

The Effect of Employees' Perceived Organizational Fit on Organizational Myopia

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ABSTRACT

The purpose of this research is to determine the organizational fit and organizational myopia levels of employees, to examine whether there is a significant relationship between these levels, to examine how organizational fit affects organizational myopia if there is a significant relationship, and to determine whether organizational myopia differs significantly from demographic factors. In line with this purpose, data has been obtained from medium-sized business employees operating in the private sector by applying a survey method. These data has been analyzed with reliability analysis, factor analysis, normality analysis, correlation, regression, Independent Sample T Test and One-Way ANOVA Test. As a result of the analysis; a positive and highly significant relationship has been found between organizational fit and organizational myopia, and the factor that increased organizational myopia most has been found to be person-organization fit. It has been determined that organizational myopia does not show a significant difference according to demographic factors.

JEL Classifications: M1, M12, M19

Keywords: operational blindness, organizational fit, blind spot, myopia

I. INTRODUCTION

When we think of organizations as a system and its employees as a part of the system, the sub-parts must come together; the parts must work in fit with each other and create the system by displaying integrity. In other words, the emergence of organizational fit is an imperative. The factors such as changing management approach in particular, modernization, scarce resources and competition directly affect the organizational climate. It is anticipated that the motivation and work welfare of the employees will be high in climates with high organizational fit. Therefore, compatibility in organizational management is a sought-after feature. While the positivity in the organizational climate where organizational fit is high reflects positively on productivity, the level of positivity becomes important here. It is thought that if the organizational fit is higher than it should be, it will harm the organization. However, this loss is not an outcome of employees' malicious intent or anti-productivity business behavior. It is a result of the inability of employees to see the facts as a result of blindness that develops due to increased fit. In the literature, this situation is described as organizational myopia. The most important feature of organizational myopia is the inability to see threats or threats approaching the organization. Therefore, it is thought that increased fit within the organization will also cause myopia in the employees and this will pose an important threat for the continuity of the organizations. Therefore, a research has been conducted to improve management behaviors by examining the organizational fit with the concept of organizational myopia, which is handled very rarely in the literature.

II. LITERATURE REVIEW

A. Organizational Myopia

There are many scientific studies that reveal the importance of perception in the organization. Perception, which is one of the basic factors of organizational behavioral science, shapes behaviors in all communication aspects from superior to subordinate, from subordinate to superior and from subordinate to subordinate. Therefore, it maintains its place in the developing organizational behavior science. The concept of "organizational myopia", which is put forward by the interruption of perceptions in modern management research, draws attention. In the literature, this concept has also been used with the names "business blindness" and "blind spot". When examined, it has been observed that they are in common denominator. The term myopia refers to visual impairment resulting in blurred images of distant objects. Broad sense of myopia means a clear view and unpredictable, limited view (Kaygın et al., 2017). Myopia, which is a concept of eye diseases, has been derived and an important problem has been revealed in enterprises and this problem has been defined with organizational myopia. Organizational myopia has been defined by Catino (2013) as various obstacles that prevent organizations from developing a strategy and action towards problems that they face or are likely to encounter; by Adetosó and Oladejo (2013) as restrictive factors that inform about errors in the perspectives of groups and employees in organizations; by Shaw as an unidentified threat that poses a risk of harm to the organization leader and the organization; by Seymen et al. (2016) as the failure to perceive the risks, opportunities, threats, problems and changes that may normally be perceived in the internal and external environment due to the effects of elements such as

being inured to, adapting, routine and focusing on an area as well as individual and organizational factors (culture, leadership type, sector structure etc.) and by Gültekin (2019) as the action by an individual, which is related to his/her perspective, and therefore this person trapping himself/herself within his/her boundaries and continuing to exist after losing his/her ability to question what is happening. In the literature, deliberate blindness has also been studied as a different type of myopia. Deliberate blindness is expressed as individuals not questioning within the organization and preferring to ignore events (Da Silva et al., 2019). When deliberate blindness becomes widespread, it causes entropy in the organization and organizational culture. Therefore, deliberate indifference and lack of contrived information are used to describe this very important situation (Federman, 2015). Despite the fact that organizational myopia and deliberate blindness may seem different in terms of definition, it is of integral importance in both concepts in terms of organizational results.

