

## Investigating the Relationship between Individual and Organization Fit and Psychological Empowerment and Constructive Thinking in Medical Personnel of Hospital in Behbahan City in 2022

Asghar Ramezani <sup>a</sup>, Zohreh Karimiankakolaki <sup>a\*</sup>

<sup>a</sup> Department of Health, Faculty of Medical Sciences, Shahrekord Branch, Islamic Azad University, Shahrekord, Iran.

### ARTICLE INFO

#### ORIGINAL ARTICLE

#### Article History:

Received: 15 Feb 2023

Revised: 29 Apr 2023

Accepted: 30 Apr 2023

#### \*Corresponding Author:

Zohreh Karimiankakolaki

#### Email:

zohrehkarimian68@gmail.com

Tel: +98 91332366910

#### Citation:

Ramezani A, Karimiankakolaki Z. Investigating the relationship between individual and organization fit and psychological empowerment and constructive thinking in medical personnel of Hospital in Behbahan City in 2022. *Journal of Social Behavior and Community Health (JSBCH)*. 2023; 7(1): 1072-1080.

### ABSTRACT

**Background:** Psychological empowerment and constructive thinking and its fit with the job are one of the most important success factors in advancing the organization's goals and increasing commitment and job performance. This study was conducted to investigating the relationship between individual and organizational fit and psychological empowerment and constructive thinking in medical personnel of a Hospital in Behbahan City in 2022.

**Methods:** This descriptive-analytical (cross-sectional) study was conducted on 250. The assessment of psychological empowerment was measured using a 15-question Spritzer and Meishert questionnaire, the evaluation of constructive thinking was measured using a 28-question Epstein and Mayer questionnaire, and the state of individual and organizational fit was measured using a 10-question Scroggins questionnaire. The data was analyzed using SPSS 26 software and a significance level of 0.05.

**Results:** The average age of the study participants was 36.21 years. The average score of psychological empowerment was  $13.39 \pm 9.84$ , which was higher than the average and was at a desirable level. The average score of constructive thinking was  $27.75 \pm 19.08$ , which was at the optimal level and above the average. The average score of fit between the individual and the organization was  $18.91 \pm 17.08$  which was above the average and at the optimal level. There was a positive and significant relationship between the average score of individual-organization fit and constructive thinking ( $p = 0.007$ ). The relationship between the mean score of psychological empowerment and constructive thinking was also positive and significant ( $p = 0.000$ ). However, there was no significant relationship between the average score of individual-organization fit and psychological empowerment ( $p = 0.196$ ).

**Conclusion:** According to the results and the positive relationship between the fit variables of the organization and the psychological empowerment with constructive thinking, it is possible to improve the other variables with the positive changes and promotion of each of them and advance it towards its goals by promoting the organization.

**Keywords:** Psychological, Empowerment, Thinking, Organizations

## Introduction

It is very important to use the concept of proportionality to use and better use the knowledge, ability and skill of the human force; one of the types of fit of a person with his environment is the fit of a job and an employee. The lack of fit between the job and the individual can lead to many costs for the organization (Antall, 2008). In recent years, the concept of person-organization fit has played a significant role in management scientific research (Gardner, 2012). The person-job and person-organization fit can have positive consequences for people and the organization (Moradi & Hakimi, 2018). The person-group fit is defined as the compatibility between the newly hired person in the organization and his work group (Werbel & Johnson, 2001). Individual-group fit is defined by the personality similarity of group members or having effective interpersonal skills for effective cooperation and communication with other group members (Shin, 2005). Vancouver and Schmidt (1991) tested the relationship between individual-group goal congruence and intention to quit (Vancouver & Schmitt, 1991). There is a negative relationship between this type of fit and intention to quit (Ott, 1989). Therefore, having a fit with a job does not necessarily mean a fit with the values and culture of an organization, and in addition to the fit of a person with a job, the fit of a person with the organization in which he works has important consequences for the organization (Vancouver & Schmitt, 1991; Ott, 1989; Lauver & Kristof-Brown, 2001). In the era of rapid changes, organizations try to adapt to the environment in order to continue their effectiveness and work. Also, in this period, the belief was formed that motivating and empowering employees can be effective in their production and performance, and as a result, increase the productivity and efficiency of the organization, one of the factors that can be used in organizational support in the field of employee empowerment that helps improve employee performance is psychological empowerment (Mehri, Ghorbani, Langroudi,

