Schneider, 1987). O'Reilly, Chatman and Caldwell (1991) claimed that employees' expectations of the conformity of organisational principles to the core principles decide the loyalty and engagement of their employees and prevents employee attrition. Schneider (2001) is promoting an attraction-selection-attrition (ASA) model, indicating that work values are a central means by which people are drawn to their P-O fit and people search for work with organizations which show their characteristics close to themselves. PO fit is growing in importance because it profoundly impacts workplace transitions, job habits, OCB, ethical conduct and efficiency in the world of human resources management and organizational behaviour. Individual fit organization (PO fit) is defined as "compatibility between individuals and organizations, where at least one agency provides what the other wants or has the same vital features or both of them" (Kristoff, 1996). Some researchers are of the opinion that in order to retain agile and dedicated workers within a dynamic market climate, certain person-fit organisations are necessary (Bowen et al, 1991; Kristof, 1996). Researches on the diverse area of person-job fit and person-organization fit offers an overview of how harmony between staff and organisations can be improved, how and why workers maintain their loyalty towards their organization and the resultant effect on the organization's sustained development (Kristof, 1996; Chatman, 1991; O'Reilly et al . , 1986).

Netemeyer et al., (1997), explained that there are four indicators of person-organization fit as:

- Personal values, including the adequacy for the company of workers' social beliefs.
- Concern for others, namely the organization's values related to the care of others.
- Integrity, the company has the same values as the integrity at work of its workers.
- Fairness, that is, a company that has the same standards of equity in its offices as workers.

Foster et al. (2010) have maintained that a company is in a better position to recruit when the ideals of workers match with the organization's culture. The identity and reputation that the company has lets workers establish whether or not they integrate into an entity in relation to their own personal beliefs and abilities. Individuals are attracted and remain at the company not only for financial reasons but also for the opportunity to fulfil development of essential intrinsic values. When new employees join an organization, they often experience a reality shock (Jones, 1986; Van Maanen & Schein, 1979). In the first few months of working in a new setup, companies give messages and directives to new workers about what they expect and how well the company will adjust with them. (Cable & Parsons, 2001). Socialization strategies in organizations — or techniques on 'personnel management' (Van Maanen & Schein, 1979)—are also an important indicator of how people respond in an acceptable way to their new environments (Jones, 1986). For e.g., Moynihan and Pandey (2007a) investigate the association between P-O fit and the intention to leave the firm from a social network perspective. The internalization of corporate principles also has a favourable relation to social actions (O'Reilly & Chatman, 1986). The emotional presumption makes it easy to create extra tasks practices, which can be beneficial for the organisation, because mutual relations between people and organisations are developed. Precisely, while people have good PO fit, the people around them, including colleagues and superiors, generally are more acceptable. High PO fit is therefore expected to lead to improved interpersonal relations. Kristof-Brown demonstrate that employees with a high level of suitability to their organization get a higher compensation. This happens mainly because these employees are highly dedicated and work enthusiastically.

According to Kristof (1996), person-organization fit can be classified under two distinctions. One is the supplementary and complementary fit and the other is the needs-supplies fit and demands-abilities fit. Supplementary fit exists when there is a similarity of relevant characteristics between an organization and a person (Kristof, 1996). Complementary fit exists

when there is a “congruence of individual and organizational values” (Kristof, 1996; Lopez, 1999; Sekiguchi, 2004). Employees who are in a work team that has high interpersonal compatibility can redefine their work roles and utilize their work skills to carry out responsibilities and complete tasks effectively. They also get mutual support quickly from the organization’s co-workers. PO fit also determines the effects of workplace participation and work satisfaction. This, in turn, affects the vacancy rates for workers in higher education facilities according to Alniacik et al. (2013).

There is a strong correlation between PO fit and commitment to the organization, which implies that high PO Fit contributes to a higher degree of organisational commitment. Kristof-Brown et al. (2005) conducted a meta-analysis which confirmed that P-O fit is strongly connected to employees’ organisational commitment. If an individual’s PO fit has an impact on his organisational commitment, it is very natural to think that it must be affecting behaviours, which may be beneficial for the organisation. This concept of individuals behaviours supporting their organisation is called organisational citizenship behaviour or OCB, which is defined as, “individual behaviour that is discretionary, not directly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” (Organ, 1988). Participation in branding activities is clearly one of the OCB activity on the part of an employee. A Farzaneh et al. (2014) study has found that the health of the company impacts the OCB of an employee substantially. OCB can be improved by consistency between the ideals of employee and organizational principles (person-organization fit). A series of research results have shown how extensively a company can impact the actions of its workers outside the organisational premises (Bangun, et al, 2018). The more the person organization fit, the more the employee’s actions in OCB should be improved. In other words, the existence of a person job fit and a person organization fit can direct employees to behave outside the task so that they become good and loyal workers of the organization. A low person job fit and person organization fit, will adversely affect the willingness to travel beyond the requirements of the job, which decreases OCB actions, among workers.

