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Design, Validation and Reliability Assessment of the Person-Organization Fit Questionnaire

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ABSTRACT

The concept of person-organization fit gained momentum in the domain of organizational behavior in the late 1980s and early 1990s, but it can probably be dated back to Argyris's claims (1957) that people's organizational behaviors are rooted in person-organization interactions. This idea led Schneider (1987) to propose the attraction-selection-attrition (ASA) model. Later, Jennifer Chatman (1991) introduced this model as person-organization fit in the form of the compatibility of personal and organizational values. Finally, Kristof (1996) provided a more complete person-organization fit model in the form of supplementary and complementary fit. The present study was conducted to design, validate and assess the reliability of the Person-Organization Fit Questionnaire. The data collection methods included library research, questionnaires and interviews. The data collection instruments included un-structured questionnaires and interviews in the qualitative part and structured questionnaires in the quantitative part. In the qualitative part, 17 experienced professors, managers and banking experts were selected through judgmental sampling until theoretical data saturation occurred. In the quantitative part, 255 bank personnel were selected via cluster sampling using Sample Power software. Data analysis in the qualitative part consisted of creating 80 different preliminary codes from the interviews in MAXQDA, based on which the preliminary questionnaire was then designed after checking its content validity and reliability and applying the necessary modifications. Finally, after pre-processing and assessing the construct validity (convergent and divergent), and upon eliminating the items without construct validity, the data obtained were divided

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into ten categories, which were named with the help of the qualitative part, research literature and expert feedback. The Person-Organization Fit Questionnaire was thus designed and validated and its reliability was measured with four dimensions, ten components and 29 indices. This study proposed two new components, namely "leadership style", with three indices, and "organization maturity", with two indices. In this research, 52 preliminary codes were obtained from the interviews with experts and 28 codes from the literature review. All these 28 preliminary codes were iterated in the interviews by the experts. In other words, in the qualitative part, all the codes obtained from the literature review were in line with the experts' opinions.

Keywords:
Person-organization Fit, Validity and Reliability Assessment, Qualitative Method

Introduction

Person-organization fit gained momentum among organizational behavior scholars and researchers from the late 1980s and early 1990s and motivated various studies. This concept may be traced back to Chris Argyris (1957), who claimed that people's organizational behavior results from interactions between the person and the organization. This idea motivated Schneider (1987) to introduce the Attraction-Selection-Attrition (ASA) model, according to which the interactions among people with similar attitudes, values and personalities determine the nature of the organization based on the organizational culture, environment, structure and work processes in place. Later, Jennifer Chatman (1991) changed this model to the person-organization fit model and defined person-organization fit as compatibility between personal and organizational values, which became one of the most common definitions of this concept. Eventually, Kristof (1996) proposed the person-organization fit model based on supplementary and complementary fit. Supplementary fit expresses the relationship between personal and organizational attributes, whereas complementary fit denotes the relationship between need-supply and demands-ability (Peng et al., 2014).

The person-organization fit has been conceptualized as the degree of compatibility or fit between personal values and the goals, skills, capabilities, attributes or requirements of the workplace (Youngs et al., 2015). When there is compatibility between the objectives and the methods of achieving them, the person feels satisfied with the work they do and senses that they are moving in the right direction for achieving their goal (Avnet et al., 2013). When this compatibility is established between the person and the organization, the person feels that the dominating trends and procedures of the organization are fair (Roczniewska et al., 2017).

Human resources are a vital resource for the realization of organizational goals. For the better employment of human resources, it is essential to align the knowledge, skills and capabilities of the personnel with the roles determined in the organization. This requirement may be the reason why organizations flourish the talents, skills and capabilities of their personnel in order to maintain their competitive advantage (Alvino, 2014; Clifton, 2014, Pangarkar & Kirkwood, 2013; Dychtwald et al., 2013). Moreover, organizational goals can be realized only if the personnel move toward the realization of the organizational goals, strategies and values, and this accomplishment is only possible if organizations attend to the goals, values and needs of their personnel and attempt to meet their needs and demands (Cable & Judge, 1996). For this reason, organizations always seek people who can better meet

the demands of their job, are more compatible with the trainings and changes in their job's demands and remain loyal and committed to the organization. In return, people also look for organizations that know how to benefit from their specific capabilities and meet their specific needs. The person-organization fit factor can thus be one of the factors that affect the process of employee selection (Mercurio, 2016; Sekiguchi & Huberb, 2011), such that, in this process, focusing on fit is a major prerequisite of organizational commitment (Jacoby, 2015; Lawler, 2015; Weber, 2015).

