Person-Environment Fit on Organizational Citizenship Behaviour and Employee Engagement Among Administrative Staff of Public Universities in Accra, Ghana

Esther Maame Efua Aryee
University of Ghana

Maxwell Asumeng
University of Ghana

Collins Badu Agyemang
University of Ghana

This study aimed to assess the impact of person-environment fit on work-related outcomes among administrative staff of public universities in Accra. A sample of 300 administrative staff was selected from public universities in the Greater Accra Region to partake in the study using the purposive and snowball sampling method. The study discovered a positive significant relationship between employees fit and work-related outcomes as well as an interaction between two dimensions of engagement (intellectual and affective) and organizational citizenship behavior. The study's findings also reveal that various factor such as tenure and age positively impacted the employee's performance of organizational citizenship behavior and engagement levels.

Keywords: employee engagement, administrative staff, person-environment fit, organizational citizenship behavior

INTRODUCTION

The successful nature of an organization can be traced to the caliber of talent that is recruited, and how they are cultivated within the organization through programs tailored toward the growth of the employees and the organization. An organization's hunt for employees is a task that is given a lot of attention since the outcome of the decision can either derail the organization and its stakeholders or cause them to be known as well-renowned in their respective fields. Effective recruitment is crucial for an organization to enjoy sustainable competitive advantage and ensure their basic survival (Taylor & Collins, 2000). The recruitment and selection process together with overall productivity and morale in the organization, can take a turn for the worse when crucial elements such as ensuring a suitable match between the individuals and the organization are disregarded and other elements are put at the forefront. The process of hiring and laying off employees are events that occur in the business world regularly.

Aside number of years served, other demographic variables have been associated with organizational citizenship behavior such as age, gender, job position, marital status and educational background. Some studies (Farzianpour, et.al., 2011; Mahnaz, et.al., 2013; El-Badawy, et.al., 2017) have researched the influence of demographics on various dimensions of organizational citizenship behavior. Research on education suggests that those with higher levels of education are more likely to perceive their interactions with the organization as one which is socially inclined and not so rigid or economical. These employees are more likely to accept and advocate for the performance of informal support within the organization. However, less educated ones who may be so focused on economic benefits may not readily accept organizational citizenship behavior. Married employees are perceived to be disinterested in these behaviors because they feel that extra time can be spent on family while their counterparts who are seen to have more time on their hands are willing to sacrifice it to engage in these behaviors. This study also considers the influence age, gender and length of service has on the employee's performance of organizational citizenship behavior.

According to Sulistiowati et al. (2018), further research should therefore be done with larger samples, and the scope of research expanded to higher education institutions in several countries with different characteristics. As such, the suitability of an employee to the organization is relevant to the educational sector; as it throws more light on unique work-related outcomes for both the individual and the organization. The differing structures of universities concerning ownership are also relevant factors that should be inculcated in studies on the previously mentioned concepts.

Problem Statement

According to Pagell (2004), describing a difference in behavior of employees in organizations by their country of origin presupposes that each country possesses unique set of features that are likely to impact the decisions made in those organizations. The unique culture of Ghana presents a plausible foundation for the study of fit in this context. Unlike other cultures that are individualistic in their culture, Ghana is known to be collectivist by nature, which sets the country apart from the others. The collectivist nature prioritizes the needs and goals of the group of people rather than that of the individual. As a result, the individuals' relationship with the group and their interconnectedness is crucial. Within this culture, emphasis is placed on working as a group, doing what is best for society, taking input from the community and family and promoting selflessness. Ghana's unique collectivist values present a fertile ground for the examination of fit within the workplace.

Homing in on the current global situation, the COVID-19 pandemic has resulted in the shift from physical engagements to remote working using online resources (Brenan, 2020; Fan & Moen, 2021; Renu, 2021). Employees have had to adjust to a system they may not be very familiar with while still meeting targets and fully engaging in the organization. This shift tests how strong an employee's fit is with their organization and job tasks and whether this fit is formidable enough to assure their full engagement and performance of organizational citizenship behavior. Despite the changes made in the processes of organizations (flexible working arrangements), employees are still required to carry out their respective tasks, meeting set standards in order to ensure consumer demands are met and the company remains attractive to potential employees (Bohle, 2016). However, It is worthy of notice that though this is the case, some employees' adjustment process or adaptability may take relatively longer than others. In situations where no sessions are conducted to assist these employees to adapt, the unspoken onus lies on their fellow colleagues to assist where they can. This issue may be experienced by employees of varying ages, genders, differing positions, or years of work experience. Therefore, the need for the increase in dedication and performance of voluntary behaviors by colleagues to augment that of other employees.

Disengagement and absence of organizational citizenship behavior results in counterproductive behaviors (presenteeism, absenteeism, sabotage), job dissatisfaction, weak morale, and low performance and productivity. Therefore, solutions to these issues are of utmost importance, especially within this global pandemic. Isolating these employees to handle these issues on their own may result in their gradual disassociation from tasks, colleagues and the organization affecting their performance and that of the organization at large as well as putting the stakeholders at a disadvantage.