Myopia is a very old concept in businesses. In the 1960s, while talking about myopia for the products produced by the manufacturers, the focus has been on myopia for customer relations in the 1980s, and today on managerial/organizational myopia affecting the capabilities of the organization (Pan and Jaju, 2015). It is stated that there are areas in which every organization has always been blinded due to low understanding and therefore low external reflection (Ärlestig, 2008). Organizations become blinded by the leaders' static beliefs and miss the changes because they do not care about changes in the outside world, which is characterized as myopia (Lorsch, 1986). Organizational myopia is a syndrome that limits the ability of people to predict and predict the effects of decisions made and reduces awareness of dangers or opportunities (Catino, 2013). Myopia in organizations manifests itself in the form of two separate mechanisms, in particular concerning the inadequacy of an organization or inter-organizational system. The first of these is the inability to perceive potential signs of danger, which endanger continuity in the long run or disrupt normal operations and the second is the long-term continuity that can increase the reliability and durability of the organizational system and not to identify potential opportunities to adapt to changes in the environment (Kaygın et al., 2017). The fact that an enterprise that has business blindness is not aware of the changes and developments occurring in the external environment or is inadequate in identifying and defining, brings various risks for the business managers. Therefore, organizational myopia that disrupts the workflow unknowingly is a negative and undesired situation (Özgül and Mengi, 2018). At the organizational level, myopia occurs with insufficient forms of analysis in organizations, integrating information, creating incentives for action and learning from experiences (Kaygın et al., 2017). It is predicted that organizations with myopia problems cannot develop a healthy vision, have problems in interacting with their internal and external environment, and cannot achieve their strategic goals (Seymen et al., 2016). Because the concept of myopia does not only mean not seeing and preventing the facts in organizations, it also refers to the institutionalization of denial with the perception that the factors causing the blind spot are ritual and routine (Fotaki and Hyde, 2015).

B. Organizational Fit

An important perception of employees towards the functioning of the organization is realized on fit. This issue, which has become increasingly important in the literature, is very important for the formation of work fit. Basically, three types of fit are examined in

organizations. These; person – organization fit, demands-abilities fit and needs-supplies fit. In studies, it is observed that demands-abilities fit and needs-supplies fit perceptions are generally used. In the perception of needs-supplies fit, organizations provide financial, physical and psychological resources and interpersonal promotion and development opportunities that individuals need for work. However, since the needs and environments of individuals differ, fit arises with the opportunity provided to meet the varying needs of individuals in the work environment. It is suggested that individuals' skills differ in the skills demanded by organizations in the perception of demands-abilities fit. Fit arises when individuals have the ability to meet environmental expectations. And this is highly related to individuals' intentions to accept environmental expectations (Kristof-Brown et al., 2005; Turban et al., 2001; Chapman et al., 2005). In the literature, individual-organizational fit, which is examined less than other types, is simply defined as compatibility between people and organizations (Kristof, 1996). Compatibility in the definition of individual-organization compatibility expresses the perceived similarities between the values of the employee and the values of the organization (Lim et al., 2019). In other words, when the characteristics between the individual and the working environment match well from the individual-organization perspective, the fit that emerges is seen as a function of mutual attraction (Kristof - Brown et al., 2005). In individual organizational fit, the rate of fit of individuals with organizational values is measured, directly or indirectly, by assessing the individual' s own values and the values of the organization. Although it is accepted that individual organizational fit may also be related to variables such as personality, skill, knowledge or ability, when perceived individual organizational fit is conceptualized, the values of individual and organization reflect the degree of similarity (Chi and Pan, 2012). Values are accepted as the primary element of organizational culture, which has a strong influence on guiding a person's attitudes and behaviors (Weiner, 1988; Schein, 1999).

