

Person-Supervisor Fit and Organizational Identification: The Mediating Role of Organizational DNA

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ABSTRACT

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Purpose- This study has examined unique relationships between person-supervisor fit and organizational identification and the mediating effects of organizational DNA between these two variables.

Design/Methodology/Approach- Survey data were obtained from a sample of 575 individuals working in different companies and departments with different job types.

Findings- The results revealed that person-supervisor fit, organizational DNA, and organizational identification significantly correlated. Structural equation modeling was conducted to test the mediating effect of organizational DNA. The results indicate that an individual's perceptions of organizational DNA profiles can mediate the relationship between person-supervisor fit and organizational identification.

Discussion- The study highlights the significant impact of "person-supervisor fit" and "organizational DNA" on fostering a workforce aligned with organizational goals and objectives under managerial supervision. According to the findings, enhancing organizational DNA may offer managers a viable avenue for improving employees' organizational identification.

1. INTRODUCTION

The theory of person-supervisor fit is a component of person-environment fit theory and it claims the prosperity and motivation of people in working life occur when there is a congruence between the individual and the environment (Merecz & Andysz, 2014). Person-supervisor fit, which is part of this theory, is explained as the harmony related to the individual and the supervisor (Wexley et al., 1980). Person-supervisor fit perceptions concern the perceived combination of the characteristics of staff and supervisors (attitudes, values, beliefs, personality, and behaviors). The cultural values and features of an organization are both very important to employees (Van Vianen et al., 2011).

Organizations want to employ people or staff who are committed to corporate objectives. Accordingly, organizations take care that employees not only participate in their jobs but also identify with the images, and values of the organizations (Miller et al., 2000). In this regard, the psychological connection between the staff and the organizations indicates "organizational identification" (Reade, 2001). In terms of the "social identification theory", the term organizational identification is acting as social identification which is built on the feeling of belongingness to an organization. This theory is established as an individual's perceived connection and harmony with the members of an organization and the differences between the members of other organizations. People who are social beings care very much about the similarities between themselves and the people in front of them and pay attention to this while establishing their social ties (Merecz & Andysz, 2014).

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Previous studies have mostly concentrated on the relationships between “person-organization fit”, which means the integration of demands and expectations of staff in an organization, the cultural structure of the organization, the performance of employees, and organizational identification. To our knowledge, no study has focused on the relationships between “person-supervisor fit” and “organizational identification”. Also, since organizational DNA is a new approach in organizational management history, it is seen that there are limited studies on organizational DNA. Organizational DNA is one of the recently adopted metaphors for organization and management issues that describe organizations through a genetic approach (Soroush et al., 2013). The mediator role of organizational DNA on the relationship between person-supervisor fit and organizational identification will enrich the literature and fill the research gap.

The term “Organizational DNA” has an important active and powerful role in the organizational identification process which includes such as structures of the organization, work into groups, communications, and decisions (Naderi, 2019; Nafei, 2015). Therefore, organizational DNA has a mediating effect between “person-supervisor fit” and “organizational identification”. Informed by the person-environment fit theory and social identity theory, this study will try to investigate the model that considers the mediating role of organizational DNA in the relationship between organizational identification and person-supervisor fit.

Taking into consideration the limitation of theoretical frameworks and the need to prove them, the study has the purpose of examining the mediating role of “organizational DNA” in the relationship of “organizational identification” and “person-supervisor fit”. In this way, it will be determined whether the “person-supervisor fit” has a direct effect and response on the organizational identification or through organizational DNA.

2. Conceptual Framework

Supervisors play an important role in terms of subordinates as they control many resources at the workplace and are recognized as representatives of the organization (Zhang et al., 2015). Person-supervisor fit which signifies the attitudinal inter-compatibility between superiors and subordinates (Klaic et al., 2018) is one of the crucial dimensions of fit regarding the concept of person-environment fit which is metaphorically called the umbrella (Kristof, 1996). Person-supervisor fit is defined as the fit in the characteristics such as abilities, skills, knowledge, personality, values, and attitudes and the fit in the expectations in job requirements or job attributes of an individual and a supervisor (Jin & Hahm, 2019). The harmony between the values and goals of the person and the supervisor or the leader determines the fit between the person and the supervisor (Aksay & Yasım, 2016). The five main categories of person-supervisor fit are personality, lifestyle, work style, values, and leadership style (Kuo, 2018).