2012). Researchers consider psychological empowerment as a way to increase the decision-making power at the lower levels of the organization and to strengthen the work experiences of all employees and it should be considered as a valuable tool to help produce and create motivated behavior and improve productivity in the organization (Lam, Huo, & Chen, 2018). The intrinsic motivation of people to promote empowerment is an internal issue. Empowerment is a power derived from this idea that can and should be created through continuous improvement of competence and its application. Constructive thinking, which is also referred to as experimental intelligence, is defined as the ability to solve problems in everyday life with the lowest amount of stress (Boon, Den Hartog, Boselie, & Paauwe, 2011). Epstein and Meier (1989) consider constructive thinking as a construct separate from intelligence, which is related to success in life and well-being (Epstein & Meier, 1989). In other words, self-knowledge and constructive thinking can play a role in explaining and predicting various psychological processes and structures as a personality structure that has certain behavioral criteria (Rey, Ortega, Alonso, & Diaz-Rubio, 2009). The key to managing talent and human resources in today's human resource systems, in practice, is to provide tools to the employee and the organization to connect and adapt what the employee and the organization want. Therefore, the present study was conducted with the aim of investigating the relationship between individual and organization fit and psychological empowerment and constructive thinking in medical personnel of Hospital in Behbahan city in 2022.

## Methods

The current descriptive cross-sectional study was conducted on the medical staff of different departments of Farideh Behbahani Obstetrics and Gynecology Hospital in Behbahan City in 2022. In this study, all employees of the mentioned units participated in the study after obtaining informed consent. The statistical population was 250

medical personnel in different departments of Farideh Behbahani Obstetrics and Gynecology Hospital in Behbahan city, including midwives, doctors, nurses, and laboratory departments. According to the statistical population and using Cochran's formula, the sample size was 135 people and the participants were included in the study in a simple random manner. The criterion for entering the study was being employed in the mentioned hospital and the willingness to participate in the study, and the criterion for exiting the study was the unwillingness to continue cooperating with the study and not working in this hospital.

Data collection tools include the constructive thinking questionnaire by Epstein and Meier, Scroggins' person-organization fit questionnaire, and psychological empowerment questionnaire by Spritzer and Meishert.

Epstein and Meier Constructive Thinking Questionnaire: To obtain the score for each dimension, the total scores of the questions related to that dimension are added together and to calculate the total score of the questionnaire, the total scores of all the questions are added together. Higher scores indicate a negative view and lower scores. This questionnaire has a good internal consistency and the Cronbach's alpha coefficient of the whole scale is 0.95 for the subscale of self-attitude, 0.81 for the attitude towards the world, and 0.93 for the attitude towards the future. In Iran, in order to check the reliability and validity of the constructive thinking questionnaire in relation to circadian in Iranian part-time workers and shift workers, Akram Jafari Roudbandar and colleagues conducted research in 2010, and the reliability of the entire questionnaire was calculated using Cronbach's alpha of 0.76. Cronbach's alpha of two areas of stability and rhythm range in shift nurses were 0.70 and 0.82, respectively, and the value of this index in university workers was 0.75 and 0.78, respectively and it has also been used in the study of Roshan, et al. 2022.

Scroggins Person-Organization Fit Questionnaire: This questionnaire has two dimensions organizational fit and job fit. 5 items

are considered for each number and a questionnaire containing 10 years with a 5-point Likert scale has been prepared. This questionnaire was used in the study of Moradi and Hakimi, 2017.