Within the scope of organizational studies, research on how individuals perceive their compatibility with environmental characteristics defines different fit dimensions as similarity and complementary. While the similarity fit approach includes similarity characteristics in the fit patterns, the complementary fit approach focuses on the mutual balancing model of the characteristics between the person and his environment. (Muchinsky and Monahan, 1987; Kristof, 1996). According to the similarity fit approach, when the individual perceives that he has similar values, goals and personality characteristics with other individuals working in his organization, person-organization fit is high. In the complementary fit approach, if the individual and the organization can meet each other's wishes and needs and complement each other, person-organization fit is perceived high (Sözber and Ergeneli, 2019). On the other hand, the communication and trust between employees with high organizational fit and a manager who supports the values of the organization increases even more (Hamstra et al., 2019). In this context, perceived organizational fit is positively associated with job satisfaction, organizational citizenship behavior, more organizational commitment and identification beneficial results and negatively associated with the intention to leave (Kristof-Brown et al., 2005; Chatman, 1991; Cable and DeRue, 2002). In their study, Abdalla et al. (2017) have concluded that individual-organizational fit is positively associated with individual-group fit and individual-job fit, but negatively with the intention to leave.

Alajmi and Alenezi (2016) prove that organizational fit can increase the effectiveness of human resource management practices and its competitive advantage as

a tool. However, the study emphasizes the importance of the harmony between individual and organizational values in creating rising business trends. It is observed that in organizations integrated with the values of individuals, business performance increases. In his study, Autry and Daugherty (2003) describes the merit and fit between the individuals and organizations that associate the individual's personality, goals and values with the values of the organization. Accordingly, Schneider et al. (2009) state that high organizational fit leads to the development of new ideas and companies. Similarly, studies in the literature suggest that there will be higher levels of individual organizational fit, as long as the values of the individual are in line with the values of the organization. It is also stated that individuals who display value preferences similar to the organization's value orientations show more positive working attitudes (Chatman, 1991; Piasentin and Chapman, 2006; HoVman and Woehr, 2006; Verquer et al., 2003).

III. MATERIAL AND METHOD

A. The Purpose and Importance of the Research

The purpose of the research is to determine the organizational fit and organizational myopia levels of employees, to question whether there is a significant relationship between these levels and to examine the effect of organizational fit on organizational myopia if there is a significant relationship. It has been also tested whether organizational myopia differs significantly from data providers' demographic factors. The research conducted is important in terms of contributing to the organizational myopia literature in order to ensure sustainability in organizations in terms of examining both variables very rarely in the literature.

B. The Population and Sample of the Research

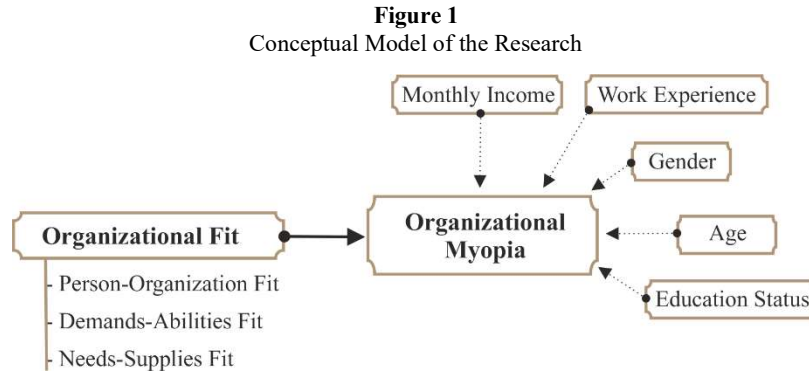
The population of the research consists of Small and Medium-Sized Enterprise (SME) employees in Turkey. The sample of the study is composed of medium size business employees operating in the iron and steel industry in Karabük province. In accordance with the subject of the research, data has been obtained from those working in the same organizational atmosphere. Therefore, purposeful sampling method, which is one of the non-probability sampling methods, has been used, data has been obtained from 94 employees, and 7 surveys that have been evaluated incomplete have been excluded from the evaluation and the sample volume has been determined as 87.

C. The Data Collection Method of the Research

The data has been obtained from the employees by face to face survey method. The survey used in this process consists of two scales, organizational fit and organizational myopia, and demographic questions. The scale developed by Cable and DeRue (2002) and adapted to Turkish by Yumuk (2018) has been used to measure the organizational fit, and this scale consists of a 5-point Likert structure, 3 dimensions and 9 expressions. In order to measure organizational myopia, the Turkish scale developed by Seymen et al. (2016) based on the study of Catino (2013) has been used. This scale consists of 24 expressions in a 5-point Likert structure.