- **Personality:** Personality traits show the tendency of people to behave in certain ways in daily life situations. Additionally, it reveals people’s perceptions, thoughts, and actions about the environment and themselves. The studies have shown that if similarities in personality exist, higher commitment relationships are formed between employees and the supervisor. According to person – the environment congruence approach, the personality similarities between supervisor and subordinate create a high level of dyadic relations which has a critical role in employees’ work performance (Hui et al., 2013).
- **Lifestyle:** It is found that if there is a congruence of lifestyles between an employee and a supervisor, then the employee will more likely have a positive satisfaction toward his/her supervisor.
- **Work Style:** It is defined as “perceived similarities in work habits”. According to the results of researchers, it is found that having similarity in work style is significantly related to employees’ job satisfaction and supervisors’ performance ratings of their employees.
- **Values:** Values refer to deeper-level similarities that express similarities that have far longer effects on processes and results.
- **Leadership style:** Leadership styles such as transformational, autocratic, democratic leadership styles have also an effect on employee satisfaction. Since supervisors have a vital role in the representation of the organization, their leadership behaviors directly determine the subordinates’ exchange degrees with their organizations (Safavi & Bouzari, 2020). Plentiful studies conducted to investigate how leaders regulate the employees’ senses of fit have pinpointed the impact of leadership styles arising from different leadership

behaviors such as servant leadership (Safavi & Bouzari, 2020), transformational leadership (Klaic et al, 2018) on followers' affective and work-related outcomes.

These five components are vital to followers perceiving their person-supervisor fit and they might also influence the person-supervisor fit formation.

Past studies have revealed the influence of person-supervisor fit on the positive affective state of subordinates and their work-related and positive outcomes; for instance, organizational commitment, work engagement (Zhang et al., 2015), and psychological capital (Safavi & Bouzari, 2020).

2.1. Organizational Identification

Organizational identification is an important concept that represents the psychological state of an employee which reflects the bond occurring from the interaction between the employee and the organization (Unal, 2014). According to Riketta (2005), organizational identification represents the degree of an employee's both cognitive and emotional identification of his organization which results in the broader affective connection comprising the value and goal congruence. A high level of organizational identification enables employees to exhibit more organizational citizenship behaviors while affecting their cognitive and affective identification levels (Ashforth et al., 2008).

The concept of organizational identification has been described by different researchers at the same time. For example, Hall, Scheider, and Nygren (1970) defined it as the great integration of the goals of the organization and the individual. Cheney (1983) defined it as an active process connecting social elements with the individual. The process mentioned here begins with the organization guiding for desired behaviors and communicating its values and goals to its employees. How much employees will adopt this purpose and values is proportional to the success of the organization in communicating this. Employees are identified with the organization in this way and the employees' sense of belongingness and membership become stronger. Organizational identification mainly consists of three elements, which are briefly described below (Tosun, 1981).

- The most basic element of identification is the strong belief and acceptance of the individual in organizational goals and objectives. Identification can be expressed as an integration process of organizational and individual goals with this aspect (Hall et al., 1970).
- The second element of identification is volunteering the activities that make up the organizational role of the individual. The individual who sees the goals of the organization as his own will be satisfied when he achieves those goals. In other words, the degree of pleasure and satisfaction received from work is directly proportional to the level of identification (Hall et al., 1970). Riketta (2005), in his meta-analytic research on organizational identification, has demonstrated that organizational identification boosting the intrinsic motivations of organizations' members may be the better antecedent of employees' extra-role behaviors for the benefit of organizations. Employees with having strong level of organizational identification are willing to exert extra effort to enable the organization to reach maximum success (Rousseau, 1998).
- The third element of identification is that individuals are willing to continue their work in the organization. Since organizations coexist with their employees who are vital resources for their sustainable competitive advantage, having employees who acquire high organizational identification and have the intention to continue to work with the organization is of critical importance for organizations. Individuals identified with the organization may still prefer to stay in the organization even if they find more favorable job opportunities (Polat & Meydan, 2010).