When addressed, the employee and organizations are most likely to be well equipped to fully engage in organizational tasks thus boosting performance, meet set targets and goals with lower stress levels, experience better levels of social interaction among employees, have low turnover intentions and have highly competitive advantage. Therefore, It is important that issues of fit, engagement and organizational citizenship behavior are critically examined within the global pandemic. Research on the outstanding differences among public and private tertiary institutions has been conducted on work-related outcomes such as commitment, engagement and satisfaction (Agyemang & Ofei, 2013; Rothman & Jordaan, 2006). However, not much has been studied in line with the current studies focus (e.g., Sulistiowati, 2018).

In conclusion, the presence of inconsistent results with regard to the interaction between person organization fit and organizational citizenship behavior presents a fertile ground for testing these variables in consideration of intervening variables and conditions to determine what findings stand out in the Ghanaian context. Aside this, the unique culture of Ghana and its influence in the workplace, which stands out from that of other organizations in different countries gives a basis for the study of fit in the Ghanaian context. The specific objectives of the research are;

1. To determine the relationship between person-organization fit, person-job fit and organizational citizenship behavior.
2. To determine the relationship between person-job fit, person-organization fit and employee engagement.
3. To find out the relationship between the dimensions of employee engagement and organizational citizenship behavior.
4. To determine the impact of number of years served on administrative staff performance of organizational citizenship behavior and employee engagement.
5. To assess the impact of age on administrative staff performance of organizational citizenship behavior.

LITERATURE REVIEW

Person-Organization Fit on Organizational Citizenship Behavior and Employee Engagement

Person-organization fit entails the level of compatibility an individual has with the organization in relation to their goals and values (Chuang, et.al., 2016). This dimension of fit is made up of two different types namely supplementary and complementary fit. The former type of fit occurs when the individual shares similar characteristics with those in the organization while the later focuses on employees filling the gaps in the organization which their individual's characteristics meet or the organization filling a gap in the individual's life such that they both support and complement the other. With regard to the assessment of person-organization fit it has been challenging to come to a consensus as to which characteristics rightfully assess it. So far, value, goal, and personality congruence have gained attention. However, value congruence has been at the forefront of most studies (Piasentin & Chapman, 2006).

The relationship between these two concepts as analyzed by Rejeki et al. (2013) found that the compatibility level of an employee and the organizations values can increase the organizational citizenship behavior within the organization. Though some studies have focused on the two conceptualizations of organizational citizenship behavior simultaneously, others have considered one aspect in isolation of the other. In Pakistan, Ahmad and Dastgeer (2014) discovered that within the textile industry, employee's willingness to assist their colleagues within the organization rose, as was influenced significantly by their person-organization fit. In relation to those behaviors tailored toward the furtherance of the organization's goals, Khaola and Sebotsa (2015), stated that employees who were better suited with the values of the organization had increased acts of organizational citizenship behavior and therefore were more likely to maximize their inputs toward the organization's goals.

It should however be noted that, not all studies arrived at the same conclusions discussed above. Some studies have discovered that there is no significant effect between person-organization fit and organizational citizenship behavior (Santoso & Irwantoro, 2014; Tambuwun, et.al., 2015). Other studies (Kim & Gatling, 2019) on the other hand did not outrightly rule out the effect of person-environment fit on organizational

citizenship behavior. Still, they discovered that only some factors of this concept were significantly affected by both person-job fit and person-organization fit.

The limited number of studies conducted on the interaction between person-organization fit and employee engagement leave room for an argument to be made that unlike the conclusions arisen from the studies on person-organization fit on organizational citizenship behavior, a prediction can be made that person organization fit can result in a higher performance of organizational citizenship behavior as compared to employee engagement.

From the above, the person environment fit theory can be seen to be influential in explaining how the notion of individuals personal characteristics matching with the organization's goals and values, could yield the expression of positive workplace behaviors. The assumption that led to the positing of this hypothesis was that, an employee's experience in the organization when their goals and values match with their organization, has the likelihood of feeling at ease in the organization and feel comfortable enough to attach themselves to the organization as well as their colleagues. It is therefore reasonable to expect that in this current study person-organization fit would predict the occurrence of organizational citizenship behavior.

Person-Job Fit on Organizational Citizenship Behavior and Employee Engagement

Boon and Biron (2016) state that individuals desire to have fit in relation to their goals, values and interests. According to Robbins and Judge (2013), the theory of person-job fit is built on the idea that there is the need for suitability between an individual's characteristics and working environment. Person job-fit is defined by the extent to which an individual's characteristics are compatible with the requirements of the job. Edwards (1991), conceptualized this concept into two; demands-abilities fit and needs-supplies fit. The first category deals with how compatible the employee's knowledge, skills and abilities match the job's specific requirements. The needs-supplies fit occurs in situations where the organization meets the needs of employees.

Some studies that have examined the relationship between person-job fit and organizational citizenship behavior discovered that a significant effectual relationship exists between the respective constructs (Farzaneh, et.al., 2014; Sekiguchi & Huber, 2011). An increase in these behaviors outside an employees stipulated roles can be accounted for by how comfortable employees are, especially when suitability between their characteristics and that of the organization is high.