Several studies have been conducted on person-organization fit, with results demonstrating that this factor can influence the employees' personal performance (Lin et al., 2014; Uslu et al., 2016) and increase organizational commitment (Gutierrez et al., 2012; Alniaçik et al., 2013), job satisfaction (Andrews, 2011; Nagendra & Farooqui, 2014; Song & Chathoth, 2011) and citizenship behavior (Palomino & Martınez-Canas, 2014; Khaola & Sebotsa, 2015). This concept of fit also enhances the organization's attractiveness for the personnel (Trevor Yu, 2014; Zhang & Gowan, 2012), thereby limiting the number of people leaving the organization (Wang et al., 2011; Tak, 2011). The person-organization fit basically argues that people are attracted by organizations with values similar to theirs, and leave those not compatible with their personality (Sutarjo, 2011). Moreover, when the person's values and norms are compatible with the values of the organization, they may participate more in the organization, and their intention to remain in the organization might eventually increase (Biswas & Bhatnagar, 2013; Memon et al., 2014). Therefore, considering the important role of human resources in advancing organizational goals and plans, any measure to improve the personnel's performance, enhance job satisfaction and prevent resignation helps organizations reach their goals and improves organizational performance. If the managers of state-run organizations intend to improve the work experience of their personnel, they shall pay more attention to the fit between personal and organizational values (Gould-Williams et al., 2013).

Research indicates the importance and role of person-organization fit in personal and organizational variables. Nonetheless, this topic has received little attention in Iran, both in research and in administration, and, therefore, organizations, especially banks, have tended to neglect this topic. Meanwhile, person-organization fit is a relative fact that depends on environmental factors. As a result, this fit can differ across societies and organizations based on cultural and value differences as well as personal and organizational attributes. For this reason, the measurement indices proposed in person-organization fit models may be incompatible with the conditions of Iranian organizations, including banks, and differ, albeit slightly. Moreover, the human resources in state-run banks are in the middle and final years of their jobs, which necessitates the recruitment of forces in the near future. One problem faced by these banks is the lack of a specified criterion for determining the fit of the person with the organization (i.e. the bank). It is therefore essential to have integrated and valid local scales for measuring person-organization fit in congruence with the cultural, economic and social conditions of Iran. The development of a local questionnaire and presenting person-organization fit indices compatible with the conditions of Iran will enable the better and more precise measurement of this factor in human resources management processes, including finding, selecting, transferring and promoting the personnel, and thus enhance the satisfaction, efficiency and effectiveness of the personnel and reduce the turnover. At the organizational level, such measure can help reduce recruitment and training costs, increase service sales and eventually lead to more profit.

The present study was therefore conducted for the design, validation and reliability assessment of the Person-Organization Fit Questionnaire.

Research method

The present developmental applied research was conducted for the design, validation and reliability assessment of the Person-Organization Fit Questionnaire. The research paradigm was interpretivism with a qualitative approach and positivism with a quantitative approach. Moreover, the research strategy was phenomenology and the research tactic was latent content analysis.

The research topic fell within the domain of human resource management, its setting was Keshavarzi Bank (Agriculture Bank) of Iran and the temporal domain was about two years.

In this study, preliminary data were first collected based on the review of literature on person-organization fit. Then, to obtain data relevant to bank and banking, a group of experts (including university professors, managers and experienced bank personnel) were interviewed. Afterwards, the responses were encoded through latent content analysis in MAXQDA and turned into the preliminary questionnaire. Next, the content validity of the questionnaire was checked via CVR and CVI, and based on the opinions of experts, modifications were applied and the new version of the questionnaire was approved and distributed for a pilot study. Pre-processing was then performed on the data obtained, which included the elimination of indifferent data, the identification and replacement of missing data, the identification and management of outliers, the examination of the normality of data distribution through skewness and kurtosis indices, Guttman's reliability, the KMO test and Bartlett's test. Finally, Exploratory Factor Analysis (EFA) was carried out in SPSS and the preliminary codes were classified as dimensions, components and indices. After checking its construct validity (divergent and convergent) and eliminating the invalid items, the final questionnaire was developed.

Sample size and sampling method

As Keshavarzi Bank comprised the research population, bank managers and experts as well as university professors with relevant education, scientific and expert mastery of the topic, relevant position and experience of work in the relevant domain were interviewed in the qualitative part. Sample size was therefore determined as 17 and university professors and bank managers and experts were selected through judgmental sampling until theoretical data saturation occurred. In the quantitative part, 255 bank personnel were selected via cluster sampling in Sample Power software.