People who are organizationally identified see themselves as representatives of the organization they are in reflect it on their social life and are likely to protect the interests of the organization (Demir et al., 2019).

2.2. Organizational DNA

The concept of DNA that determines the genetic characteristics of humans was adapted to organizations, and just like human DNA, the genetic structures of organizations were tried to be determined over time. Organizational DNA is the fingerprint of an organization and each organization member carries the DNA of the organization to which it belongs (Döş, 2013). Organizational DNA is a metaphoric concept, that defines

the character of an organization and expresses the main factors that help explain the organization. It is also defined as a system to discover the organization by revealing the strengths and weaknesses of the organization (Abdel-Raheem & Saad, 2019). Four basic factors distinguish the character of an organization from other organizations. These are named decision rights, information, motivators, and structure (Neilson et al., 2003). These are explained in short below (Abdel-Raheem & Saad, 2019).

- Decision rights: It is the mechanism underlying how decisions are made. In addition to reflecting the organization's basic decision-making techniques, it defines decisions regarding the organization's operational efficiency, speed in the supply of products or services, and the time required for this.
- Information: It is the basic tool that enables the transfer of information from people who know within the organization to those who need it.
- Motivators: They are tools used to motivate employees better and to enable them to perform better. These include material and moral means of motivation.
- Structure: It is the sum of how the workforce is divided into different tasks so that communication, coordination, and efforts between the departments of the organization are effective.

The four basic building blocks of the organization interact with each other just like in DNA. As a result of extensive or good regulation of these building blocks and extensive research on organizations, seven organization profiles were identified, four unhealthy and three healthy organization profiles (Abdel-Raheem & Saad, 2019).

- Healthy organization profiles
 - Just-in-time organization: “the ability to change direction or deal with another subject when necessary, without overlooking the big picture”
 - Military organization: Such organizations operate within a certain hierarchy, everyone's roles within the organization are defined and they work under a highly controlled management model.
 - Resilient organization: It defines an organization's ability to be flexible enough to quickly adapt to changes occurring in the market.
- Unhealthy organization profiles
 - The fits-and-starts organization: Employees in organizations go infrequently in the same direction at the same time, but they are intelligent, motivated, and capable.
 - Overmanaged organization: Such organizations are called "analysis paralysis" and the directors in the organization spend their time checking the work of subordinates rather than analyzing the environment.
 - Outgrown organization: Such organizations are too large and complex to not allow a small team to control effectively and tend to react slowly to market developments.
 - Passive-aggressive organization: There is no problem in making changes in the organization, but it is impossible to implement this change. Such organizations find it difficult to implement the plans that are decided.

According to the above definitions, organizations display a healthy or unhealthy organizational structure, depending on how well or badly the building blocks of organizational DNA are set.

2.3. Person-Supervisor Fit and Organizational Identification

According to the person-environment congruence approach, the personality similarities between supervisor and subordinate create a high level of dyadic relations which has a critical role on both employees' work performance and also stimulates subordinates to act in favor of organizational goals by extending across their interest (Hui et al., 2003).

From the social identity theory viewpoint, Mael and Ashforth (1992) handle the concept of organizational identification as one's stance or perception to his belongingness towards organizations. This belongingness emerges when subordinates' self-concepts are in rapport with the organization's values, and concludes with

the exerting of beneficial behavior for the interests of the organization (Van Dick et al., 2006). Interiorizing the organizational values and appreciating being a member of a particular organization is attributed to the emotional aspect, whereas willingness to pursue belongingness toward the organization is attributed to the cognitive aspect of organizational identification (Riketta, 2005).

Also, Astakhova (2016), in his cross-cultural study, demonstrated the positive relationship between person-supervisor fit and attitudinal organizational commitment which includes identification as a component. To explain the relationship, the study has referred to the framework of Attraction-Selection-Attrition (ASA) theory, which assumes employees would rather choose organizations congruent with their characteristics and values.

Taking into account that subordinates perceive the supervisors as the agents of the organization, in the eyes of employees supervisors' characteristics are embodied in the organization. Therefore, the extent subordinates appreciate value congruence with their supervisors leads to their perceived identification with their organization (Eisenberger et al., 2002). Thus, it can be assumed that individuals with a superior alignment with their supervisors are not only more committed to their jobs but also identified with their organizations.