The concept of employee engagement has received attention within research literature and quite a number of conceptualizations have been put across. Khan, who can be considered an esteemed propounder of employee engagement, believed that for engagement to occur, the emotional, physical and cognitive aspects must be present. Lockwood (2007) suggests that engagement occurs when employees portray behavior that reveal their intellectual and emotional connection to the organization. Throughout literature, some factors have been presented as predictive factors of engagement.

Schaufeli and Bakker (2003) submit that vigor, dedication and absorption are key characteristics of employee engagement. In their opinion, vigor entails that sense of resilience, increased level of energy, motivation to press on and not back down when faced with varying challenges. Feelings of meaning, inspiration, enthusiasm and pride characterize dedication on the other hand. Employees who possess high levels of dedication may engage at higher levels in the organization since the job potentially appeals to them in a challenging and inspiring manner. The final aspect, absorption, concerns itself with one's concentration on the job and how interested and invested they are, which they may not even notice as time lapses in their performance of job-related tasks. Aside the submission made by Schaufeli and Bakker (2003), Soane et al. (2012) also conceptualized engagement as consisting of three components.

The primary component, intellectual engagement, deals with how absorbed an individual is in their work on an intellectual level and brainstorms about possible ways to enhance their work. This component has similar characteristics to the absorption aspect discussed previously. The next component suggested was social engagement which describes how much employees are connected with the work setting and possess similar value systems as their colleagues. The final component presented was affective engagement which was explained as the situation where an individual experiences a state of positive emotions toward their roles at work. This is likened to the dedication component as Schaufeli and Bakker (2003) explained.

This study focuses on the later conceptualization of engagement and its components. Considering the above, the person environment fit theory can be seen to be influential in explaining how the notion of individuals personal characteristics matching with the job tasks, could yield the expression of positive workplace behaviors. It is therefore reasonable to expect that in this current study, person-job fit would predict the occurrence of employee engagement

Person-Organization Fit and Person-Job Fit on Work-Related Outcomes Within Public Universities

The suitability element is key in the selection, recruitment of personnel, morale and productivity across all organizations. The existence of improper fit could greatly impact and offset the strides organizations are embarking on. Within the educational sector, there is also the need to focus attention on such a relevant cause, as lives of younger generations rest on the oars of the employees. In the recruitment of qualified administrators, a proper alignment of their values and goals toward the institutions, as well as their skills and abilities to the tasks at hand must be evident. Within the educational context, there is competition in obtaining and maintaining the appropriate personnel since at any point, the loss of an organizations seemingly unattractive talent could be the gain of another organization, who knows the benefit of the prospective employee and how to appropriately assign them. It is worth noting that aside recruiters paying attention to the kind of talent acquired, job applicants also look out for the organizations and job tasks most appropriate for them through realistic job previews.

From a look at some research studies, it is noted that the association between fit and work-related outcomes have been studied, though not extensively. In Malaysia, it is praiseworthy to note that this interaction has not been studied in just one sector but across a variety. Studies (Hamid & Yahya, 2011; Sharom, 2017) have been conducted in engineering, health and education. Researchers have given this topic prominence as they have deemed it an important contribution to an organization's performance. A closer look at the educational sector reveals that the issue of typology has not been looked at extensively, though when researching organizations in general, this factor has been accounted for (Thani & Othman, 2018).

Studies evaluating this association have focused on academicians who neglect administrative staff. For instance, a study conducted by Sulistiowati et al. (2018) emphasized the effect of person-job fit on employee engagement in higher education institutions. Their focus on the distinctiveness between public and private institutions revealed that though lecturers generally showed good fit with the job and good engagement levels, there were significant differences in how they were portrayed in both public and private institutions. For the private educational institutions, there was poor person-job fit which affected their engagement levels, and ultimately, good performance was a challenge.

Length of Service and Age on Organizational Citizenship Behavior

In their study, Saleem et al. (2017) also found supportive data on the link between gender and age on performance of organizational citizenship behavior. They discovered that, organizational citizenship behavior was significantly affected by gender and age at public and private sector universities, with females and employees of age 40 and above accounting for this. Perry et al. (2012) put forth that an employee's fit with their job and organizational context adapts as they age. In line with this, it is suggested that as employees age, they can craft their job and environments as they perceive misfits.

There are inconsistencies in the findings on the relationship between age and organizational citizenship behavior according to Waris (2005), and it can be attributed to cultural diversity. However, El-Badawy et al. (2017) presented indirect but significant relationships between organizational citizenship behavior and culture.

Regarding the number of years served, not much work has been conducted on its relationship to organizational citizenship behavior. Rowe (1988) suggests that, organizational citizenship behaviors may change due to the work experience gained over time. In support of this, Jena and Goswami (2014) as well as O'Reilly and Chatman (1986) discovered that employees with more tenure would perform more organizational citizenship behavior.