Data collection method and instruments

Data were collected using library research, online resources, interviews and open-ended and closed-ended questionnaires. In the library method, literature and records on the topic were collected by note-taking from the available documents and the preliminary codes were extracted from this research literature. The data collection tools consisted of an open-ended questionnaire and interviews in the qualitative part and a closed-ended questionnaire in the quantitative part.

Validity

To determine the validity of the preliminary questionnaire, eight experts were surveyed using CVI and CVR forms. The CVI form examined the simplicity, clarity and relevance of the items and the necessary modifications were then applied to the questionnaire. Then, the questionnaire was evaluated using a CVR form based on a three-point Likert scale, including "The item is necessary", "The item is useful but not necessary" and "The item is not necessary", and the codes with a CVR <0.75 were eliminated. Preliminary codes including *personal advantages, the environment, technology, independence of action,*

receiving attention, gaining power and *trainable physical abilities* were eliminated, and the content validity of the preliminary questionnaire was confirmed.

To determine validity in the quantitative part of the study, two criteria of construct validity (divergent and convergent) were considered as follows, and any questionnaire item (index) that did not meet the criteria was eliminated.

Convergent validity criterion: The largest value (factor loading) is selected from each row, which must be >0.5.

Divergent validity criterion: The selected value must be at least 0.3 larger than the other values in the same row.

Reliability

To determine reliability in the qualitative part, coding was once performed by the researcher and then again by an expert committee (with three other people). As 80% of the results obtained by the expert committee were compatible with those obtained by the researcher, reliability was confirmed.

After pre-processing and the management of the outliers and indifferent data, reliability was checked using Guttman's test.

Table 1.

Guttman's reliability statistics (N=56)

Lambda	1	2	3	4	5	6
	.925	.945	.942	.776	.933	.927

Based on Guttman's reliability table, the smallest lambda coefficient was 0.776, which is >0.6. The questionnaire is therefore considered reliable.

Pre-processing of data

To perform EFA and collect the sample required in this part of the research, 300 copies of the questionnaire were distributed, and 263 of those were ultimately returned. Eight indifferent cases were identified in this study and eliminated. Moreover, there were 17 cases of missing data. According to Hair et al. (2010), missing data must be replaced through the mean, median, mode or linear regression trend. As the items were scored on a Likert scale, the missing data were replaced through the median. Other steps were taken as explained in the following.

KMO index and Bartlett's test

The required conditions for using EFA are the sample size adequacy test and the test of sphericity. The value of KMO, which demonstrates the adequacy of the sample size, must be >0.7. Bartlett's test, which demonstrates the sphericity of relationships, is determined by the Chi-square test; that is, if the Chi-square is significant, the relationships have sphericity.

Table 2.

The KMO measure of sampling adequacy and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.883		
Bartlett's Test of Sphericity:	Chi-Square 783201	df 1540	Sig. .000	

As the value of KMO (0.883) is >0.7, the sample size is adequate for FA. Moreover, as the sig. value (0.000) is <0.05, the Chi-square is significant at the 99% confidence level, thus confirming sphericity.

The attributes and attribute dimensions of the participants and respondents

Based on the frequencies observed in the qualitative part, 29.41% of the participants were female and 70.59% were male; 82.35% had a PhD and 17.65% had a master's degree; 47.06% were university professors, 35.29% were banking experts and 17.65% were bank managers. Furthermore, based on the frequency observed in the quantitative part, 72.9% of the respondents were male and 27.1% were female; 19.6% were managers/directors, 17.6% deputies/senior bankers, 20% experts, 7.8% banking/administrative officers, 28.6% bankers and 6.3% held other positions; 6.3% of the respondents had a high school diploma, 5.5% an associate degree, 49.8% a bachelor's degree and 38.4% a master's degree and above.

