



An Empirical Study on Collectivism and Person-Team Fit and Organizational Citizenship Behavior in Computer Industry

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Abstract. With the rapid development of the computer industry, its team management entered the public vision. This paper explores the influence of Collectivism on Organizational Citizenship Behavior and the mediating role of individual-team matching between Collectivism and Organizational Citizenship Behavior. A total of 420 computer workers in Guangdong Province were investigated with Psychological Collectivism, Person-Team Fit and Organizational Citizenship Behavior scale. There were 403 valid questionnaires were collected. Correlation analysis showed that Collectivism was positively correlated with Person-Team fit ($r=0.879$, $P<0.01$), and with Organizational Citizenship Behavior ($r=0.924$, $P<0.01$). Person-Team fit was positively correlated with Organizational Citizenship Behavior ($r=0.892$, $P<0.01$). Regression analysis showed that both Collectivism and Person-Team Fit had a significant positive effect on Organizational Citizenship Behavior, with a cumulative variation explanation rate of 86.4%. Collectivism has a significant positive effect on Person-Team Fit. All dimensions of Collectivism and Person-Team Fit have significant positive effects on Organizational Citizenship Behavior. Person-Team Fit plays a partial mediating role. Managers should pay attention to the level of collectivism of candidates, and constantly optimize the team building, to create a harmonious and progressive team atmosphere. Implement customized training for employees and tailor training programs for different teams.

Keywords: Collectivism; Organizational Citizenship Behavior; Person-Team Fit.

1 Introduction

Collectivism is back in the spotlight as the country fights COVID-19 and the Beijing Winter Olympics. With the intensification of enterprise competition and the wide application of teamwork, Person-Team Fit has attracted the attention of scholars in recent years. Since Organ proposed Organizational Citizenship Behavior, the research on it has changed from the initial connotation definition and dimension division^[1] to

gradually focusing on the localization and situational research of organizational citizenship behavior, such as the practice exploration of domestic enterprises and the embedding of cross-field factors such as Chinese history and culture.

This research takes the domestic situation after the reform and opening up as the entrance of the research, and mainly investigates the on-the-job employees in the computer industry of enterprises in Guangdong Province. With Collectivism as the independent variable, Organizational Citizenship Behavior as the dependent variable, the Person-Team Fit as the intermediary variable. This paper discusses the relationship among collectivism, person-team fit and organizational citizenship behavior from the individual level, and provides effective suggestions for optimizing employees' attitude and behavior, promoting team cohesion and improving enterprise management.

2 Theoretical Review

2.1 Research on Collectivism

With the development of role theory, Collectivism is often regarded as an important variable to measure cultural dimension [2]. Even if different individuals are affected by the same cultural background, their performances in cultural orientation are still different. Collectivist individuals obey the team, their personal goals are attached to the team goals, and they have a higher level of team cognition [3][4]. Collectivist tendency has varying degrees of influence on team performance and individual organizational citizenship behavior, counterproductive production behavior, withdrawal behavior, etc. [5]. Domestic scholars have applied Collectivism in empirical studies on organizational management and knowledge sharing [6][7]. At present, the formation of Collectivism is attributed to the role of culture and values, and its impact results include job performance, job innovation, knowledge sharing, and Organizational Citizenship Behavior.

2.2 Research on Person-Team Fit

In 1996, Kristof argued that Person-Team Fit is a measure of the degree of compatibility between an individual and his or her work team [8]. Throughout the existing literature, scholars conduct researches from the individual level and the team level. Scholars at the personal level focus on the characteristics and needs of individuals, and investigate individual subjective feelings from the aspects of personality characteristics, values, goals and attitudes. Werbel and other scholars used Supplementary Fit and Complementary Fit to define the connotation of compatibility [9]. Team-level scholars aggregate the subjective evaluation at the individual level and divide it into Internal Fit and External Fit. The former examines whether the overall characteristics within the group are consistent, while the latter measures the gap between the overall ability of the group and the achievement of the group goals [10].

2.3 Research on Organizational Citizenship Behavior

Organizational Citizenship Behavior is clearly defined by Organ [11]. The scale prepared by Podsakoff was widely used, and the positive effect of Organizational Citizenship Behavior on organizational performance was verified [12]. Domestic scholars have studied its cause, effect and mechanism based on The Chinese context [13]. Professor Jingli Fan studied the impact of Organizational Citizenship Behavior on organizational justice and designed an scale applicable to Chinese conditions [14]. Yanqiu Zhang believes that Organizational Citizenship Behavior tests individual consciousness, initiative and responsibility [15]. Yijun Li and other scholars believe that Organizational Citizenship Behavior is a cooperative behavior within a team, which exists independently outside the formal role of employees and is spontaneously generated, essentially emphasizing the process, benefits and good performance effects of team cooperation [16].