Person-Environment Fit Theory

The person-environment fit theory suggests that a match between an individual's characteristics and the situational factors such as one's work environment results in positive outcomes such as high performance, wellbeing and commitment (Edwards, et.al., 2006; Edwards & Shipp, 2007). This theory is in sync with the interactionist perspective in psychology which postulates that the attitude and behavior of individuals are mutually affected by the interaction between the individuals and the environment. Bohndick et al. (2017) suggest that an optimal correspondence between abilities and demands might be more beneficial than abilities simply exceeding demands. This is because performance seems to increase when abilities increase toward demands, but excess abilities will likely result in boredom because the available abilities cannot be used (Edwards, et.al., 1998; Edwards & Shipp, 2007; Reis & McCoach, 2000).

This theory gives the basis for the assumption that a perception of person-organization fit and person-job fit by the employee could result in their performance of positive workplace behaviors such as employee engagement and organizational citizenship behavior. The hypothesized relationships between person-organization fit and organizational citizenship behavior have been corroborated in research. For instance, a moderate relationship was found between person-organization fit and organizational citizenship behavior by Hoffman and Woehr (2006).

To sum it up, the theory is an appropriate framework for establishing a relationship between person-organization as well as person-job fit and workplace behaviors because of its emphasis on subjective fit and its tendency to illicit positive behaviors.

Theory of Work Adjustment (Dawis & Lofquist, 1984)

The theory of work adjustment perceives work as an interactive and reciprocal process between the environment and an individual (Dawis & Lofquist, 1984). The notion is that, the work environment has some specific tasks that need to be accomplished and the individuals possess the requisite skills to accomplish them. Just as the individual is seen to fulfill the work requirements of the work environment, the organization is also expected to meet the financial and psychological needs of the individual. These two entities must ensure they are fulfilling each other's requirements in order for a good interaction to be sustained. The extent to which the requirements are met can be termed as correspondence.

According to Hesketh and Griffin (2005) only a few theories are extensive enough to have application in areas of training, selection, organizational intervention and career choices. However, the Theory of work adjustment fulfills this criterion as it emphasizes satisfying both the employee and the organization by using the same process to describe both. Within this theory, the predictive model seeks to ensure that there is compatibility between the employees needs and the organizations reinforcers (Eggerth, 2008).

There are two modes for which adjustment behavior can occur and they are the active and reactive mode. The active mode occurs when the employees strive to increase correspondence with the work environment by changing the working environment. The reactive mode on the other hand occurs when the employee takes the decision to improve self to match better with the work environment.

Concerning this theory, it can be predicted that when employees and organizations note a discrepancy in fit, they can engage in peculiar measures such as training sessions and reassignments to ensure that wherever the mismatch stems from, it can be properly addressed whether reactively or actively.

In conclusion, this theory is a sufficient framework in establishing a relationship between the employees' number of years served and their performance of organizational citizenship behavior due to its focus on how employees' behavior can be adjusted in the working environment based on assessment of fit between the respective parties.

METHODS

Research Population

This study was conducted within the two (2) major public universities in the Greater Accra Region namely, University of Ghana and University of Professional Studies. The target population for the study were administrative staff of public universities in Accra. This population was made up of senior members

and senior staff. The purposive and snowball sampling method were employed to recruit participants into the study. In all, a total of 410 administrative personnel were approached to participate in the study. 310 emails containing the online survey were sent out, while 100 hardcopies were handed out to staff. Overall, about 160 mails either did not reach the recipients or they were not responded to while some surveys were incomplete. As such, this study's response rate was 60.97%.

Measures

Perceived fit was measured using the Multidimensional Instrument of Person-Environment Fit as developed by Chuang et al. (2016). It consists of 26 items in total with 4 subscales assessing person-job fit, person-organization fit, person-group fit and person-supervisor fit. However, for this study, the first two subscales were of interest thus making the items 11, assessed on a 7-point scale, where 1 means "no match" and 7 means "complete match". The Person-Environment Fit scale had a reliability coefficient of .879 while the subscales showed an adequate reliability coefficient of .801 for Person-Job fit and .875 for Person-Organization fit.

Organizational Citizenship Behavior was assessed using the organizational citizenship behavior scale as developed by Moorman and Blakely (1995). This scale has 19 items with a 7-point Likert scale ranging from 1 (does not describe my behavior at all) to 7 (describes my behavior perfectly). The organizational citizenship behavior scale has been reported to have a Cronbach alpha value of .87 (Podsakoff et al., 2000). Organizational Citizenship Behavior resulted a Cronbach alpha of .931 in this study.

Employee Engagement was measured using 9 items with each facet consisting of 3 items as developed by Soane et al. (2012). All items will be assessed using a 7-point Likert scale ranging from 1 ("strongly disagree") to 7 ("strongly agree"). Employee Engagement resulted an overall Cronbach alpha of .840, while the alpha values are .88 for intellectual engagement, .81 for social engagement, and .86 for affective engagement in this study.