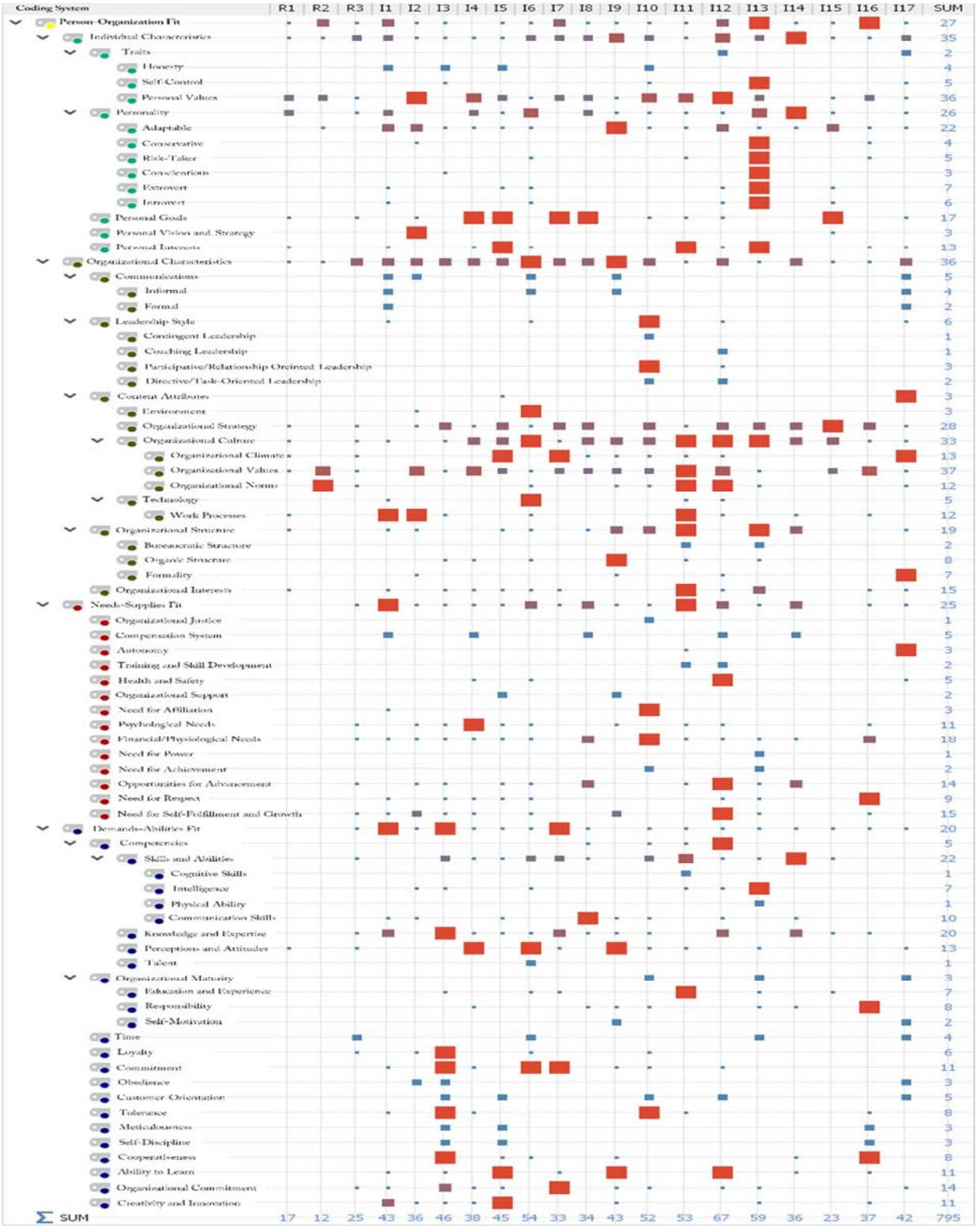
Statistical analysis of the qualitative data

Open coding is the abstraction of meaning units into preliminary codes and the classification of the relevant preliminary codes into categories (Flick, 2002). Fig. 1 illustrates the preliminary coding conducted in this study through concept labeling of the meaningful units emerging from the interviews and research literature.

This study extracted 80 preliminary codes with a frequency of 795, i.e. they were iterated this many times in the context of the interviews and in the research literature.

Figure 1.

The matrix showing the importance coefficient of the preliminary codes and categories based on Shannon's formula

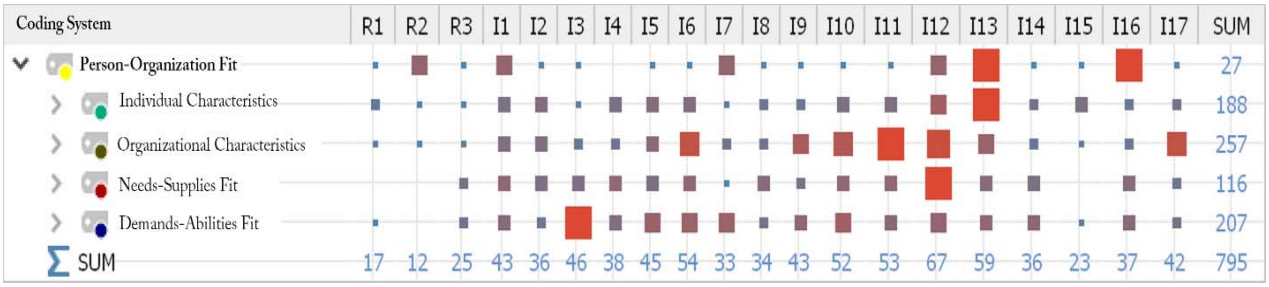


Categories

Based on Strauss and Corbin (2008), categories are groups with a new name for the group or the placement of a number of preliminary codes with the centrality of the more abstract preliminary code.