While the relationship between P-O fit and OCB is significant, very less research data is available examining this relationship. Researchers have suggested that P-O fit is more successful in ensuring employee experience organizational commitment (Mackenzie et al., 1998; Farzaneh et al., 2014), perceived organizational support (Afsar & Badir, 2016) and psychological empowerment (Farzaneh et al., 2014). Ashforth and Mael (1989) suggest that workers support the organisation by integrating their self-concept into the company, and thus see the company’s success as theirs’: in other words, achieving its goals requires meeting their own goals. In fact, Blader and Tyler (2009) proposed from the viewpoint of social interaction that workers should partake in OCB as a way to reciprocate (and maintain), the organization’s fulfilment of their social identity needs.

On the other hand, a poor person-organization fit creates low motivation which leads to employees’ underperformance. This affects the co workers adversely; give rise to resentment in the team leading to low morale. Further, this decreases employee output leading to low productivity and it may also cost the organization highly in the form of wasted revenue (Boyd & Ellison, 2008). A poor person-organization fit also increases stress and exhaustion among employees, making them feel isolated. They are unlikely to stay focused to their jobs, making their work seem like burden for them, draining them both mentally and physically. Also, the number of employees leaving the organization increases which, in turn, adds to the cost of hiring and training new recruits. This sometimes even results into the vacant position not being filled for a while. When an employee, therefore, has a low person-organization fit, they are unlikely to associate with the organization in the form of participating in social media branding (Borstorff, Marker & Bennett, 2007). Unhappy employees lack the motivation to influence positive reviews on social media for products from their organization. They would not promote any organizational content on Twitter, Instagram, Facebook, or any other social media platforms (Moynihan & Pandey, 2007b). Such individuals just wait for the end of their office hours so that they can return home. They are not even motivated to work overtime or engage in other social activities. Therefore, these individuals are not actively engaged in organizational roles. Individuals with a low person organization fit are not aligned to the organizational values and goals. They are unlikely to utilise the personal resources like social media handles or time outside of office hours etc. for promoting the organisation which they work in. Low person-organization fit implies that employees will not be interested in any extra roles or responsibilities, such as their participation in social media branding.

ORGANIZATIONAL COMMITMENT

Organizational commitment is the degree to which employees identify themselves with the objectives of the organisation. Commitment related concepts are explained using different tools and techniques and many measuring tools are developed in this process. However, there is a lack of consensus in the development of the theory. There have been several efforts to understand the intensity and stability of the concept of employee's commitment towards the organisation. Researches have been focussed on three approaches: attitudinal, behavioural and motivational reasons behind organisational commitment.

Many studies accept affective commitment as an attitude and continuance commitment as a behaviour (McGee & Ford, 1987; Reichers, 1985; Somers, 1993). Allen and Meyer (1990) found that the intention of an employee to leave his organisation has an emotional cost and the continuance commitment is a component of attitudinal commitment. Allen and Meyer (1990), said organizational commitment is three dimensional. These three dimensions are as follows: 1) Affective component- Employees' emotional attachment with the organization. 2) Continuance component - commitment based on the costs associated with leaving the organisation. 3) Normative component, employee's obligation to remain with the organization. Studies show that employees with high organisational commitment are more satisfied and perform beyond their job descriptions, and are more involved in their job (Caldwell, Chatman & O'Reilly, 1990; Eisenberger, Fasolo & Davis-LaMastro, 1990).

P-O Fit and employee participation in employer branding

Employer branding is a tactic that helps organizations to stand out from their competitors by giving their staff a social, economic and practical incentive package (Ambler and Barrow, 1996). By presenting a picture of the overall work partnership and specifically expressing the workplace benefits, the company gives its prospective and existing workers a distinction from its rivals (Heger 2007). Many times, it a very costly affair for the organisation and a considerable part of budget is spent on branding activities which aim at the creation of value proposition and promotion of clear commitments internally and publicly. Employee branding refers to a growing field, and this concept has been defined in numerous ways. For instance, Edwards (2010) argues that employee branding refers to marketing principles applied in Human Resource Management, where the employee feels an obligation, out of their volition, to become agents of the organization at any point. Such employees are characterized by a high person organization fit as they are highly proactive in promoting their organisation's image wherever and whenever they get an opportunity.