Data Collection

Both web-based and hard copy versions of the questionnaires were circulated to suite those who were technologically savvy and those who were not respectively. The participants were given consent forms to help them understand what the research was about and what was expected of them. The completion of the questionnaire took about 10-15 minutes. Participants who desired hard copy versions of the survey were given contact numbers to reach out to upon completion of the survey.

Data Analyses

Data analysis was carried out in two folds. The initial part entailed preliminary tests of which tests for descriptive statistics, reliability analysis, correlations, and tests for normality in the data were inclusive. The final part also involved testing of the hypotheses submitted in the study. Before testing the five main hypotheses, initial analysis entailing descriptive statistics and reliability analysis were conducted. The reliability analysis determined that all the measures employed in the study were credible as shown in Table 4.1.

The data from this study was inputted into the Statistical Product for Service Solution (SPSS) version 20. As stated earlier, the most appropriate statistical method was used to test the hypothesis. Hypothesis 1, 2 and 3 were analyzed using Multiple Regression because there were two independent variables and one dependent variable and the researcher wanted to find the relationship between these variables. Hypothesis 4 and 5 were analyzed with One-Way ANOVA and an Independent t- test because there was one independent variable with three levels and one dependent variable.

RESULTS

Socio-Demographic Characteristics

The descriptive analysis revealed that there were 104 males, representing 41.6% and 146 females also representing 58.4%. Additional characteristics reveal that 59 (23.6%) participants had served for less than

a year, 96 (38.4%) of them between one and three years, 29 (11.6%) had served between four and five years and 66 (26.4%) had served for five years and above. It is also notable that concerning age, 88 (35.2%) of the respondents were between the ages of 18 and 25 and 15 (6.0%) of them ranged between 51 years and above. These figures indicate an influx of majority of the younger generation while a minimal number of the older generation remains. This vast difference could be accounted for by the mere rush for employment on the part of the younger generation and the resilience and dedication of the older generation.

TABLE 1
DEMOGRAPHIC CHARACTERISTICS OF THE SAMPLE

Variable		Frequency	Percentage
Gender	Male	104	41.6
	Female	146	58.4
Age	18-25	88	35.2
	26-30	70	28.0
	31-40	57	22.8
	41-50	20	8.0
	51 and above	15	6.0
Number of Years Served	Less than a year	59	23.6
	1-3years	96	38.4
	4-5years	29	11.6
	5-10years	33	13.2
	10 years and above	33	13.2

Hypothesis #1: *Higher organizational citizenship behavior will be associated with higher person-organization fit than person-job fit*

The independent variables (Person-Organization Fit and Person-Job Fit) explained 28.5% of the variability in Organizational Citizenship Behavior. The percentage of variation explained by the independent variables that truly affected the dependent variable is 27.9%. Table 2 indicates each independent value's beta value, t-value, and significance when all other independent variables were held constant. Person-Job Fit (b=.493, t= 7.58, p< 0.05), is significant and the coefficient is positive, indicating that high person-job fit is related to high levels of organizational citizenship behavior.

TABLE 2
REGRESSION COEFFICIENTS OF VARIABLES (PERSON-ORGANIZATION FIT, PERSON-JOB FIT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

	B	*t*	*p*
POFS	.069	1.05	.29
PJFS	.493	7.58	.00

POFS= Person-Organization Fit Scale, PJFS= Person-Job Fit Scale

Hypothesis #2: *Higher employee engagement will be associated with higher person-job fit than person-organization fit*

Person-Job Fit (b= .289, t= 4.13, p< 0.05), was significant and the coefficient is positive (Refer to Table 3) which indicates that high person-job fit is related to high levels of employee engagement. In addition,

Person-Organization Fit (b= .182, t= 2.60, p< 0.05), is also significant and the coefficient is positive, indicating that high person-organization fit is related to high levels of employee engagement.

TABLE 3
REGRESSION COEFFICIENTS OF VARIABLES (PERSON-ORGANIZATION FIT, PERSON-JOB FIT AND EMPLOYEE ENGAGEMENT)

	B	*t*	*p*
POFS	.182	2.60	.01
PJFS	.289	4.13	.00

POFS= Person-Organization Fit Scale, PJFS= Person-Job Fit Scale

Hypothesis #3: *The dimensions of employee engagement will be significantly positively related to organizational citizenship behavior*

From Table 4, Intellectual Engagement (b= .386, t= 6.06, p< 0.05) and Affective Engagement (b= .312, t= 4.79, p< 0.05) were significant and the coefficients are positive which indicates that high intellectual and affective engagement are related to high levels of organizational citizenship behavior. However, Social Engagement (b= .025, t= .470, p> 0.05), is not significant though the coefficient is positive, indicating that Social Engagement is not related to organizational citizenship behavior.