Marstand et al. (2020) have searched out the two foci of identification named leader and organizational identification in the light of multiple identification processes proposing individuals are involved in interaction simultaneously with different types of identification such as leader, group, and organization. Results shed light on the unanswered question in the literature whether relations of leader and organizational identification have a unidirectional structure or bidirectional structure and demonstrated the unidirectional relations in which leader identification has positive effects and spills over on the organizational identification. Employees' level of leader identification also enriches their level of organizational identification since the leader impacts their experience of organizations and belongingness towards their organizations (Horstmeier et al., 2017).

In this study, it is suggested that the person-supervisor fit has positive impacts on organizational identification.

- Hypothesis 1. There is a significant positive relationship between person-supervisor fit and organizational identification.

2.4. Person-Supervisor Fit and Organizational DNA

Supervisors who often implement the organizational instructions, rules, and traditions become the direct figures in which employees experience the basic characteristics of the organization (Jing & Juan-Juan, 2010). Thereby, it can be assumed that the crucial aspects of organizational DNA such as structure, decision rights, and information could be experienced directly via the supervisors, and subordinates who have a high match degree with the supervisors can make compatible contributions to organizational DNA and also adapt easily to it.

Person-supervisor fit referring to a higher degree of alignment between subordinates and supervisor enables employees to preserve and develop helpful work resources. Therefore, from the viewpoint of the conversation of resources theory, person-supervisor fit can be classified as energy resources (Hui et al., 2003). From this standpoint, person-supervisor fit can be considered as the antecedent for the motivators dimension of organizational DNA.

- Hypothesis 2. There is a significant positive relationship between person-supervisor fit and organizational DNA

2.5. Organizational DNA and Organizational Identification

The concept of organizational identification transcends the employees' organizational commitment and also contributes to the employees' integration with the organizational vision and mission (Shamir & Kark, 2004; Demir et al., 2019).

In "The Four Bases of Organizational DNA," an article in the Winter 2003 issue of the firm's Strategy+Business magazine in which three Booz Allen consultants—Neilson, Pasternack, and Mendes—explain how "a company's DNA holistically means weaving intelligence, decision-making capabilities, and a collective focus

on common goals, it can be suggested that organizational DNA can lead the organizational identification (Neilson et al., 2003).

- Hypothesis 3. There is a significant positive relationship between organizational DNA and organizational identification.

2.6. Mediating role of organizational DNA between the relationship between person-supervisor fit and organizational identification

We suggest that one way that person-supervisor fit has a positive effect on organizational identification is through increasing organizational DNA profiles. Organizational DNA may mediate the relationship between person-supervisor fit and organizational identification. In the literature, person-supervisor fit was mostly examined as a component of the person-environment fit variable and in multi-level studies, it is seen that person-supervisor fit is often examined together with person-organization fit research. According to the researchers, person-supervisor fit and person-organization fit exist today as two interconnected types of fit (Tatlı & Çakmak, 2019). In many studies, it is revealed that there was a positive and significant relationship between organizational identification and person-organization fit (Akbaş & Çetin, 2015; Demir et al., 2019; Sökmen & Bıyık, 2016). The results of the meta-analysis studies show that employees who feel a higher degree of fit in their supervisor have more positive job attitudes, perform better, and stay on the job longer. In short, a good fit generally produces positive outcomes for both the individual and the organization. It is because harmony creates a comfort zone where one feels safe (Baycan, 2019; Kristof-Brown et al., 2005). Organizational identification and organizational DNA are thought to be positive outcomes for an organization. Additionally, organizational DNA is a new subject in the organizational behavior literature and there are a few studies conducted by some researchers. According to the theoretical background, organizational DNA may have a mediator effect between person-supervisor fit and organizational identification.

While Dalkılıç and Budak (2010) describe the organizational DNA as the core competency that distinguishes the organizations from others, in the literature some studies argued the interchangeable meaning of organizational DNA and organizational culture and the question of which one comprised the other remained multifaced. However, both values of organizational culture and supervisors' characteristics are crucial for employees to ensure integrity with the organization as a result of values alignment with the organization (Edwards & Cable, 2009; Eisenberger et al., 2002). Supervisors play an essential role in putting an organization's culture into practice and can guide the subordinates regarding how values of shared organizational culture can be transmitted to daily work practices (Van Vianen et al., 2011). It can be assumed that person-supervisor fit can enable employees to accept the organization's DNA and contribute to it.