Spritzer and Meishert Psychological Empowerment Questionnaire: This questionnaire has been around for 15 years and its purpose is to measure the psychological empowerment of employees in the organization and its dimensions (competence, autonomy, influence, meaningfulness and trust). Its response range was Likert type. To get the points related to each dimension, add the total points of the questions related to that dimension together. To get the total score of the questionnaire, add the total scores of all the questions together. Higher scores indicate the greater ability of the organization to empower employees and vice versa. In the research of Timournejad et al. (2009) to increase the reliability of the questionnaire, written and oral opinions of expert professors of this field and experts of the Ministry of Economic Affairs and Property were used according to the terms and conditions governing the organization. Also, to determine the reliability of the questionnaires, first 30 people were selected from the statistical population and the questionnaire was given to them, and then Cronbach's alpha method was used to determine the reliability of the questionnaire, and the alpha value was obtained as 0.95, which can be said that the questionnaire has stability and reliability (Timuranjad, Sarihi Esfastani, 2011).

The information was entered into SPSS26 software and analyzed using statistical tests, and the significance level is considered 0.05 in all tests. The frequency distribution of demographic variables was evaluated based on the number and percentage reported and the relationship between the main variables of the study was evaluated using the Pearson correlation test. This project is approved by the Islamic Azad University, Shahrekord Branch, with a code of ethics IR.IAU.SHK.REC.1401.033.

## Results

The results of the research show that the highest gender frequency distribution is 60.7 for women. The highest frequency distribution of age is related to the age range of 31-35 years, where about 36.3% of employees are in this age range, and the lowest frequency distribution of employees is related to people under 25 years of

age, which has a frequency of 3.7%. The highest distribution of frequency is related to the bachelor's degree of the employees, which has 68.1%, and the lowest frequency distribution is related to the doctorate with a frequency of 1.5%. Also, the results showed that the highest job frequency of employees is related to nurses with 52.6%. The details are listed in Table 1.

**Table 1.** Frequency Distribution of Demographic Variables in Medical Personnel of Hospital, Behbahan City in 2022

Variables		Frequency (F)	Percentage (%)
Gender	women	82	60.7
	men	53	39.3
Age	Age below 25 years	5	3.7
	26-30	31	23.0
	31-35	49	36.3
	36-40	36	26.7
	41 and up	14	10.4
Education	PhD	2	1.5
	Diploma and below	3	2.2
	Associate Degree	15	11.1
	Master's degree	23	17.0
	Bachelor's degree	92	68.1
Job	Nurse	71	52.6
	midwife	64	47.4

The results of the research in the descriptive statistics of the research components show that the highest average is related to the attitude to the world component from the constructive thinking

components and the lowest average is related to the trust component from the psychological empowerment components. The details are listed in Table 2.

**Table 2.** Distribution of the Average Score and Standard Deviation of the Variables of Individual and Organizational Fit, Psychological Empowerment and Constructive Thinking in the Medical Personnel of Hospital in Behbahan City In 2022.

Research Components	individual-Organization Fit		Psychological Empowerment				Constructive Thinking			
	Suitability Of The Person,	Suitability Of The Job,	Merit	Autonomy	Influence	Meaningful	The Trust	Attitude To The Future	Attitude To Oneself	Attitude To The World
Mean	17.0815	18.9185	13.36	13.40	11.39	11.19	9.84	19.62	19.08	27.75
Sd	.38188	.39790	.177	.150	.245	.229	.271	.535	.458	.344
Minimum	5.00	5.00	4	8	4	3	3	9	9	20
Maximum	25.00	25.00	15	15	15	15	15	37	34	41

Based on the results of Pearson's correlation test, there is no direct and significant relationship between the two variables of

psychological empowerment and person-organization fit ( $p = 0.196$ ). The details are listed in Table 3.

**Table 3.** The Results of Pearson's Correlation Test to Investigate the Relationship Between Individual and Organization Fit and Psychological Empowerment

Research Components	Test	individual-Organization Fit	Psychological Empowerment
individual-Organization Fit	R*	1	.112
	Sig		.196
	Mean	36.0522	59.3197
Psychological Empowerment	R	.112	1
	Sig	.196	
	Mean	135	135

\*Pearson correlation coefficient

Based on the results of Pearson's correlation test, there is a direct and significant relationship between the two variables of individual-

organization fit and constructive thinking ( $p = 0.007$ ). The details are listed in Table 4.