Figure 2.

The matrix of the main categories



In total, in the open coding step, 80 preliminary codes, four main categories and 11 subcategories were formed, and the preliminary questionnaire was designed based on the preliminary codes.

Statistical analysis of the quantitative data

In this step, first, the measurement indices were presented in the form of descriptive statistics, and after pre-processing, the research questions were categorized based on EFA and their reliability and validity were evaluated. The descriptive statistics of the measurement index variables are show in the Table 3.

Table 3.

The descriptive statistics of the measurement index variables

	N	Minimum	Maximum	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Q1	255	1	5	-.504	.153	-.105	.304
Q2	255	1	5	-.969	.153	1.528	.304
Q3	255	1	5	-.802	.153	.658	.304
Q4	255	1	5	-.408	.153	-.461	.304
Q5	255	1	5	-1.094	.153	1.282	.304
Q6	255	1	5	-1.382	.153	1.753	.304
Q7	255	1	5	-.583	.153	-.002	.304
Q8	255	1	5	-.793	.153	.421	.304
Q9	255	1	5	.190	.153	-.618	.304
Q10	255	1	5	-.242	.153	-.143	.304
Q11	255	1	5	-.048	.153	-.392	.304
Q12	255	1	5	-.339	.153	-.072	.304
Q13	255	1	5	-.417	.153	-.202	.304
Q14	255	1	5	-.523	.153	.130	.304
Q15	255	1	5	-.563	.153	-.061	.304
Q16	255	1	5	-.465	.153	.210	.304
Q17	255	1	5	-.326	.153	-.304	.304
Q18	255	1	5	-.436	.153	-.113	.304
Q19	255	1	5	-.412	.153	-.088	.304
Q20	255	1	5	-.699	.153	.091	.304
Q21	255	1	5	-.174	.153	-.261	.304

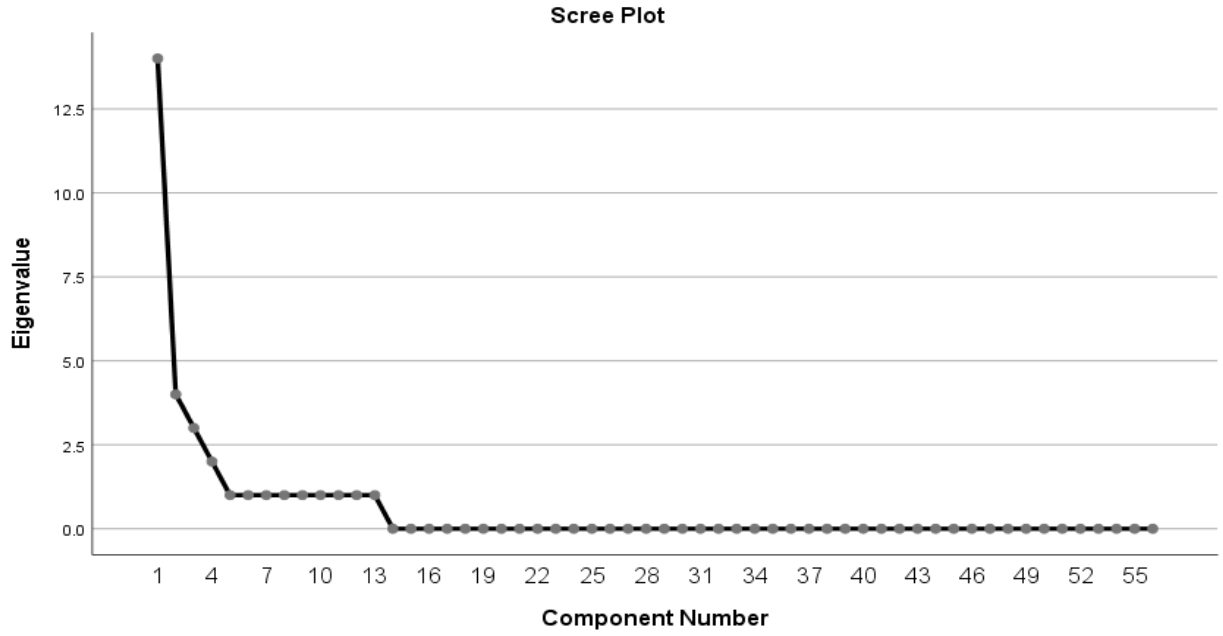
Q22	255	1	5	-.349	.153	-.022	.304
Q23	255	1	5	-.447	.153	.192	.304
Q24	255	1	5	-.524	.153	.103	.304
Q25	255	1	5	-.089	.153	.084	.304
Q26	255	1	5	-.452	.153	.007	.304
Q27	255	1	5	-.483	.153	-.082	.304
Q28	255	1	5	-.737	.153	.465	.304
Q29	255	1	5	-.930	.153	.441	.304
Q30	255	1	5	-1.246	.153	1.502	.304
Q31	255	1	5	-1.309	.153	1.365	.304
Q32	255	1	5	-1.293	.153	1.430	.304
Q33	255	2	5	-.645	.153	-.392	.304
Q34	255	2	5	-.812	.153	-.186	.304
Q35	255	2	5	-.810	.153	.128	.304
Q36	255	1	5	-1.004	.153	.346	.304
Q37	255	1	5	-1.375	.153	1.805	.304
Q38	255	1	5	-.988	.153	.588	.304
Q39	255	1	5	-.864	.153	1.009	.304
Q40	255	2	5	-.876	.153	.102	.304
Q41	255	1	5	-.796	.153	.370	.304
Q42	255	1	5	-.613	.153	-.058	.304
Q43	255	1	5	-.682	.153	.511	.304
Q44	255	1	5	-.947	.153	.491	.304
Q45	255	1	5	-.606	.153	.311	.304
Q46	255	1	5	-.349	.153	-.405	.304
Q47	255	1	5	-.800	.153	.477	.304
Q48	255	1	5	-.379	.153	.000	.304
Q49	255	1	5	-.480	.153	-.047	.304
Q50	255	1	5	-.897	.153	.801	.304
Q51	255	1	5	-.550	.153	.269	.304
Q52	255	1	5	-1.043	.153	.891	.304
Q53	255	1	5	-.862	.153	.653	.304
Q54	255	1	5	-.925	.153	.549	.304
Q55	255	1	5	-1.294	.153	2.373	.304
Q56	255	1	5	-.835	.153	.363	.304