TABLE 4
REGRESSION COEFFICIENTS OF VARIABLES (DIMENSIONS OF EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR)

	B	*t*	*p*
Intellectual Engagement	.386	6.06	.00
Social Engagement	.025	.470	.64
Affective Engagement	.312	4.79	.00

Hypothesis #4: *Employees serving more than 5 years will perceive more organizational citizenship behavior and employee engagement than those below 5 years*

There was a significant difference in the Organizational Citizenship Behavior of employees with varied number of years served ($F_{(4,245)} =3.31$, p=.01) while that of Employee Engagement was not significant (Table 5). The significance observed may be between 4 of the groups or all groups; therefore, to determine which of them had the significant difference a post-hoc analysis was conducted. There was a significant difference in employees' organizational citizenship behavior between those who had served for less than a year and 5-10 years as well as those who had served for less than a year and 10 years and beyond. However, there was no significant difference among any of the other comparisons. The hypothesis that Employees serving more than 5 years will perceive more organizational citizenship behavior and employee engagement than those below 5 years was supported partially at the significance level of 0.05.

TABLE 5
SUMMARY OF MULTIPLE COMPARISONS AMONG THE MEANS FOR
ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF EMPLOYEES
WITH DIFFERENT NUMBER OF YEARS SERVED

Number of Years Served	Less than a year	1-3 years	4-5 years	5-10 years	10 years and beyond
Less than a year	_	1.00	1.00	.032*	.040*
1-3 years		_	1.00	.470	.558
4-5 years			_	1.00	1.00
5-10 years				_	1.00
10 years and beyond					_

*. The mean difference is significant at the 0.05 level.

Hypothesis #5: *Employees above age 30 will perceive higher levels of citizenship behavior than those below age 30*

Based on Table 6, there was a significant difference in Organizational Citizenship Behavior of employees with different age groups (F (4, 245) =5.91, p=.000). The significance observed may be between 4 of the groups or all groups and therefore to determine which of them had the significant difference a post-hoc analysis was conducted. there was a significant difference for employees' organizational citizenship behavior between those who were 18-25 years and 31-40 years and those who had served for 18-25 years and 50 years and above. However, there was no significant difference among any of the other comparisons. Therefore, the hypothesis that 'Employees above age 30 will perceive higher levels of citizenship behavior than those below age 30' was supported at the significance level of 0.05.

TABLE 6
SUMMARY OF MULTIPLE COMPARISONS AMONG THE MEANS FOR
ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF EMPLOYEES OF
DIFFERENT AGE GROUPS RESEARCH MODEL AND DESIGN

Age Groups	18-25 years	26-30 years	31-40 years	41-50 years	50 years and above
18-25 years	_	.785	.001*	.067	.022*
26-30 years		_	.241	1.00	.426
31-40 years			_	1.00	1.00
41-50 years				_	1.00
50 years and above					_

*. The mean difference is significant at the 0.05 level.

DISCUSSION

The Influence of Person-Organization Fit and Person-Job Fit on Organizational Citizenship Behavior

The relationship between these two concepts (person-organization fit and citizenship behavior) as analyzed by Rejeki et al. (2013) found that the compatibility level of an employee and the organizations values can increase the organizational citizenship behavior within the organization. However, this study did not validate our findings by the authority mentioned above. In Pakistan, Ahmad and Dastgeer (2014) discovered that within the textile industry, employee's willingness to assist their colleagues rose, as was influenced significantly by their person-organization fit.

In relation to those behaviors tailored toward the furtherance of the organization's goals, Khaola and Sebotsa (2015), stated that employees who were better suited with the values of the organization had increased acts of organizational citizenship behavior and, therefore, were more likely to maximize their inputs toward the organization's goals.

A possible explanation as to the finding in this study is that, individuals who have the requisite skills and abilities to match the organizations job tasks and demands, directly impact their level of response to organizational activities and willingness to lend a helping hand where necessary. As such, when the employees have very strong matches between their skills and the organization's demands, they feel aligned with them and do not feel any dissonance. In addition, scholars in the field (Farzaneh, et.al., 2014; Sekiguchi & Huber, 2011) also examined the relationship between person-job fit and organizational citizenship behaviour and discovered a significant effectual relationship between the respective constructs. Since they desire to ensure the tasks are duly met in the organization, they will be willing to meet necessary standards which have either been set by the organization or the individuals themselves.

Bohndick et al. (2017), suggests that an optimal correspondence between abilities and demands might be more beneficial than abilities simply exceeding demands. This is because, performance seems to increase when abilities increase toward demands, but excess abilities will likely result in boredom because the available abilities cannot be used (Edwards, et.al., 1998; Edwards & Shipp, 2007; Reis & McCoach, 2000). As such, the reasoning behind these results could be that, administrative staff perceived a good subjective fit between their abilities and the demands of their universities and did not observe any dissonance and as a result, were more inclined to perform voluntary behaviors, for the benefit of their colleagues and the organization.

The unsubstantiated finding of the relationship between person-organization fit and organizational citizenship behavior in this study could be attributed to a mismatch between the goals of the administrative staff and the universities. In explaining the person-environment theory, it has been established that both entities have a role in determining the output that results from their association. As such, a suitable match between the goals and values of the administrators and that of the universities will result in the voluntary behaviors; however, in the occasion of the inverse, there is a stronger possibility of counterproductive behaviors taking place in the university. For instance, Demuth (2006) found a significant relationship between person-organization fit and counterproductive work behaviors.