The implication of the mediating role of organizational DNA for this study is that the person-supervisor fit and organizational identification relationship will be stronger through organizational DNA.

- Hypothesis 4. Organizational DNA mediates the relationship between perceived person-supervisor fit and organizational identification.

3. METHOD

3.1. Sample and Procedure

The data of the study were collected by using questionnaires from employees working for various multinational companies, universities, and banks located in İstanbul. A total of 575 respondents completed questionnaires. Since the survey data were collected before 01/01/2020, no application was made for the Ethics Committee Permission Document. Among a total sample of 575, 57% are males and 43% are females. According to the education levels, 10% of them have an education level higher than university graduates, 15% of them have an education level of university graduates and the rest of them have an education level lower than university graduates. 52% of the respondents ranged in the age of 20-30; 42% of the respondents ranged in the age of 31-50 and 6% of the respondents ranged in the age of 51-70.

3.2. Measures

To measure the extent of person-supervisor fit as a data collection tool, the person-supervisor fit scale consisting of one dimension and 5 expressions developed by Chuang, Shen, and Judge (2016) considering the

existing scales related to the elements of person-supervisor fit. This scale is adapted in Turkish by Baycan (2019). Secondly, the six-item organizational identification scale developed by Mael & Ashforth (1992) and adapted in Turkish by Tokgöz & Aytemiz Seymen (2013) was used to determine the organizational identification levels of the employees. Finally, the perceptions of the employees towards the organizational DNA were measured by using the "Organization DNA Scale" developed by Döş & Çetin (2014). In the scales, a 5-point Likert-type scale (1-Strongly Disagree and 5- Strongly Agree) was used to measure the degree of participation in each item. The organizational DNA scale consists of 6 dimensions and 28 items. Organizational profiles determined by scale dimensions are as follows: a just-in-time organization, a military organization, a resilient organization, a fits-and-starts organization, an overmanaged organization, and a passive-aggressive organization.

3.3. Research Model

The current study was designed to investigate how organizational DNA mediates relationships between person-supervisor fit and organizational identification. Figure 1 shows the conceptual model of the study.

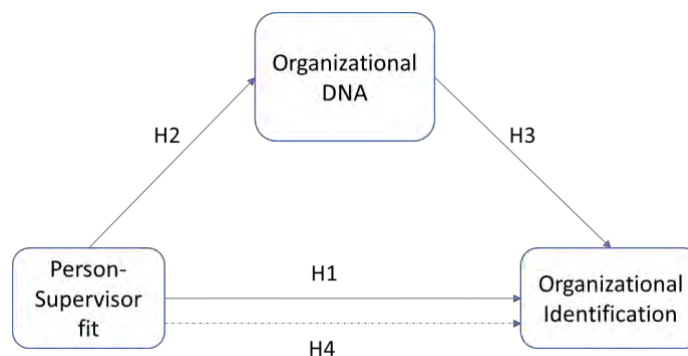


Figure 1. Conceptual Model

Figure 1 presents the conceptual model specifying the mediation effect of organizational DNA in the relationship between person-supervisor fit and organizational identification.

4. FINDINGS

4.1. Confirmatory factor analyses

To reveal the fit values of the three scales used in the study, a confirmatory factor analysis was performed using the AMOS 22 IBM program. The values found from this analysis are presented in Table 1.

Table 1. Results of the confirmatory factor analyses of the scales

Fit Criteria	Person-supervisor fit scale	Organizational DNA scale	Organizational Identification scale
X2/sd	4,752	3,508	2,931
RMSEA	0,08	0,066	0,058
SRMR	0,01	0,046	0,01
NFI	0,99	0,93	0,995
CFI	0,99	0,95	0,997
TLI	0,98	0,94	0,990

According to the analysis, all scales seemed to fit the data well. Fit indexes showed good fits (Bentler, 1990). Since the factor load value of the first item of the organizational identification scale is lower than the other items, it was excluded from the scale. Additionally, the organizational DNA scale has two dimensions "healthy organization profiles" and "unhealthy organization profiles". These dimensions are opposite to each other, so the items of "unhealthy organization profiles" were coded reversely.