Based on the minimum and maximum value of the scores (range: 1 to 5), it is evident that the scores weredevoid of outliers. Moreover, the skewness distribution shape index fell within -3 to 3 for all the ites and the kurtosis (distribution's shape) index fell within -5 to 5 for all the items. Thus, according to Kline (2005), the data distribution is normal.

The matrix of the selected components based on Eigenvalues >1

Total eigenvalues >1 form an independent group. Here, 13 total eigenvalues are >1. Therefore, 13 groups are formed, as demonstrated in the scree plot.

Figure 1.
The Scree plot



Based on this figure and the matrix of components before rotation, it is evident that 13 groups have been formed. The varimax rotation has not yet been applied, and it is not evident which items belong to which group. To better understand this issue, the Varimax-rotated component matrix should be consulted.

The Varimax-rotated component matrix

Since the number of items in this study is <200, the varimax rotated matrix is used. According to Byrne (2016), convergent and divergent validity criteria must be met to confirm construct validity.

Convergent validity criterion: The largest value (factor loading) is selected in each row and it must be above 0.5.

Divergent validity criterion: The selected value must be at least 0.3 larger than the other values in the same row. If any of the questionnaire items (index) do not meet these criteria, they must be eliminated.

Table 4.

Varimax-rotated component matrix[a]