2.4 Research on the Relationship between Collectivism, Person-Team Fit and Organizational Citizenship Behavior

Most scholars believe that Collectivism belongs to the values in the antecedents of organizational citizenship behavior [17]. Blakely, Finkelstein, Xiaowei Guo, Hua Wan and others pointed out that Collectivism can significantly predict Organizational Citizenship Behavior [18][19][20][21]. The Attract-Selection-Attrition model emphasizes the subjective initiative of individuals within an organization, and the influence of organizational climate and culture [22]. Tung and other scholars argue that the values of individuals in the team tend to be more unified, and the Person-Team Fit at the individual level is higher [23]. The value tendency of Collectivism fit can provide the basis of team consensus and value matching for Person-Team Fit, and promote team cohesion and team performance [24]. Laifeng Wu, Dongming He and others verified that Person-Team Fit can significantly positively influence Organizational Citizenship Behavior [25][26].

3 Objects and Methods

3.1 Objects

In this study, the in-service employees working in a team mode in the computer industry in Guangdong Province were selected as the survey objects, and the primary data were obtained by using simple random sampling method and online questionnaire. A total of 420 questionnaires were issued and non-standard questionnaires were screened out. A total of 403 valid questionnaires were reserved with effective recovery of 95.95%. SPSS software was used to analyze the valid questionnaires.

Table 1. Descriptive Statistics of samples (N=403)

Personal characteristic variable	Standard of classification	N	Valid Percent (%)
Gender	Male	216	53.6
	Female	187	46.4
Age	18-25	149	37.0
	26-30	121	30.0
	31-40	92	22.8
	41-50	19	4.7
	51-60	22	5.5
Educational level	Junior high school and below	41	10.2
	High school and technical secondary school	130	32.3
	Undergraduate course	159	39.5
	Master degree or above	73	18.1
Working time in the present company	Under 1 year	149	37.0
	1-3 years	79	19.6
	3-5 years	104	25.8
	5-10 years	42	10.4
	10 years above	29	7.2
Professional	Production	40	9.9
	Sales	25	6.2
	Marketing / Public relations	26	6.5
	Customer service	28	6.9
	Administration / logistics	26	6.5
	Human resource management	61	15.1
	Finance / Audit	29	7.2
	Civilian / Administrative	32	7.9
	Technology / Research and development	46	11.4
	Management	53	13.2
	Consultant / Consulting	37	9.2
Department	General Affairs Department	81	20.1
	Finance Dept	29	7.2
	Human Resources Department	61	15.1
	Administration Department	33	8.2
	Marketing Department	26	6.5
	Purchasing Department	8	2.0
	Research and Development Department	46	11.4

	Logistics Department	11	2.7
	Production Department	46	11.4
	Stores	62	15.4
	Junior Staff	218	54.1
Job level	Grassroots Management	81	20.1
	Middle Management	65	16.1
	Senior Management	39	9.7

3.2 Measuring tool and Research method

This study adopts Psychological Collectivism Scale ^[5], individual-level Person-Team Fit Scale ^[27] and Organizational Citizenship Behavior Scale ^[28] to measure three variables. The results showed that Cronbach's α coefficients were 0.919, 0.868 and 0.938, respectively. The reliability level is high. Likert five-point scoring method was used in the measurement process of this study. SPSS 25.00 software was used for correlation analysis, stepwise regression analysis, mediation effect test and non-parametric Bootstrap 5000 sampling tests. The research also adopts the methods of literature research, questionnaire survey and so on.

4 Research design

4.1 Research framework

According to the research purpose and relevant theories, the research framework of this paper is shown in Figure 1.

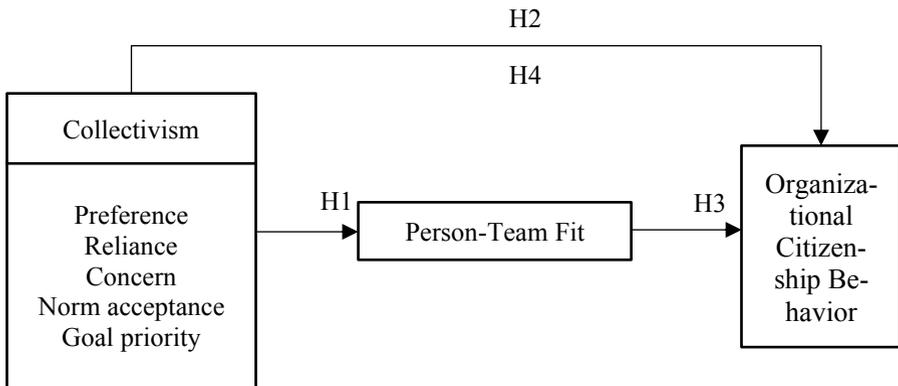


Fig. 1. Research Framework

Figure 1 reveals the research framework of the relationship between Collectivism, Person-Team Fit, and Organizational Citizenship Behavior. Collectivism (independent variable) contains five dimensions: Preference, Reliance, Concern, Norm acceptance

and Goal priority. Organizational Citizenship Behavior (dependent variable), individual-team matching (intermediary variable). In this study, gender, age, education level, working time in the present company, professional, department and job level were used as control variables.