D. The Research Model and Hypotheses

The dependent variable of the research using the scanning model is organizational myopia, the main independent variable is organizational fit, the lower independent variables are person-organization fit, demands-abilities fit and needs-supplies fit.



Hypotheses of the Research:

H1a: There is a significant relationship between organizational fit and organizational myopia.

H1b: As organizational fit increases, organizational myopia increases.

H1c: Organizational myopia varies significantly difference by gender.

H1d: Organizational myopia varies significantly by age.

H1e: Organizational myopia varies significantly by educational status.

H1f: Organizational myopia shows a varies significantly by monthly income level.

H1g: Organizational myopia varies significantly by work experience.

E. The Research Data Analysis

The data sets obtained for testing hypotheses have been evaluated using SPSS 20.0 (Statistical Package for Social Sciences) and AMOS 24.0 (Analysis of Moment Structures) programs. For this purpose, Confirmatory Factor Analysis (CFA), normality analysis, reliability analysis, frequency analysis, correlation analysis, multiple regression analysis, Independent Sample T Test and One-Way ANOVA Test have been applied for data sets.

IV. FINDINGS

When the descriptive statistics of the employees participating in the research are examined; 96.6% of the sample are male and 3.4% are female. When the age distribution is examined; the sample includes a majority of 77.6%, mostly in the 21-40 age range. It has been determined that 77.3% of the employees participating in the research are university graduates. When the monthly income level of private sector employees is examined; it is observed that the majority of 55.5% has monthly income at the minimum

wage level. Considering the working time in the table, it has been determined that 92% of the sample had more than 1 year of work experience.

Confirmatory Factor Analysis (CFA) has been applied to determine the structural validity of the scales used in the research, and the fit values as a result of the factor analysis conducted for the organizational fit scale consisting of 3 dimensions and 9 items; it has been determined that $\chi^2=27,459$; $p=0.037$; $RMSEA=0.09$; $GFI=0.931$; $\chi^2/df=1,716$; $SRMR=0.05$ and $CFI=0.960$. As a result of factor analysis for organizational myopia scale consisting of one dimension and 24 items, fit values; $\chi^2=70,375$; $p=0.367$; $RMSEA=0.02$; $GFI=0.912$; $\chi^2/df=1,056$; $SRMR=0.06$ and $CFI=0.988$. It has been determined that these values obtained from the organizational fit and organizational myopia scales have been in accordance with the goodness of fit statistics published by Schermelleh-Engel et al. (2003) and the structural validity of these scales has been acceptable. Cronbach's Alpha coefficient has been determined as 0.819 for the organizational myopia scale, 0.876 for the entire organizational fit scale, 0.876 for the person-organization fit size, 0.819 for the needs-supplies fit size, as a result of the reliability analyzes conducted for the scales with structural validity. According to these values; it has been determined that all scales and scale dimensions used in the research have internal consistency.

Considering the Kolmogorov-Smirnov values determined as a result of the normality test conducted for the data obtained within the scope of the research, it has been determined that the data obtained from all scales used in the study showed normal distribution. Table 1 shows the results of the correlation analysis between the dependent variable and the independent variable of the study. According to this table, a high level and positively significant relationship has been found between dependent variable organizational myopia and main independent variable organizational fit. There has been a moderate and positive correlation between organizational myopia and organizational fit person-organization fit and demands-abilities fit dimensions, and between needs-supplies fit dimension, a low and positive significant.

Table 1
Correlation Analysis Results

		Organizational Myopia
Organizational Fit	Pearson correlation	0653
	Sig. (2-tailed)	0.000
Person-Organization Fit	Pearson correlation	0581
	Sig. (2-tailed)	0.000
Demands-Abilities Fit	Pearson correlation	0561
	Sig. (2-tailed)	0.000
Needs-Supplies Fit	Pearson correlation	0385
	Sig. (2-tailed)	0.000

Table 2 shows the multiple regression analysis for the relationship between organizational fit and organizational myopia. When the results of this analysis are examined, it is determined that the statistical significance value is less than 0.05 and therefore the regression model to be established expresses statistical significance.