	Components												
	1	2	3	4	5	6	7	8	9	10	11	12	13
Q1	.118	.494	.020	.067	-.008	.041	.038	.210	.228	.137	.202	.308	.036
Q2	.550	.222	.137	.035	.124	-.009	.000	.107	.021	.284	.018	.243	.118
Q3	.318	.068	.294	.181	.176	.289	.203	.027	-.191	.176	.116	.476	.063
Q4	.275	.139	.112	-.019	.074	.068	.132	.015	.069	.772	-.080	.092	.029
Q5	.379	.001	.238	.120	.006	.172	.123	.035	-.090	.366	.137	.433	.002
Q6	.567	.174	.092	.130	.137	.137	.139	.080	.047	.074	-.066	.498	.062
Q7	.188	.255	.051	.251	.143	.112	.089	.172	.033	.598	.176	.105	.060
Q8	.351	.108	.123	.193	.079	.125	.061	.136	.211	.186	-.140	.436	.228
Q9	-.114	.105	.131	-.034	-.018	.007	-.176	-.172	-.702	-.025	.150	.011	.092
Q10	.137	-.104	.223	-.077	.155	.037	-.111	-.003	.368	.283	.154	.071	.513
Q11	.057	-.001	-.034	-.030	.121	.079	.045	.095	.756	-.013	.002	-.001	.289
Q12	.095	.085	-.031	-.040	.085	-.003	.073	.197	.040	-.074	.064	.068	.773
Q13	.038	-.019	.095	.154	.134	-.024	.014	.796	.034	.109	.141	-.024	.077
Q14	.042	.018	.105	.094	.128	.029	.075	.815	.107	.053	.047	.074	.035
Q15	.122	-.006	.069	-.028	.238	.146	.179	.555	.178	-.053	-.159	.049	.274
Q16	.077	.103	.024	.025	.202	-.009	.122	.064	-.002	.002	.759	-.011	.039
Q17	-.007	.058	.100	-.046	.152	.080	.198	.029	-.077	.045	.743	.024	.078
Q18	.197	.141	.058	.060	.216	.023	.802	.144	.025	.025	.124	.062	.082
Q19	.179	.083	.121	.058	.195	.013	.790	.008	.177	.021	.148	.009	.001
Q20	.165	.184	.129	-.051	.277	.108	.688	.195	-.132	.094	.137	.154	.124
Q21	-.084	.047	-.030	.188	.148	-.034	.649	-.037	.399	.241	.088	-.011	.160
Q22	.054	.220	-.036	.242	.569	.038	.246	.262	.046	-.008	-.03	.15	.096
Q23	.113	.062	.066	.179	.554	.049	.269	.335	.073	-.099	-.076	.041	.217
Q24	.185	.174	.085	-.022	.622	.019	.148	.090	-.040	.194	.265	.140	-.042
Q25	-.095	-.021	-.107	.063	.667	.043	.098	-.016	.285	.218	.094	.007	-.017
Q26	.204	.112	.040	.114	.644	-.014	.158	.070	-.047	.002	.206	-.061	.213
Q27	.087	.021	.123	-.023	.572	.230	.281	.268	-.049	-.031	.208	-.016	-.048
Q28	.072	.588	.213	.044	.297	.045	-.019	.029	.180	-.132	.074	.285	-.181
Q29	.300	.691	.121	.038	.082	.102	.112	-.009	.072	-.021	.096	.011	-.027
Q30	.342	.600	.310	.024	.074	.069	.127	.018	-.110	.131	-.148	-.023	.032
Q31	.143	.764	.209	.026	.094	.099	.081	-.042	-.130	.068	.123	-.002	.066
Q32	.136	.730	.253	.123	.018	.116	.077	-.046	-.134	.198	.051	-.082	.136
Q33	.093	.218	.742	.186	-.016	.132	.083	-.035	-.086	-.063	.040	.219	.118
Q34	-.065	.300	.694	.132	.010	.140	.117	-.042	-.032	.053	.042	.229	.050
Q35	.141	.216	.785	.054	.044	.104	.016	.097	.043	.105	.082	-.056	-.081
Q36	.188	.545	.435	.097	.074	.116	.136	.000	-.122	.222	-.156	.026	.014
Q37	.310	.137	.702	-.045	-.023	.102	.066	.197	-.012	.068	.060	-.189	-.065
Q38	.030	.249	.546	.445	.082	.004	-.014	.089	-.166	.074	.010	.160	.139
Q39	.184	19	.094	.176	.047	.820	-.028	.056	.071	.062	.067	.117	-.032
Q40	.289	.041	.258	.089	.114	.675	.114	-.022	-.076	.130	-.045	-.005	.075
Q41	.121	.120	.112	.241	.013	.813	.016	.081	.149	-.009	.063	.075	.000
Q42	.290	-.016	.325	.523	.263	.224	-.046	.004	-.038	-.016	-.069	.131	-.020
Q43	.001	.279	.075	.401	.254	.097	.026	.165	.020	.332	.109	-.273	.359
Q44	.220	.143	.183	.487	.252	.509	.010	.014	-.131	.067	-.041	.030	.085
Q45	.266	.151	.116	.493	.323	.270	-.114	-.224	.127	.063	-.110	-.029	.088
Q46	.272	-.060	.250	.517	.113	.166	.108	-.067	.252	-.07	-.030	.177	.074
Q47	.445	.079	.303	.341	.231	.179	-.080	.092	-.001	.133	.102	.151	-.005