3.2. Descriptive statistics and correlations

Descriptive statistics for all variables in the study are presented in Table 2. As seen from Table 2, all correlations were significant and in the positive direction.

Table 2. Means, standard deviations, Cronbach α , and correlations of the main research measures

		X	Sd	Cronbach α	1	2	3
1. oi_mean	Pearson Correlation	3,92	,95	0,91	1	,441**	,520**
2. p-s_mean	Pearson Correlation	3,14	1,16	0,93	,441**	1	,521**
3. dna_mean	Pearson Correlation	3,55	,83	0,93	,520**	,521**	1

**Correlation is significant at the 0.01 level (2-tailed).oi: organizational identification, p-s: person-supervisor fit, dna: organizational DNA

In this study the score of Cronbach alpha of organizational identification was found as 0,91; person-supervisor fit was found as 0,93; organizational DNA was found as 0,93. These values show that the scales are extremely reliable. To assess the relationship between the research variables, Pearson correlation coefficients among these variables were computed and shown in Table 2. According to Table 2, it is found that all variables are positively related to one another. The correlation coefficient was found as 0,441 between organizational identification and person-supervisor fit; 0,52 between organizational identification and organizational DNA; 0,521 between person-supervisor fit and organizational DNA. It indicates that there is a significant relationship between these variables.

3.3. Variance Accounted For (VAF) Test With Mediation Analysis (Path Analysis)

To say that there is a mediation effect, the following situations must be met in Bootstrap Method (Preacher & Hayes, 2004, 2008):

- The effect of the independent variable on the dependent variable should be statistically significant. If the direct effect is statistically significant, the next step can be taken. If it is not significant, the process of examining the mediation effect ends at this stage as the required assumption cannot be met.
- When the variable thought to be a mediating variable is inserted into the current model, it is seen that the effect of the independent variable on the dependent variable takes place through the mediating variable. This effect is defined as the indirect effect of the effect of the independent variable on the dependent variable. This indirect effect should also be statistically significant. If a significant effect can be achieved, the next step can be taken.
- In this study, the variance value called VAF was used to measure the magnitude of the mediating effect. VAF is found in the form of a division of indirect effect to total effect. Total effect is the sum of indirect and direct effects (Hair et al., 2014). As suggested by Hair et al. (2014) , it can be considered as follows:
 - If $VAF > 80\%$, full mediation, that is, a full mediation effect occurs,
 - $20\% \geq VAF \geq 80\%$ partial mediation, that is, a partial mediation effect occurs,
 - If $VAF < 20\%$, it is stated that there is no intermediary effect.

In this research, to test the mediating effect of the organizational DNA in the effect of person-supervisor fit (independent variable) on organizational identification (dependent variable) the Process Macro software is added to the SPSS program (Hayes, 2015). Process Macro, developed by Hayes (2015), is a software added to the SPSS program that tests the mediation and regulatory effect by performing multiple regression (Erkal, 2020).

Based on Hair et al. (2014), the direct effect (without a mediator) is significant, then we include the mediator and the indirect effect is also significant. Then we access VAF. If $VAF > 20\%$, but $< 80\%$, it means partial mediation occurs in the relationship. The bootstrap method (5000 sample number, .95 confidence interval) is

used to reveal the mediating role of organization DNA in the relationship between person-supervisor fit and organizational identification. Table 3 shows the results of the mediation test obtained with the SPSS Process software.

Table 3. Mediating Effect of Organizational DNA

	Coeff	S.E.	LLCI- ULCI	R2	F	Sig.
PS→OI	0,3658	0,031	0,3046-0,4269	0,1940	137,9590	0,000
PS→DNA	0,3727	0,0255	0,3227-0,4228	0,2719	214,0311	0,000
DNA→ →PS	0,4737 OI	0,043 0,038	0,3708- 0,5565 0,1266-0,2593	0,3100	128, 5013	0,000

According to Hair et al. (2014), the result (Table 4) showed a VAF value of 47% (= 0,1728/0,1930), which means that there is a partial mediation in the structural model.

