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## Review and Suggestions of the Similarity between Employee and Its Workplace

Authors: Gi Ryung Song, Kyoung Seok Kim

**Abstract :** This study reviewed the literature that focused on similarity of various characteristics such as values, personality, or demographics between employee and other elements in its organization for example employee with leader, job, and organization. We divided a body of this study into two parts and organized and demonstrated recent studies in first part. Three issues appeared in this part, which are statistical ways of measuring similarity, supervisor-subordinate similarity, and personorganization fit with person-job fit. In the latter part, based on the three issues of recent studies, we suggested three propositions about points that the recent studies missed or the studies did not orient. First proposition argued about the direction of similarity, which could also be interpreted as there is causal relation between employee and its workplace environments. Second, we suggested a consideration of eliminating common variance buried in one's characteristics or its profiles. Third proposition was about the similarity of extra role behavior between individual and organization, and we treated this organization's level of extra role behavior as a kind of its culture. In doing so, similarity of individual's extra role behavior and organization's has the meaning that individual's congruence against their organization culture.

Keywords: similarity, person-organization fit, supervisor-subordinate similarity, literature review

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