Social media is an all pervasive medium in today's world and employees have ready access to all social media platforms which are free of cost. Because of these reasons, it is safe to assume that employees with high level of PO fit would try to utilise such a medium to promote their organisation. Therefore, such employees are more likely to participate in social media branding without coercion as they love the organization they work in. Human resources are a vital component of growth for firms, and the best utilization of human resources optimize the alignment of skills, abilities, and knowledge held by the employees in their roles within the organization. Since employers are also aware of this fact, hence, they are very likely to encourage such behaviour, i.e., promotion of their organisation on social media by their highly motivated and dedicated employees.

Alignment of Personal Values and Organizational Values

Evidently, a high level of congruence between an employee's personal values and the organizational values provoke a culture where employees feel comfortable and are hence projecting a motive to improve the brand value. These employees feel the need and harbour the desire to improve the organization's metrics as their needs are totally aligned. Moreover, these employees feel that promoting the firm on social media is equitable to the promotion of oneself on a similar platform (Kurda, 2012). For this reason, employees are keen towards promoting the firm via social media branding or are ready to participate in actions that would duly improve the firm's visibility on social media. The more an employee fits in a job, the fewer adjustments they will have to make (Roberts & Robins, 2004). The person-organization fit refers to the similarity between individual and organizational values (Youngs, Pogodzinski, Grogan, & Perrone, 2015). Employees with good

person- organization fit are therefore ready to transfer organizational values to the clients or viewers on social media. Person organization fit levels also influence the level of employee commitment. Evidently, employees with a high person organization fit depict high commitment levels and are keen to perform extra duties to ensure that the firm's visibility improves over time. It is for this reason that some employees continue posting and sharing posts relevant to the organization, while others are not keen towards social media promotions for the organization. When employees love their jobs, they are more likely to remain in the organization for a long time. They acquire a strong organizational culture and therefore portray a strong sense of involvement, which motivates them to embrace marketing on social media platforms. Such employees are more likely to identify their views very closely with the organization's views. In other words, employees become their organization's brand ambassadors (Foster, Punjaisiri, & Cheng, 2010).

There is an inherently positive relationship between job performance, job satisfaction and people organization fit (Berthon, Ewing, & Hah, 2005). This implies that for an organization to perform well, it has to have motivated employees for the job; and performance of an employee does not end with mechanical completion of his responsibilities in the office. A highly motivated employee does much beyond the responsibilities assigned to him as part of job. This synergy of employee and the organisation has a multiplier effect on the job performed. Only those satisfied with the organizational culture, would improve their job performance, attract and motivate other employees. Happy and satisfied employees are highly likely to, promote the organization in many ways. One of these principle strategies that is pervasive in the 21st Century is social media marketing. An employee with the wrong fitment is likely to be highly uninspired to promote the firm's content on social media. If the organization has an accurate people organization fit, their employees would be keen on updating their social media, using even their private handles. The social networks are the most common medium for sharing information about the employer brand, as reported by EB International in 2015. Many studies have explored the social media's role in supporting a brand of employers in the past (Madera, 2012; Sivertzen et al. 2013).

Employees with strong P-O fit prefer to be involved in the company, building associations that impede the desire to leave. Social networks within organizations are social constructions that are continually evolving (Nohria, 1992). Social networks thus have a clear influence on workers and on the way businesses operate (Nohria, 1992). This implies that the longer employees stay in the organisation, more they imbibe values and culture of the organisation and this relation has an influence of continuously reinforcing P-O fit. The levels of affective component of employee commitment of individuals, impact certain characteristics of social networks, such as a degree of friendship and closeness among members. Social networks analysis results reveal that institutional connections as well as current informal ties in the corporate context (Cable & Parsons, 2001) have relation to the institutionalized strategies of socialization and P-O fit. Employees who perform better are satisfied about their jobs and they have a higher self-esteem compared to those who do not (Liu et al., 2013). There is a direct relationship between job performance, satisfaction (commitment arising out of it) and employee participation in social media branding.

Osatuyi (2013) examined the exchange of information between people. Several factors, for example, the disposition of reputations, anticipated ties, sense of self-worth and social attitudes, influence the way employees share information. With these researches supporting the advantages that an employee gets by being active on social media to promote the employer, it is safe to assume that employee will view social media as an extension of his workplace and thus will actively engage in promoting his organisation by supporting the social media branding efforts of his employer.