5 Conclusion

This study investigated the relationship among collectivism, individual-team matching, and organizational citizenship behavior among 403 employees in the computer industry in Guangdong Province. SPSS 25.0 was used for statistical analysis of data, followed by descriptive statistical analysis, correlation analysis, regression analysis and mediation effect test analysis. The test results are shown in Table 2.

Table 2. Summary of hypothesis testing results

Research hypothesis	Result
H1: Collectivism has a significant positive impact on Person-Team Fit.	Hypothesis verified
H2: Collectivism has a significant positive impact on Organizational Citizenship Behavior.	
H2-1: Preference has a significant positive impact on Organizational Citizenship Behavior.	
H2-2: Reliance has a significant positive impact on Organizational Citizenship Behavior.	
H2-3: Concern has a significant positive impact on Organizational Citizenship Behavior.	
H2-4: Norm acceptance has a significant positive impact on Organizational Citizenship Behavior.	
H2-5: Goal priority has a significant positive impact on Organizational Citizenship Behavior.	
H3: Person-Team Fit has a significant positive impact on Organizational Citizenship Behavior.	
H4: Person-Team Fit plays an intermediary role between Collectivism and Organizational Citizenship Behavior.	
H4-1: Person-Team Fit plays a mediating role between Preference and Organizational Citizenship Behavior.	
H4-2: Person-Team Fit plays a mediating role between Reliance and Organizational Citizenship Behavior.	
H4-3: Person-Team Fit plays a mediating role between Concern and Organizational Citizenship Behavior.	
H4-4: Person-Team Fit plays a mediating role between Norm acceptance and Organizational Citizenship Behavior.	
H4-5: Person-Team Fit plays a mediating role between Goal priority and Organizational Citizenship Behavior.	

6 Implications and suggestions

According to the data analysis, when Person-Team Fit is added into the model, Collectivism and its various dimensions have a greater impact on Organizational Citizenship Behavior and improve the overall effect. Among them, the employee's age and working time in the current company have influence on the perceived degree of the three variables to some extent. In the main form of subjective report of the tested, this paper aims at the existing three difficulties: (1) finding, cultivating and utilizing the in-service employees with high Collectivism tendency, good perception of Person-Team Fit and strong behavioral intention of organizational citizenship. (2) Transfer these employee characteristics to the real work, realize the application of learning, and keep these characteristics in the team for a long time. (3) Use these characteristics to improve the overall efficiency of the team and even the company. This study suggests to solve these problems from recruitment, team building, and team training.

6.1 Pay attention to the level of collectivism tendency of applicants

Collectivism, as the characteristic of individual subjective psychological tendency of employees, plays a prominent and obvious role in employees' psychological perception. In order to build a team with high matching degree, it is necessary to grasp and adjust the recruitment process. Recruitment as a door of enterprise personnel management, its importance can not be underestimated. Now, some enterprises in Guangdong province use the mode of team work, but in the past, the recruitment process paid more attention to the applicant's ability and quality to match the existing position. With the change of enterprise work mode and the increasing intensity of external competition, personnel recruitment needs to be adjusted accordingly. In addition to skills, ability and quality matching, corresponding tests should be conducted on their collectivism tendency, values and personality characteristics, which not only lays a better foundation for the future Person-Team Fit. It can also select more employees who are willing to engage in civic behavior for the organization and improve the overall performance of the team and even the organization.

6.2 Optimize team building and create a harmonious and progressive team atmosphere

The results show that the Norm acceptance plays a prominent role in the five dimensions of Collectivism on organizational citizenship behavior, and the process of team building can stimulate the willingness of team members to participate in the formulation and implementation of team norms, and improve their matching perception. With team work mode, therefore, enterprises should optimize the team-building, timely provide more effective ways of feedback to the employees and team building activities, such as monthly team sincerely tea party mutual meeting, team members, etc., and real-time to other members of staff to the team and team feedback opinion and the suggestion in team building program, effective feedback and countermeasures for implementation of the ground. Pay attention to the cultivation of team trust, depend-

ence and preference. The construction of team atmosphere should be tailored to their talents, promote the overall interpersonal harmony of the team and the working attitude of employees, enhance the sense of team/company identity, team security and sense of belonging of employees, promote more "out of role" civic behavior, improve the efficiency of the team and even the organization.

6.3 Customized training: Tailored training programs for different teams

As can be seen from the mediating effect of Person-Team Fit, in order to achieve the purpose of improving the overall team performance and efficiency, it is indispensable to regularly and directionally output the values and capability requirements of the team and even the enterprise to team members through team training. Based on the three dimensions of individual-team matching: Personality-based fit, Values-based fit and Abilities-based fit, enterprises are encouraged to carry out highly targeted training for specific teams. Make clear the overall training objectives of the team, and make statistics of the gap between each member and the average level of the team in all aspects before training. Design a training mode in which team members teach and group together, enhance the sense of trust and belonging among team members through the mentoring training process, and promote the improvement of team members' self-perception and evaluation level of Person-Team Fit. Teams with different work content and nature should implement different training programs. For example, the marketing team pays more attention to the promotion of the matching dimension of marketing ability, while the administrative team should pay more attention to the promotion of the matching dimension of values.

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