Table 2
Relationship Between Organizational Fit and Myopia - ANOVA

		Sum of squares	Mean square	F	Sig.
Organizational Myopia	Regression	2366.957	788.986		
	Residual	2966.652	35.743	22.074	0.000
	Total	5333.609			

The model summary created is given in Table 3. When this table is examined; 42.4% of the change in organizational myopia explains the change in organizational fit. According to the model, the value that organizational myopia can take is formulated as “ *Organizational Myopia = 15.582 + (1.209 x Person – Organization Fit) + (1.052 x Demands – Abilities Fit)*”. According to the formula; it has been found that 1-unit increase in Person-Organization Fit caused an increase of 1,209 units on organizational myopia, and 1-unit increase in Demands-Abilities Fit increased 1.052 unit on organizational myopia.

Table 3
Organizational Fit and Organizational Myopia - Model Summary

		β	t	Sig.	R^2	Adjusted R^2
Organizational Myopia	Constant	15.582	4.464	0.000		
	Person-Organization Fit	1.209	3.781	0.000	0.444	0.424
	Demands-Abilities Fit	1.052	3.738	0.000		
	Needs-Supplies Fit	0.263	0.620	0.537		

In Table 4, the relationship between organizational myopia and the gender of the employees has been researched. When this table is examined; it has been determined that the significance value obtained as a result of the Independent-Sample T Test for gender is greater than 0.05 and the organizational myopia does not show a significant difference according to gender in the employees.

Table 4
Gender - Organizational Myopia

		Levene's Test for Equality of Variances			t-test for Equality of Means				
Gender	Mean	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	
Male	42.2	0.081	0.777	-1.397	85	0.166	-6.42857	4.60184	
Female	48.6			-1.184	2.102	0.353	-6.42857	5.43147	

The relationship between organizational myopia and the age of the participants in Table 5 has been analyzed with the One-Way ANOVA Test. When this table is examined; as a result of the analysis, it has been determined that the significance value has been greater than 0.05 and therefore organizational myopia did not differ significantly according to the age of the employees.

Table 5
Organizational Myopia - Age

	N	Mean	Std. Deviation	Std. Error	F	Sig.
21-30	25	40.7600	7.71514	1.54303		
31-40	34	43.6176	8.39558	1.43983	0.965	0.413
41-50	17	43.7647	7.62012	1.84815		
51-60	11	40.7273	6.85698	2.06746		

Table 6 shows the results of the One-Way ANOVA Test for the relationship between organizational myopia and educational attainment. When this table is examined; it is observed that the significance value is greater than 0.05. Accordingly, it has been determined that organizational myopia does not differ significantly from the level of education of the employees.

Table 6
Organizational Myopia - Educational Status

	N	Mean	Std. Deviation	Std. Error	F	Sig.
Primary School	15	41.4000	7.07914	1.82783		
High School	48	41.3333	7.94485	1.14674		
Associate	9	43.5556	7.35036	2.45012	1.403	0.240
Undergraduate	12	46.9167	8.49019	2.45091		
Post-Graduate	3	44.6667	7.02377	4.05518		

In Table 7, the relationship between the income level of the participants and organizational myopia has been analyzed with the One-Way ANOVA Test. When this table is examined; as a result of the analysis, it has been found that organizational myopia showed a significant difference according to the monthly income level of the employees because the significance value is less than 0.05. However, Post-Hoc analysis has been performed in order to determine which income levels differ significantly.

Table 7
Organizational Myopia- Monthly Income Level

	N	Mean	Std. Deviation	Std. Error	F	Sig.
Less than TRY 2324	6	43.8333	8.68140	3.54417		
Between TRY 2325 - 3500	54	40.8889	7.74759	1.05431		
Between TRY 3501 - 4500	9	40.2222	8.19722	2.73241	3.146	0.019
Between TRY 4501 - 6000	7	47.7143	6.62607	2.50442		
TRY 6001 or more	11	47.9091	5.14693	1.55186		

The homogeneity test results performed to determine the technique to be selected in the Post-Hoc analysis are presented in Table 8.

