

Needs-supplies fit and behavioural outcomes: the mediating role of organizational identification

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While it is well known that person-organization fit is an important antecedent of behavioural outcomes (Hoffman & Woer, 2006; Kristof, 1996), little is known about needs-supplies fit (NS fit) in this relationship. Indeed, NS fit, which can be defined as the congruence between the needs, desires, values and preferences on the one hand and the job characteristics on the other hand (Kristof-Brown, Zimmerman & Johnson, 2005), is more strongly related to job-related outcomes, such as job satisfaction, and its relationship with behavioural outcomes is unclear.

Therefore, this study has two main scopes. First, following the new directions about organizational fit theories (Kristof-Brown and Billsberry, 2013), we wanted to better understand how NS fit is related to task performance and organizational citizenship behaviour. More precisely, because little attention has been paid to the underlying psychological mechanisms linking fit perceptions to task and citizenship performance (Resick, Giberson, Dickson, Wynne & Bajdo, 2013), the main aim for us is to test the mediating role of organizational identification, using the CAPS theory (Cognitive-Affective Personality System; Mischel & Shonda, 1995). According to this theory, if an individual perceives that his environment has personal relevance, then a set of cognitive and affective reactions are activated and, in turn, that generate patterns of behaviour. Second, because some authors have highlighted the limitation of the SDT (Self Determination Theory; Deci & Ryan, 2000) saying that individuals have more than three fundamental needs: competence, autonomy and relatedness (Andersen, Chen & Carter, 2000), the present study try to get beyond this limitation by taking into account twelve individuals needs in terms of employment quality.

To test the generalizability of our hypotheses with different populations, this study relies on two different samples from two different companies. Data were thus collected within two organizational contexts: the private (sample 1) and public sector (sample 2). In sample 1, questionnaires were completed by 525 workers. In sample 2, we have randomly selected 525 respondents from a larger dataset. Data were analysed using SEM and results show (a) the total mediating role of organizational identification (using bootstrapping method) and (b) that a specific needs-supplies fit perception (i.e. based on twelve needs) is positively related to a global needs-supplies fit perception (i.e. based on a global job perception), suggesting that needs-supplies fit may be a multidimensional concept.

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