Employees as Brand Ambassadors

Social media may be used as a strategy of employee participation to enhance employer branding campaigns and also as a recruiting tool (Backhaus & Tikoo, 2004). Social media use by an employee is therefore a good strategy to improve brand reputation due to the existing link between positive corporate reputation and a person-organization fit. Therefore, corporate reputation is improved upon engaging in social media for the right reasons and by the right person, consequently improving employer branding across the market (Dowling & Moran, 2012). People are not really impressed with branded messages or adverts when browsing the web. In most cases, they would not pay attention to them and would even get irritated, linking the brand to negative emotions. However, if the messages are from one's favourite brand or a person they like, people

may opt to share the content. When an organization optimizes the use of employees with good P-O fit, they are likely to participate in social media branding such that they can easily maneuver the internet, sharing content with their family and friends. Such sharing of information has more authenticity and reliability among recipients. When these parties receive the shared content, they no longer view it as spamming. They share the content further, creating a chain of shares that could multiply to thousands of views per post. The perception held by most individuals is that when content is shared by friends and family, the product is legitimate. So, when one shares content from an organization that the recipients love, they are most likely to react positively to the posts, further pushing them forward and resulting in positive actions. Employees with a high person organization fit are likely to be more satisfied due to their commitment in the organization and will actually feel like they belong and will hence strive most to achieve the required results beneficial to the organisation. Consequently, their social media engagement creates more connections and referrals to friends, family, and even strangers- it results in very effective, cost efficient channel of employer branding for the organisation.

Consistency between Internal and External Messages- Organisations messaging has an impact on participation of employees:

Organisations should work towards eliminating discrepancies between internal and external perceptions. The public needs to be given the same message as that given to the employees working within the firm, and employee should be experience the same values in action inside the organisation. The organization is bound by the information they release to the public, and hence if they operate via a common internal and external strategy then the message will be acceptable to the customers (Cable & Turban, 2003). Therefore, an organization should seek to enhance their employees' position as brand ambassadors by displaying same values internally to its employees. This strategy helps build credibility within the organization and among employees. They feel empowered to spread the firm's messages to the public and enhance the messages transparently to the target audience. It is hence imperative to ensure that an organization's internal staff is duly motivated to understand organizational goals and unique value propositions to spur passion and enthusiasm to promote social media branding. When an employee with high level of P-O fit, is able to relate to a message matching the values of the organisation, it will result in further association and sharing with external audience. When individuals are motivated within a firm, they abide by the organizational culture; they are more likely to engage in social media posts and shares compared to those who are not motivated (Ehrhart & Ziegert, 2005).

Factors that influence the decision of employee to participate in social media branding:

The decision of employees to participate in social media branding is a complex one. Combinations of different factors inspire employees to support organisational efforts on social media. Employee will participate in employer branding activities and support employer in social media if there is an alignment of values and culture .If there is an alignment of values and culture, and when employee has a good fitment in terms of job, Organisation it results in employee commitment towards the organisation and results in display of organisational citizenship behaviour. While these factors are clearly a continuation of alignment of values, need for participating in branding is instilled based on social identity need, perceived organisation support and perceived psychological empowerment. Important factor in the decision making of the employee in participating in social media branding is finally influenced by the message, i.e. employee will participate if values and culture experienced internally in the organisation is matching with the message.

Based on the researches reviewed, the model given below is proposed:

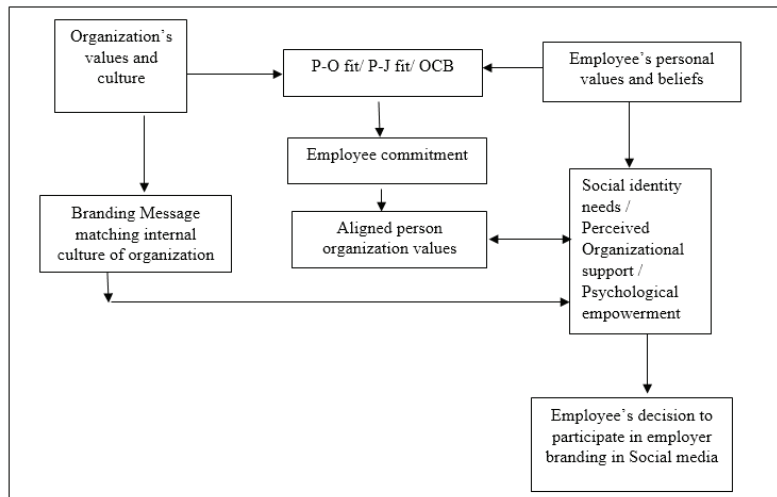


Figure 1: The decision-making process model of employees participating in social media branding efforts of employer.