Table 4. Direct, Indirect, and Total effect and VAF value

Relation	Organizational DNA			Bias corrected confidence interval	95% VAF
	Indirect effect	Direct effect	Total effect		
Person supervisor fit → Organizational Identification	0,1728**	0,1930**	0,3658**	0,1257 0,2256	%47

Notes: *p < .10, **p < .05, ***p < .01 (one-tailed test); VAF = variance accounted for.

In the study, the indirect effect was examined with the Bootstrap technique (5000 samples) at 95% confidence interval.

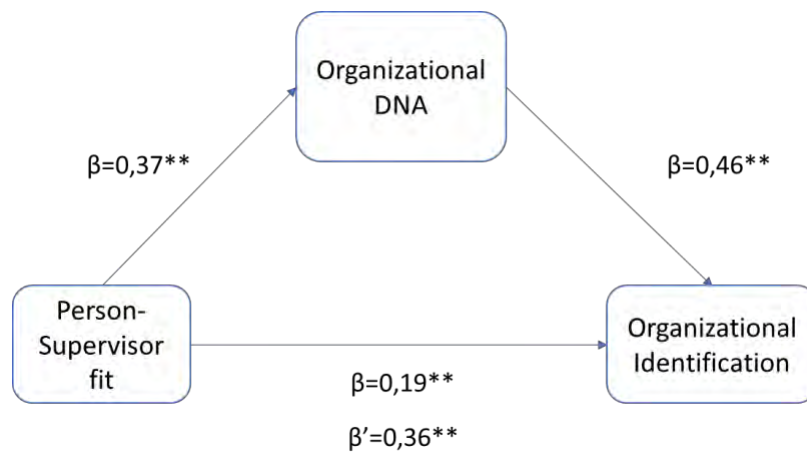


Figure 2. Results of the Research Model

As can be seen in Figure 2 and Table 4, there is an indirect effect of the mediator variable on the dependent variable of the independent variable, and this effect is statistically significant. Direct effect is 0.1930 and indirect effect is 0.1728. The total effect is 0.3658. Since the Bootstrap confidence interval does not contain the highest and lowest values of zero, the mediation effect was found to be statistically significant. Organizational DNA is the mediator variable of the effect of person-supervisor fit on organizational identification. It was found that it showed a decrease when the mediator variable was included in the model (p < 0.05). This shows that there is a partial mediation effect. As a result, it was determined that organizational DNA has a partial mediating effect on the relationship between person-supervisor fit and organizational identification. According to the analysis conducted, hypotheses 1, 2, 3, and 4 were supported.

4. DISCUSSION AND CONCLUSION

The general aim of this study is to analyze the mediation role of organizational DNA in the interrelation between “organizational identification” and “person-supervisor fit”. Organizational DNA is a new and increasingly popular phenomenon in terms of organizational behavior and human resource management literature. Our study explains that there is a significant, powerful, and positive relation between organizational identification and person-supervisor fit. After conducting the mediation analysis, the result showed that there is a “partial mediator” role of organizational DNA in this relationship. It is shown that the person-supervisor fit is an individual factor. However, organizational identification and organizational DNA are organizational matters. When considering the harmony between the employee and the supervisor, and the organizational identification of employees, it is seen that organizational DNA increases the relationship between organizational identification and person-supervisor fit. Exploring the role of supervisors could be beneficial for understanding the connection between person-supervisor fit and organizational DNA (O'Reilly et al., 1991). In this respect, organizations should have a healthy organizational DNA profile because person-supervisor fit has a positive and significant effect on organizational identification through organizational DNA. Therefore, the findings in our study demonstrate the importance and necessity of developing a good fit in person-supervisor and positive organizational DNA in companies. Understanding how individuals perceive their fit within the organizational context, including with their supervisors, can shed light on broader organizational aspects (Cable & DeRue, 2002).