The implication of these findings is that public universities need to ensure that their administrators' skills and abilities match the demands of the job and should not exceed them to avoid situations of disinterest and boredom. In line with this, positions in the university should be solely assigned on the basis of qualifications and not nepotism.

The Influence of Person-Job Fit and Person-Organization Fit on Employee Engagement

A study conducted by Sulistiowati et al. (2018) emphasized the effect of person-job fit on employee engagement in higher education institutions. Their focus on the distinctiveness between public and private institutions revealed that though lecturers generally showed good fit with the job and good engagement levels, there was a significant difference in how they were portrayed in both public and private institutions. For the private educational institutions, there was poor person-job fit, which affected their engagement

levels and ultimately good performance was a challenge. In our study, though, the emphasis was placed on public university administrators; a similar finding was observed between person-job fit and engagement.

The field theory has explained the association between these two independent variables and the dependent variable. As has been established, this theory states that behavior is the resulting factor of how an individual interacts with the external stimuli in their environment. It also acknowledges that; these associations are interdependent and do not stand in isolation. As a result, the administrative staff's expression of engagement indicates their perception of fit with the public universities demands and values.

Robbins and Judge (2013) put forth a theory of person-job fit which was built on the idea that between an individual's characteristics and working environment, there is the need for suitability. Based on this theory, the suitability drives the employees to immerse themselves into their organization and invest their intellect, emotions and identity into their work community.

The reasoning behind this could be that the increase in these behaviors by the administrative staff may be accounted for by how comfortable employees are, especially when suitability between their characteristics and that of the organization is high. This finding implies that suitable fit should continually be encouraged among administrators of public universities as it has been seen to have sufficient impact on their level of engagement. This can be ensured by periodic reviews of employees and their match with job tasks assigned by the university, to determine if there has been any change and also through an active response by the university, to adapt the work environment and goals to suite administrative staff's realistic performance.

Organizational Citizenship Behavior of Employees With Varying Number of Years Served

Employees who had worked for 5-10 years and those who had worked for 10 years and beyond, expressed higher organizational citizenship behavior, compared to those who had served for less than a year.

The findings from this current study, were consistent with that of some studies that have been conducted. Jena and Goswami (2014), as well as O'Reilly and Chatman (1986), discovered that employees with more years served, would perform more organizational citizenship behavior than employees who did not have lasting engagements with the organization. Prospective employees, and those who have worked in the organization for a while, seek to establish a match to their respective work environments. Upon integration into that environment, they continually work to sustain the match, or adjust to suite the requirements of both parties (Eggert, 2008).

The study's findings are supported in line with the theory of work adjustment, which suggests that adjustment behavior occurs in the organization when some mismatch is observed between the employee and the organization. Adjustment behavior, which can be either reactive or active, is initiated when the inappropriate fit between the administrative staff and the universities is observed. More relatedly to the studies context, when the administrative staff who have served for longer periods observe dissonance, they are able to respond reactively to the situation, by putting in measures that adapt the working environment to suite them.

Salancik, cited in Yadav and Rangnekar (2016), proposed that the time spent in the organization is linked to the employee's positive feelings toward the employer and could result in organizational citizenship behavior. The longer the amount of time spent with the university, the administrators are able to plot the trends and changes in the organization, and can then arrange for either training sessions or changes to the organizational structure, as a means of realigning the fit that was once experienced.

This study also indicated that the number of years served did not significantly influence employee engagement among the employees. Upon considering the sample, a possible factor as to why this occurred is suggested by Lockwood (2007). He believed that engagement takes place when employees portray behavior that reveals their intellectual and emotional connection to the organization.

The implication from Lockwood's point of view here is that, length of service is not single-handedly responsible for yielding engagement among employees however, their intellect and affect must be stimulated within the organization, either directly by the employer or through activities carried out by the

organization. The theory of work adjustment supports this, since the employees' input is required to stimulate their intellectual engagement by for instance, attending training sessions to scale up their skills.

Engagement levels can also be boosted among the administrators, when they feel a complete part of the organization and have a sense of identity there. Being a part of such a community and realizing that your contributions to the university's decision-making process are appreciated, would go a long way to enhance the engagement levels even if length of service is not considered. This therefore implies that; senior management of the public universities should endeavor to involve administrative staff in the decision-making process and incorporate their ideas and programs into their activities. Implementing this, would go a long way to boosting their morale and improving their level of engagement in the university.

Relationship Between Age and Organizational Citizenship Behaviors

Employees between the ages of 31-40 years, as well as those between 50 years and above, expressed higher organizational citizenship behavior compared to those who were between 18-25 years.

In their study, Saleem et al. (2017) also found supportive data on the link between gender and age on performance of organizational citizenship behavior. They discovered that, organizational citizenship behavior was significantly affected by gender and age at public and private sector universities, with females and employees of age 40 and above accounting for this. Therefore, their finding about the age of employees impacting their levels of organizational citizenship behavior was proven in this study.