IMPLICATIONS

Human resource is very crucial for success of a firm. Every employer would like to have the best talent with them and would like to have the employees dedicate their time and resources for the growth of the organisation in all possible ways. Knowing what makes them work dedicatedly and participate in a crucial activity like employer branding is an important factor in the success of the organisation. Attracting, developing such employees is a big factor for the success of the organisation. Studies have shown a positive correlation between corporate reputation and the intention to apply for a job by prospective employees. This implies that when an organization hires employees if they fit into the organisation it has a long term impact. Hiring such employees with a high person organization fit, they are more likely to improve the corporate reputation (Collins & Han, 2004). Such employees gel well with the organisation, create a conducive environment and bring more such employees who contribute to the success of the organisation.

The knowledge of what makes an employee participate in employer branding efforts is a very valuable input in an organisation's success. To achieve this goal, it is a very important factor to have a strong communication channel which can reach out to maximum number of present employees and prospective employees. While reaching out is the first stage of the process, building credibility and someone to vouch for the authenticity of the information gives it the required acceptance. Employees are in the best position to vouch on an employer's claims. In addition to regular social media platforms there are different rating agencies and websites too, in the market. Many prospective employees take a decision on joining an employer by viewing comments in such platforms like glassdoor.com, mouthshut.com etc. Hence it is an important milestone in an organisation's employer branding efforts to have employees who are not part of branding department, support the employer in such websites. Knowing what makes such employees to come forward and be part of branding exercise can help organisation to initiate, inspire and take help from such employees. This will open up a whole new channel, which is highly effective in branding. A better understanding of P-O fit and its impact on employees can help in hiring the right employees who match the values of the organisation, who will stay longer, support the organisation and be highly productive. Employees, who are willing to go beyond the job descriptions and contribute to the organisation's growth in many ways, attract more employees who are in their network and who share similar values and culture. Recruitment efforts become more effective when employees sharing similar positive mindsets come together. Work culture improves, and it will help in retaining such employees. Additionally, understanding an organisation's culture and conflicts with majority of employees values would be a big input in correcting an organisation's ways of doing business and improving work culture. This knowledge also helps in developing a culture within the organisation, training employees, communicating in the right

way. Employee's efforts and participation in branding is an indicator of organisation's prevailing culture's suitability to its environment. Carrying out the required corrections can facilitate better employee participation and engagement, and alignment of employer's values to what employee's value. This alignment can create a ripple effect which will have a multiplying effect on the organisation's success.

LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

This study focussed on the available literature on this subject, and a detailed analytical research can bring forth more factors impacting an employees' decision to participate in social media branding of the organisation. This review has collected information from different domains and stitching it together has its own limitations. Values and culture are very subjective and depends on factors such as prevailing culture, predominant religious beliefs and knowledge of workers in using social media etc. Future studies can focus on identifying more factors affecting employee participation and developing a scale to measure P-O fit in different cultures and subcultures. Also, studies have shown that demand and ability to match in the job market affects an employees' perception of P-O fit. This area also may be studied in detail. Organizational commitment is another factor which might be different in different cultures. Affective factor of employee commitment seems to have an impact on employee's decision to leave the organisation and participation in employer branding efforts. Impact of this factor on employee decision to participate in social media branding could be a subject of detailed study in future.

CONCLUSION

An individual with a high degree of person-organization fit is compatible with an organization and shares common values and culture of the organisation. Such employees look at their organisation as extension of their own identity and also have a high level of commitment to the organisation. Employees with high P-O fit are likely to exhibit organisational citizenship behaviour and are always willing to support organisational initiatives. As a result they are likely to promote their organisation in all possible mediums- it could be during their discussions with friends or in social media channels at their own freewill they do it from the heart and not under duress. Knowledge of the values of the employee and how they have a relation with the behaviour of employees in promoting organisation will help to recruit and develop most suitable employees. Impact of having such an employee is much higher than a person with moderate fitment. If a conducive environment is created, it will encourage the employees to participate in employer branding activities and help the organisation to bring in more applicants sharing similar values, which will in turn help the organisation to thrive and grow.

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