There is a consistency of the results with some other studies. These studies also explain the relationship and correlation between “organizational identification” and “person-supervisor fit” because there is no study in the literature to investigate person-supervisor fit about organizational identification directly. Although not directly focused on person-supervisor fit, Eisenberger, R. et al., (1986) emphasize the importance of perceived organizational support in shaping employees' attitudes and behaviors within the organization. When employees perceive a good fit with their supervisors, they are more likely to identify with the organization. Many studies have demonstrated that “person-organization fit” is positively and assuredly related to “organizational identification” (Akbaş & Çetin, 2015; Chatman, 1991; Demir et al., 2019; Meglino et al., 1989; O'Reilly et al., 1991; Sökmen & Bıyık, 2016; Vancouver & Schmitt, 1991; Kristof-Brown et al., 2005). Leaders can influence and leverage organizational culture, and it might provide insights into the role of supervisors in shaping the cultural aspects of an organization (Schneider et al., 2013). Our findings and results contribute to some recommendations for this practice. First, for a better fit in the person and supervisor, the recruitment and selection processes of the organizations have to be improved and developed by related departments and managers (Zhang et al., 2015). During the recruitment process, organizations may prioritize candidates whose values and work styles align with both the immediate supervisor and the broader organizational culture. This strategic alignment can potentially contribute to higher levels of organizational identification over time. On the other hand, providing supervisory mentoring programs may strengthen the matching procedure between managers and employees (Kim & Kim, 2013). Employee training and development programs can be designed to enhance person-supervisor fit by aligning individuals with the organization's values and cultural nuances. This targeted approach may foster a stronger sense of organizational identification.

As the study has proved, managers might be able to improve the organizational identification of employees by increasing organizational DNA. The finding that organizational DNA increases organizational identification of employees is consistent with the previous studies (Naderi, 2019; Nafei, 2015). Organizational DNA is a concept that has four components using motivators such as chance of progress, upgrading and promotion, cash incentives, reconstructing organizational structures such as emphasizing analysis, defining, appealing and assessing jobs, trusting data and reports, and trying to renew and update it as the main carrier of all actions, empowering employees to have more jurisdiction when implementing their work and to be more free when making their decisions may improve the general organizational DNA level (Nafei, 2015).

In the research, there is a “significant” and “positive effect” of “person-supervisor fit” on “organizational DNA”. In this respect, it can be claimed that the more the harmony between employees and supervisors is, the healthier the organizational DNA is. Considering organizational DNA is a system indicating the strong and weak points of the organization (Gharmy, 2006), and defines the personality of the organization (Neilson

et al., 2003), it can be argued that employing the right personnel in the organization who are suitable for the organizational culture, goals, and characteristics, and fit with the supervisors of the organization, would help to create a healthier organizational DNA.

This research has some constraints and limitations. First, the data were gathered in a “cross-sectional survey” and the causality among the studied variables might have confounded. Longitudinal studies could be conducted by the researchers in the future. Second, all participants were employees working for various multinational companies, universities, and banks located in İstanbul, Turkey. To generalize our findings, other researchers may collect the data from employees employed in other organizations, working in various departments, and may be in different cultures. Third, the sample which is used in this study is small. Furthermore, in this study, the proposed model has only three variables. The possibilities of other variables cannot be ruled out.

The findings suggest that "organizational DNA," encompassing cultural elements, values, and fundamental characteristics, serves as a partial mediator in the association between "organizational identification" and "person-supervisor fit." This implies that the alignment between employees and their immediate supervisors contributes significantly to the broader organizational identity, but the organizational DNA plays an intermediary role in this complex relationship. Organizations can benefit from understanding and leveraging their unique organizational DNA to strengthen the positive effects of person-supervisor fit on organizational identification.

As a conclusion for the literature, the study brings and contributes to the importance of person-supervisor fit and organizational DNA for organizational identification. It also provides that the good fit of a person-supervisor and a healthy organization makes people working in the organization more identified. This finding shows that employees who have a high level of organizational identification will be more effective and productive in their jobs and organizations. Moreover, the present study illustrated how organizational DNA has an important role in the relationship between “person-supervisor fit” and “organizational identification”. More specifically in this study, it was found that organizational DNA has a “partial mediation role” between person-supervisor fit and organizational identification. Based on the theoretical and practical implications explained in the study, “person-supervisor fit” and “organizational DNA” have great emphasis and influence in the emergence of employees who work towards the goals and objectives of the organization in the workplace of a manager. Therefore, managers should focus on their compatibility with their employees and building a healthy organizational DNA.

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