An associated explanation to these findings could be that, employees at these ages have reached a level of intellectual and practical maturity in their careers, and are more open to assist their fellow colleagues rather than engage in actions that will sabotage their colleagues as may be the case for the younger generation, whose mindset is on securing the next promotion. Perry et al. (2012), put forth that an employee's fit with their job and organizational context adapts as they age. In line with this, it is suggested that as employees age, they can craft their job tasks and environments as they perceive misfits.

The theory of work adjustment supports this finding because it acknowledges that the two entities must ensure they are fulfilling each other's requirements for a good interaction to be sustained. When the correspondence between both parties is low, the tendency is that adjustment behavior will be initiated. With regard to this study, administrative staff above age 30 may have been more exposed to different organizational circumstances.

As they age, their interaction with these does not remain the same and must change. The change is termed as the adjustment behavior, brought on to ensure fit is sustained. Adjustment behavior initiated by the administrative staff could take the form of adjusting the workspace or renegotiating their job tasks. These should however not be solely done by the administrators, but in consultation with the heads of the university.

The difference in the levels of organizational citizenship behavior among the age groups, could also be explained on the basis of matching work tasks and life demands. The diverse age groups, despite their age may be tasked with work-related duties and life struggles. The younger generation may have a weaker balance of the two such that, each of them may not out-rightly stand out and perform these extra-role behaviors, because they feel they are already being stretched too thin. However, the older generation who are seen to have more experience and higher maturity levels, could have a better grasp of the balance and as a result, would have sufficient time to perform citizenship behaviors.

Research Limitation

First of all, this study encountered difficulties in acquiring available employees as feasible to participate. The majority of these individuals within the public universities chosen, were either not interested or were uncomfortable consenting for data to be given. As a result of this, the resulting sample size for the research was rather minimal. Resulting from this, it is prudent that in applying the findings of this study to other work settings, there must be caution at play and subsequent studies should also consider increasing the sample size.

In addition, the prevailing circumstances within which data was to be carried out is another limitation this study faced. The Covid-19 pandemic introduced a whole new mode of work which saw many people

working remotely from their homes and others easing back into the usual routines of working on-site. Since a number of employees were not physically present at the respective departments, electronic mails had to be sent out in order to reach the targeted sample. In this process, the issue of incorrect emails and unread emails were two of the most daunting that affected the number of individuals who eventually participated in the study. Therefore, one of the major limitations was that the response rate was low and increased the amount of time for which data was gathered.

Despite these limitations, the originality and authenticity of this study should not be called into question. The findings can therefore be utilized in carving out policies and implementing strategies that seek to ensure that, employees are maximizing their efforts in positions and with tasks that duly match their skillset and will be inclined to go above and beyond for their workplaces as well as their colleagues.

Future Research

In order for future researchers to not just establish relationships, but also be able to explain why they occurred, it is recommended that a mixed method study should be employed in these studies. This will enable them to use quantitative and qualitative styles to gain holistic information, which will not only describe the behavioral factors but also provide in-depth analyses as to why the relationships occur. Conducting studies such as these in this related field, would facilitate a better understanding of the relationships that exist between key employee and organization factors and the reasoning behind them in developing countries such as Ghana. Relying on these methods will guide organizations to set up and implement effective measures to resolve their problems more in-depth.

Another relevant aspect that seems to be overlooked in the literature is the perspective of employers in relation to person-environment fit and work-related outcomes. So far, the research has focused on the employee's, neglecting employers and how their views may also influence the organization's culture. Therefore, for there to be evidence that is well balanced in the literature, future studies should consider assessing the perception of the employers on person-environment fit and how the results of their perceptions can impact their own engagement and citizenship behavior which will then set the tone for the employees in the organization.

CONCLUSION

In conclusion, the study aimed to assess the impact of person-environment fit on work-related outcomes among administrative staff of public universities in Accra. The objective of carrying this out was to show that person-organization fit and person-job fit were predictors of organizational citizenship behavior and employee engagement. It was also interested in discovering whether demographic variables namely number of years served and age had any significant impact on these work-related outcomes.

As such, the study found out that indeed there was a significant relationship between person-organization fit and, person-job fit and employee engagement. The study also discovered that person-job fit significantly increased the levels of organizational citizenship behavior. These findings necessitate educational institutions, particularly public universities in Ghana to arrange reviews of the job previews and descriptions of their employees to ensure that their expectations of perceived fit have not evolved over some time, affecting their performance of voluntary behaviors within the organization.

Public universities should also put in support systems at the disposal of the employees such that, when the signs of mismatch are portrayed over time, they have dedicated people to engage with and a seamless transition is done. As has been shown that employee's subjective perception of fit can change with time and experience, the need arises for the public universities to put into effect measures that ensure both parties fulfill their obligations, in order to ensure the employee-organization relationship is safeguarded as well as boost the voluntary behaviors of the employees.

Therefore, conclusions from the study indicate that among administrative staff of public universities; their age and work experience have a significant role in their demonstration of employee engagement and organizational citizenship behavior. Also, their level of fit within their job roles and the university at large

enables them to adequately and efficiently engage in their tasks and assist their colleagues whether called for or involuntarily.

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