Q48	.244	-.015	.064	.689	-.048	.142	.108	.202	.037	.047	.051	-.025	-.119
Q49	.289	.148	.018	.609	.011	.165	.102	.254	-.062	.102	-.010	.073	-.128
Q50	.668	.140	-.049	.285	-.011	.180	.153	.002	.130	-.040	.158	.098	.049
Q51	.376	.248	-.101	.185	-.213	.331	.139	-.009	.375	.146	.184	.145	-.098
Q52	.654	.191	.109	.298	-.042	.052	.130	.089	-.025	.141	.103	.123	.122
Q53	.703	.138	.216	.163	.275	.139	.138	.000	.007	.157	-.004	-.069	-.015
Q54	.700	.211	.153	.108	.126	.198	.073	.052	.175	.103	-.093	-.012	-.063
Q55	.612	.322	.011	.279	.001	.262	.080	.040	.031	-.014	.039	-.009	.220
Q56	.351	.340	.022	.427	.207	.190	.219	.066	.016	.138	-.026	.235	.063

Extraction Method: Principal Component Analysis; Rotation Method: Varimax with Kaiser Normalization;
a. Rotation converged in 23 iterations.

Based on the values obtained from this matrix, it is evident that Q1, Q3, Q5, Q8, Q9, Q43, Q45, Q47, Q51 and Q56 must be eliminated as they violate the convergent validity criterion, Q2, Q6, Q10, Q15, Q21, Q23, Q27, Q28, Q30, Q36, Q38, Q42, Q44, Q46 and Q55 must be eliminated as they violate the divergent validity criterion, and Q11 and Q12 must be deleted as they belong to only one category. The rest of the items were categorized as shown in Table 5 and named based on the research literature and experts' opinions.

Table 5.

The categorized items

Component No.	Component Name	Item Numbers
1	Organizational demand	Q50, Q52, Q53, Q54
2	Organizational supply	Q29, Q31, Q32
3	Personal needs	Q33, Q34, Q35, Q37
4	Organizational maturity	Q48, Q49
5	Organizational content	Q22, Q24, Q25, Q26
6	Personal skills	Q39, Q40, Q41
7	Leadership style	Q18, Q19, Q20
8	Personal goals	Q13, Q14
9	-	Q11
10	Personality	Q4, Q7
11	Relationships	Q16, Q17
12	-	-
13	-	Q12

Discussion and Conclusion

In this study, the results of interviews with experts and the literature review led to four main categories, 11 subcategories and 80 preliminary codes; 28 statements or preliminary codes were identified and extracted from the literature review and 52 preliminary codes were obtained from the interviews with the experts, and all of the 28 preliminary codes extracted from the literature review were also mentioned in the interviews with the experts. In other words, in the qualitative part of the study, all the codes obtained from the literature review were in line with the experts 'opinions. The data first underwent pre-processing and Guttman's reliability testing, followed by sample size adequacy testing and the test of sphericity, and the EFA was carried out. In this analysis, the questionnaire items were classified into 13 categories via the varimax rotated matrix, and after applying the construct validity (convergent and divergent), the items not

eligible in terms of construct validity were eliminated and the rest were categorized into ten categories. The resulting groups were named based on the qualitative part, research literature and experts' opinions. Finally, the person-organization fit questionnaire was designed with four dimensions, ten components and 29 indices and its validated and reliability were assessed.

This study not only offered a local person-organization fit questionnaire, but also identified two novel components, namely "leadership style "(with three indices, including coaching style, contingency style and cooperative style), and "organizational maturity" (with two indices, including education and experience). These newly-identified components and indices were never mentioned in previous studies and are the result of the qualitative and quantitative parts of the present research. As the person-organization fit questionnaire had never been localized in Iran before and has not been designed based on the environmental conditions and the attributes of Iranian organizations, especially the Iranian banking system, the questionnaire developed in this study can serve as a very efficient and valuable tool for the measurement and evaluation of personnel's fit with the organization in different domains of human resources.

Furthermore, this study was designed based on general personal and organizational attributes as well as those specific to the banking industry in Iran. Although the research population of the study was Keshavarzi Bank, the results may be generalizable to the entire banking system due to the considerable similarity between state-run and private banks in terms of objectives, values, perspectives and organizational and personal attributes.

This study was limited by some factors, including the variable of the personnel's employment type (permanent or contractual), which may affect the sense of fit between the person and the bank. The effect of this variable was controlled in this study and assumed to be constant. Another limitation was the variable of culture, which may affect the perceived fit of the person with the bank due to the cultural diversity in Iran. The effect of this variable was also controlled and assumed constant in this study.

As this study was conducted in Keshavarzi Bank, future studies are recommended to focus on the entire banking system, including private and state-run banks, as well as insurance companies, in order to increase the generalizability of the results and offer better assessment indices for the banking and insurance industry.

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