

# Person-Organisation Fit, Organisational Commitment, and Organisational Citizenship Behaviour

Business Administration · Answer Key · 29 Questions

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## 1. What was the primary aim of the study?

**A) To examine the relationships among person-organisation fit, organisational commitment, and organisational citizenship behaviour.**

B) To investigate the impact of leadership styles on employee motivation.

C) To analyze the effects of remote work on productivity.

D) To assess the correlation between salary and job satisfaction.

## 2. How many employees participated in the study?

**A) 200**

B) 108

C) 120

D) 60

## 3. What statistical analyses were used to analyze the data?

**A) Correlation and regression analyses.**

B) ANOVA and t-tests.

C) Chi-square tests.

D) Factor analysis.

## 4. According to the results, was there a positive and significant relationship between person-organisation fit and organisational commitment?

**A) Yes**

B) No

C) Only a negative relationship was found.

D) No significant relationship was found.

## 5. Did the study find that person-organisation fit had direct effects on organisational citizenship behaviour?

**A) Yes**

B) No

C) Only indirect effects were found.

D) The study did not examine direct effects.

## 6. Was the direct effect of person-organisation fit on organisational citizenship behaviour mediated by organisational commitment, contrary to expectations?

**A) No, it was not mediated by organisational commitment.**

B) Yes, it was mediated by organisational commitment.

C) The study did not test for mediation.

D) Mediation was found but was not contrary to expectations.

**7. Which type of organisational citizenship behaviour (OCB) did person-organisation fit and organisational commitment have higher associations with?**

**A) OCB directed at the organisation (OCBO).**

- B) OCB directed at other employees (OCBI).
- C) Both OCBO and OCBI equally.
- D) Neither OCBO nor OCBI.

**8. What phenomenon did the findings partly support regarding the associations with OCBO and OCBI?**

**A) 'Target similarity effects'.**

- B) 'Halo effect'.
- C) 'Cognitive dissonance'.
- D) 'Self-serving bias'.

**9. What is the broad definition of person-organisation fit (PO fit)?**

**A) The compatibility between individuals and the organisations they work for.**

- B) The alignment of an employee's skills with their job tasks.
- C) The degree to which an employee feels connected to their immediate team.
- D) The extent to which an employee agrees with their supervisor's decisions.

**10. Which type of fit did the present study adopt?**

**A) Supplementary fit.**

- B) Complementary fit.
- C) Both supplementary and complementary fit.
- D) Neither.

**11. What was the primary dimension used in this study to measure person-organisation fit?**

**A) Value congruence.**

- B) Goal congruence.
- C) Personality-climate congruence.
- D) Needs-supplies fit.

**12. How was person-organisation fit assessed in this study?**

**A) Using direct (perceived) measures.**

- B) Using indirect (objective) measures.
- C) A combination of direct and indirect measures.
- D) Through interviews only.

**13. What is organisational commitment described as in the study?**

- A) One's emotional attachment to, identification with, and involvement in a particular organization.**
- B) The willingness of an employee to work overtime.
- C) The frequency of an employee's attendance.
- D) The level of an employee's job satisfaction.

**14. Which theory is mentioned as supporting the strong relationship between PO fit and organisational commitment?**

- A) Social Identity Theory (SIT).**
- B) Maslow's Hierarchy of Needs.
- C) Herzberg's Two-Factor Theory.
- D) Expectancy Theory.

**15. What is Organisational Citizenship Behaviour (OCB) defined as?**

- A) Discretionary behaviour not directly recognized by the formal reward system that promotes effective organizational functioning.**
- B) Mandatory tasks assigned to employees.
- C) Behaviors strictly outlined in job descriptions.
- D) Actions solely focused on personal gain.

**16. According to the study, what is one way employees with strong social identities with their organizations are motivated?**

- A) To facilitate the success of such organizations through extra-role behavior (OCB).**
- B) To focus only on their core job responsibilities.
- C) To seek promotions aggressively.
- D) To minimize their involvement in team activities.

**17. What does the Value-Attitude-Behaviour framework suggest about the influence of values on behaviour?**

- A) Values influence behaviour indirectly through attitudes.**
- B) Values directly influence behaviour without intermediaries.
- C) Attitudes influence values.
- D) Behaviour influences values and attitudes.

**18. What was the fourth hypothesis of the study?**

- A) Organisational commitment mediates the relationship between PO fit and OCB.**
- B) PO fit directly influences OCB without mediation.
- C) OCB influences organisational commitment.
- D) Organisational commitment influences PO fit.

**19. What was the outcome of testing Hypothesis 4 regarding mediation?**

- A) Hypothesis 4 was rejected.**
- B) Hypothesis 4 was fully supported.
- C) Hypothesis 4 was partially supported.
- D) The study did not have enough data to test Hypothesis 4.

**20. What is one of the possible reasons suggested for the unexpected finding that organisational commitment did not mediate the PO fit-OCB link?**

- A) PO fit is related to OCB, but the mediation is not provided by organisational commitment.**
- B) Organisational commitment is unrelated to OCB.
- C) PO fit has no effect on OCB.
- D) Multicollinearity was a significant problem.

**21. What other factor, besides organisational commitment, was suggested to mediate the relationship between PO fit and OCB in a different study?**

- A) Job satisfaction.**
- B) Team cohesion.
- C) Leadership effectiveness.
- D) Work-life balance.

**22. What did the study find regarding the influence of PO fit and organisational commitment on OCBO versus OCBI?**

- A) They had greater influence on OCBO than OCBI.**
- B) They had greater influence on OCBI than OCBO.
- C) They had equal influence on both.
- D) They had no influence on either.

**23. What is a limitation of the study mentioned regarding causality?**

- A) The cross-sectional and correlational approach does not imply causality.**
- B) The sample size was too large.
- C) The study used experimental methods.
- D) Causality was definitively established.

**24. What is the 'same-source bias' mentioned as a limitation?**

- A) Data collected from one source at one point in time can lead to bias.**
- B) Data collected from multiple sources simultaneously.
- C) Data collected over a long period.
- D) Bias from external observers.

**25. Why was the sample size and selection considered a limitation for generalizability?**

- A) The sample was small and not randomly selected.**
- B) The sample was large and randomly selected.
- C) The sample was representative of the entire population.
- D) The sample was too diverse.

**26. What was the return rate of the questionnaires distributed?**

- A) 60%**
- B) 54%
- C) 200%
- D) 120%

**27. What was the usable return rate of the questionnaires?**

- A) 54%**
- B) 60%
- C) 108
- D) 120

**28. What was the median age of the respondents?**

- A) 31-40 years of age.**
- B) 20-30 years of age.
- C) 41-50 years of age.
- D) Above 60 years of age.

**29. What was the median income level of the respondents?**

- A) Between R6,000 to R10,000.**
- B) Less than R2,000.
- C) Between R11,000 - R15,000.
- D) More than R20,000.