**Table 4.** Pearson correlation test results to examine the relationship between individual-organization fit and constructive thinking

Research Components	Test	Constructive Thinking	Individual-Organization Fit
Constructive Thinking	R	1	.153
	Sig		.007
	Mean	134	134
Individual-Organization Fit	R	.153	1
	Sig	.007	
	Mean	134	135

\*Pearson correlation coefficient

Based on the results of the Pearson correlation test, there is a significant direct relationship between the two variables of psychological

empowerment and constructive thinking ( $p = 0.000$ ). The details are listed in Table 5.

**Table 5.** Pearson correlation test results for the relationship between constructive thinking and psychological empowerment

Research Components	Test	Psychological Empowerment	Constructive Thinking
Psychological Empowerment	R	1	.394**
	Sig		.000
	Mean	59.3197	66.3961
Constructive Thinking	R	.394**	1
	Sig	.000	
	Mean	134	134

\*Pearson correlation coefficient

## Discussion

In this research, the relationship between individual and organizational fit and psychological empowerment and constructive thinking in medical personnel of a Hospital in Behbahan City in 2022 was investigated.

The results of the research indicate that the average of individual-job components (fit of the individual and fit of the organization) in the Hospital of Behbahan city is higher than the average and shows a positive situation and considering that The results of the research are in accordance with the results of Namdar Badloo, et al. 2018 and Nazary, Eidipour, & Nazary, 2019, this hypothesis is confirmed.

The results of the research indicate that the average components of psychological empowerment, competence, autonomy, effectiveness, meaningfulness, and trust in the Hospital of Behbahan city are higher than the average and show a positive situation and the results of the research It is in accordance with the results of Khamechi, Rangriz, 2021, Gouran Shourakchali, Hosseinzadeh, & Fallah, 2021 and Valeh, Shokri, & Asadzadeh, 2021.

Also, the average components of constructive thinking, attitude to the future, attitude to self, and attitude to the world in the Hospital of Behbahan city are higher than the average and show a positive situation, which the research results according to Rahimi & Aghababaei, 2020.

According to the results, there is no significant relationship between the two variables of psychological empowerment and person-organization fit. However, it is contrary to the results of the study of Eshaqian et al. (2017) who showed that there is a positive and significant relationship between the degree of fit between the individual and the organization and psychological empowerment (Eshaghian, Kazemi, Shamei, 2017). Pratama (2022) believes that when a person communicates with his job (person-job fit) and sees the organization as his own (person-organization fit), he sees the missions and goals

of his organization in line with his interests, an atmosphere is created. It can lead to the emergence of employees' capabilities and by supporting and using it in the organization's operations; it can lead to the emergence of desirable work behaviors (Pratama, Suwarni, & Handayani, 2022). Hamid et al. (2011) believe that a high fit between a person and a job, even with the increase in intensity and responsibility of individuals, always causes positive work outcomes, and the behavior of employees as a function of personal and environmental characteristics interacts with the person-job fit (Hamid & Yahya, 2011). According to Sorlie (2022), individual-organization fit as an independent variable has a significant direct effect on the job success and task performance of employees (Sørлие, Hetland, Bakker, Espevik, & Olsen, 2022).

According to the results, there is a direct and meaningful relationship between the two variables of person-organization fit and constructive thinking. The results of this part of the research are in line with the results of the research of Deniz et al. (2016), who concluded that paying close attention to the fit of the individual with the job and matching the employees with the organization is one of the main factors in reducing the occupational stress of employees in the organization (Deniz, Noyan, & Ertosun, 2015). It is also consistent with the results of Raja et al. (2011) who came to the conclusion that the person-organization fit plays an essential role in improving the employees' capabilities (Raja Faridatul Adlin, 2011). According to what was said, it can be explained that both the variables of the person's fit with the organization and having constructive thinking; it can be effective in improving the performance of the organization.

According to the results, there is a direct and significant relationship between the two variables of psychological empowerment and constructive thinking. The results of the research are in accordance with the study of Okyireh et al. (2021) (psychological empowerment, employee

commitment and organizational citizenship behavior) (Okyireh, Siddique, & Okyireh, 2021) and Martire et al. (2018) the relationship between structural empowerment, psychological empowerment and work interaction (Martire, Mirabella, & Sala, 2018). Considering the positive relationship between constructive thinking and psychological empowerment, it seems that the promotion of each of them is effective in improving the other and as a result the performance of the organization.