Table 8
Homogeneity Test of Variances

Levene Statistic	df1	df2	Sig.
0.757	4	82	0.556

When the results in Table 8 are analyzed, Scheffe test has been used in Post-Hoc analysis because the variances are homogeneous ($p > 0.05$) and the distributions in groups are not equal. As a result of this test, the significance value has been found to be greater than 0.05 among all groups, and it has been determined that the difference of organizational myopia according to income level has been not caused by groups but between groups (between groups=709.5 & within groups=4624).

In Table 9, the relationship between the work experience duration of the participants and organizational myopia has been analyzed with the One-Way ANOVA Test. According to the results of the analysis; it has been determined that the significance value has been greater than 0.05 and organizational myopia did not differ significantly from work experience.

Table 9
Organizational Myopia - Work Experience

	N	Mean	Std. Deviation	Std. Error	F	Sig.
Less than 1 year	7	42.2857	8.24043	3.11459		
1-4 years	18	41.8889	9.88694	2.33037		
5-7 years	22	42.1818	6.02089	1.28366	0.199	0.938
8-10 years	13	41.5385	7.26424	2.01474		
More than 10 years	27	43.5556	8.36354	1.60956		

V. DISCUSSION AND CONCLUSION

Organizational myopia, which is of utmost importance for the continuity of organizations, has been examined with the research conducted, which is thought to cause myopia in employees. Accordingly, data has been obtained from 94 employees by face-to-face survey method. As a result of the research conducted, it has been determined that there is a significant relationship between organizational fit and organizational myopia, and myopia increases with increasing fit in the organizational climate. As a result of multiple regression analysis, it has been determined that the organizational fit person-organization fit and demands-abilities dimensions had a significant effect on organizational myopia, while the person-organization fit dimension made the most impact. Thus, organizational fit has been brought to the literature as a new factor affecting organizational myopia. In the literature, Döş (2013) has defined the factors causing organizational myopia as being closed to change, being closed to supervision, assuming that they do their job very well, weakness in environmental relations, being closed to the ideas and thoughts of employees, excessive status quo/over-rule, autocratic management, organizational conflict, and lack

of organizational vision and goal. Some formations occurring around the people in the upper levels of the hierarchy may prevent the opinions and thoughts of the people in the lower levels of the hierarchy from reaching the representative authority. This condition, called the circle syndrome, can be considered as one of the causes of business blindness (Özgül and Mengi, 2018). Loyalty is indicated as another cause of myopia in organizations. According to this argument, loyalty activates the defense mechanism to prevent acceptance of bad conditions and failure, thereby ensuring the continuity of blindness (Fotaki and Hyde, 2015). When loyalty can be described as blindly, the organization loses its eyesight as it is, almost becoming myopic (Yüksel, 2017).

Unlike the detected causes of organizational myopia, which poses a high level of danger for the future of organizations, it is determined that an important reason is fit in the organizational climate. While the conscious externalization of negative emotions in the organizational process provides short-term but rather low level of relief for the employees, this prevents the organization from coping with the problems by causing blindness (Fotaki and Hyde, 2015). Accordingly, since employees and managers cannot perceive the opportunities and threats awaiting them in time and properly, they will not have a sustainable learning and development opportunity. In addition to these; monotonousness and inefficiency over time, burnout, and miscommunication can also be observed among employees in organizations experiencing blindness (Seymen et al., 2016). Therefore, the detection of blind spots in organizations can keep organizational managers away from uncertainty, end continuous skepticism and enable them to play a more strategic role in the face of potential problems, and also play an important role in preventing the crisis by making more realistic assessments (Shaw, 2016). Consequently, determining the organizational fit as a new factor that causes blindness in employees is very important. Organizations should take measures to ensure that organizational fit is not unusual. Special focus should be placed on individual-organizational adjustment due to its high impact on myopia. Harmonization between employees and the organization is absolutely necessary for organizational output level and efficiency, but an important balance must be established for this fit. It is absolute that increasing fit will turn into silence for the benefit of the organization. It is important for fit not to turn into unilateral satisfaction, to make the mistakes and dangers realized. The most important task here falls to the managers of the organization. Managers should take the opinions of the employees frequently, create different working groups and provide brainstorming, preventing monotony by giving different tasks, categorizing the tasks and assigning different weights from time to time. However, while realizing these, they should avoid behaviors that would harm organizational fit and be aware that actions are performed for optimal fit.

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