Despite the interesting results, this research has also been associated with limitations, such as the self-report nature of the questionnaire and the studied population, which limits the generalization of the results.

### Conclusion

According to the results and the positive relationship between the fit variables of the organization and the psychological empowerment with constructive thinking, it is possible to improve the other variables and improve the organization with positive changes and promotion of each of them. Therefore, it is suggested that the hospital managers provide the necessary conditions in the process of selection, recruitment, training and assignment in the job, to match the skills, abilities, knowledge and interests of people with the demands and conditions of the job, and provide a platform for improving the psychological empowerment of the employees. Also, considering the existence of a positive and meaningful relationship between constructive thinking and the fit of the individual and the organization, it is suggested that hospital managers conduct personality tests at the beginning of hiring people and match it with the characteristics of the job as well as the characteristics of the organization, an important step in creating a fit between the individual and get a job. It is suggested that in future studies, you conduct research under the title of person-organization fit in people with different work shifts in different departments of hospitals.

### Acknowledgments

This article is the result of the dissertation of the Master of Health Services Management of Islamic Azad University, Shahrekord Branch and approved by the Research Council of the same university. We would like to thank the esteemed President of the University and all the staff of the health centers who helped us in this research.

### Conflict of Interest

The authors declare that there is no conflict of interest for data and no funding was received.

### Authors' Contribution

Methodology, Z. K & A. R; Data collection, A. R; writing original draft, A. R; analysis, A. R; supervision, Z. K.

### References

- Antall, G. F. (2008). *Assessing job candidates for fit*: Merlin press.
- Gardner, L. (2012). From Novice to Expert: Benner's legacy for nurse education. *Nurse Education Today*, 32(4), 339-340.
- Moradi, M., Hakimi, E. (2018). The Relationship between Organizational Justice and Organizational Citizenship Behavior, Deviant Behaviors: Mediator Role of Person-Organization Fit and Person-Job Fit. *Public Administration Perspective*, 9(34), 67-85. [Persian]
- Werbel, J. D., & Johnson, D. J. (2001). The use of person-group fit for employment selection: A missing link in person-environment fit. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 40(3), 227-2405.
- Shin, Y. (2005). The effect of perceived team person-environment fit on team performance in Korean Firms: An examination of mediating and moderating effects: Columbia University.
- Vancouver, J. B., Schmitt, N. W. (1991). An exploratory examination of person-organization fit: Organizational goal congruence. *Personnel psychology*, 44(2), 333-352.

- Ott, J. S. (1989). *The organizational culture perspective*: Dorsey Press.
- Lauver, K. J., Kristof-Brown, A. (2001). Distinguishing between employees' perceptions of person–job and person–organization fit. *Journal of vocational behavior*, 59(3), 454-470.
- Mehri, Y., Ghorbani, N., Langroudi, S. (2012). Relationship between Basic Psychological Needs Satisfaction, Integrative Self-Knowledge, Mindfulness, Self-Compassion, Self-Control. Mental Health Indicators (Depression, Anxiety, Stress) and Teachers' Job Performance *Journal of Industrial/Organization Psychology*, 3(11), 9-20. [Persian]
- Lam, W., Huo, Y., Chen, Z. (2018). Who is fit to serve? Person–job/organization fit, emotional labor, and customer service performance. *Human Resource Management*, 57(2), 483-497.
- Boon, C., Den Hartog, D. N., Boselie, P., Paauwe, J. (2011). The relationship between perceptions of HR practices and employee outcomes: examining the role of person–organization and person–job fit. *The International Journal of Human Resource Management*, 22(01), 138-162.
- Epstein, S., & Meier, P. (1989). Constructive thinking: a broad coping variable with specific components. *Journal of personality and social psychology*, 57(2), 332.
- Rey, E., Ortega, M. M., Alonso, M. O. G., & Diaz-Rubio, M. (2009). Constructive thinking, rational intelligence and irritable bowel syndrome. *World Journal of Gastroenterology: WJG*, 15(25), 3106.
- Roshan, F., Razavi, V., Andishmand, V., et al. (2022). Validation and Standardization of the Constructivist Conceptual Learning and Thinking Questionnaire for Male Adolescents. *Journal of the applied family*, 2(4), 407-20. [Persian]
- Timuranjad, K., Sarihi Esfastani, R. (2011). The effect of organizational learning on the psychological empowerment of the headquarters staff of the Ministry of Economic Affairs and Finance. *Management Studies in Development & Evolution*, 20(62), 37-59.
- Namdar Badloo, B. A., Shirazi, A., Maharati, Y. (2019). The effect of person-organization fit on turnover intention, mediated by person-group fit among Mashhad public specialty hospitals nurses. *Horizons of Medical Education Development*, 10(1), 10-9. [Persian]
- Nazary, S., Eidipour, K., & Nazary, S. (2019). The Effect of Person-Job Fit on Innovative Work Behaviour with the Mediating Role of Person-Organization Fit among Ministry of Sports and Youth Staff. *Applied Research in Sport Management*, 8(2), 101-108. [Persian]
- Khameshi, H., Rangriz, H. (2021). Meta-analysis of antecedents and consequences of psychological empowerment of employees. *Organizational Culture Management*, 9(1), 73-90. [Persian]
- Gouran Shourakchali, S., Hosseinzadeh, B., Fallah, V. (2021). Modeling the Impact of Organizational Virtue on Psychological Empowerment of Faculty Members by the Mediating Role of Subjective Well-Being: A Case Study of Mazandaran Province Universities. *Educational Development of Judishapur*, 12(1), 96-107. [Persian]
- Valeh, M., Shokri, O., Asadzadeh, H. (2021). Effectiveness of mental empowerment training program on increasing teachers' psychological capital and job-related affective well-being. *J Psychol Sci*, 20, 579-596. [Persian]
- Rahimi, H., & Aghababaei, R. (2020). The effect of authentic leadership on human resource creativity: Mediating role of internal motivation (Case study: staff in University of Kashan). *Karafan Quarterly Scientific Journal*, 16(2), 121-140. [Persian]
- Eshaghian, Z., Kazemi, A., Shamei, A. (2017). Analysis of the effect of person-organization fit and person-job fit on psychological empowerment. *Management Researches*, 9(33), 167-89. [Persian]
- Pratama, E. N., Suwarni, E., & Handayani, M. A. (2022). The Effect of Job Satisfaction and Organizational Commitment on Turnover Intention with Person Organization Fit As Moderator Variable. *Aptisi Transactions on*

- Management (ATM), 6(1), 74-82.
- Hamid, S. N. A., Yahya, K. K. (2011). Relationship between person-job fit and person-organization fit on employees' work engagement: A study among engineers in semiconductor companies in Malaysia. Paper presented at the Annual Conference on Innovations in Business and Management London. [Persian]
- Sørli, H. O., Hetland, J., Bakker, A. B., et al. (2022). Daily autonomy and job performance: Does person-organization fit act as a key resource? *Journal of vocational behavior*, 133, 103691.
- Deniz, N., Noyan, A., & Ertosun, Ö. G. (2015). Linking person-job fit to job stress: The mediating effect of perceived person-organization fit. *Procedia-Social and Behavioral Sciences*, 207, 369-376.
- Raja Faridatul Adlin, R. A. (2011). Organizational strategy and employee outcomes: a person-organization fit perspective/ Raja Faridatul Adlin binti Raja Arif.
- Okyireh, M. A., Siddique, A. S., Okyireh, R. O. (2021). Intrapreneurship from the Lens of the Trio: Psychological Empowerment, Employee Commitment and Organization Citizenship Behaviour. *European Journal of Business and Management Research*, 6(6), 253-260.
- Martire, S., Mirabella, N., Sala, S. (2018). Widening the perspective in greenhouse gas emissions accounting: The way forward for supporting climate and energy policies at municipal level. *Journal of Cleaner Production*, 176, 842-851.