

الدور الوسيط للإيثارية في العلاقة بين مواءمة الفرد_المنظمة والثقة التنظيمية

The Mediating Role of Altruism in the Relationship
between Person–Organization Fit and Organizational Trust

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المستخلص

هدف البحث الى استكشاف الدور الوسيط للايثارية في العلاقة بين مواءمة الفرد_ المنظمة والثقة التنظيمية في شركة الاستكشافات النفطية التابعة لوزارة النفط تم في البداية استعراض مشكلة البحث التي تمثلت بعدم وجود توافق بين الفرد والمنظمة ومدى انعكاس ذلك على كل من السلوك الايثاري والثقة التنظيمية، بعدها تم صياغة اهمية واهداف البحث ومن ثم وضع النموذج الفرضي للبحث، وبعدها ابرز المفاهيم التي تخص متغيرات الدراسة وابرز ما كتبه الباحثون في تعريف ووصف هذه المتغيرات ومن ثم تم اختيار عينة مكونة من ١٥٣ موظف وتم استخدام الاستبانة كوسيلة لجمع البيانات وتم توزيعها على العينة من اجل الاجابة عنها وتحليلها بواسطة برنامجي SPSS و Amos من اجل معرفة واقع متغيرات البحث والعلاقات التي تربط بينها، وبعدها تم صياغة ثلاثة فرضيات فرضيتين منها تأثير مباشر بين مواءمة الفرد_ المنظمة والايثارية وتأثير الايثارية على الثقة التنظيمية وفرضية توضح الدور الوسيط للايثارية في العلاقة بين مواءمة الفرد_ المنظمة والثقة التنظيمية، وتم استخدام العديد من الوسائل الاحصائية مثل الوسط الحسابي والانحراف المعياري والانحدار الخطي وتحليل المسار، وابرز الاستنتاجات التي توصل اليها البحث هي ان مستويات المتغيرات (مواءمة الفرد_ المنظمة والايثارية والثقة التنظيمية) كانت نوعا ما معتدلة وليست ضمن مستويات عالية كذلك من الاستنتاجات التي توصل اليها البحث وهو ما يخص الفرضية الرئيسية الثالثة أنه لا يزداد تأثير مواءمة الفرد_ المنظمة على الثقة التنظيمية بوجود الايثارية.

الكلمات المفتاحية: مواءمة الفرد_ المنظمة، الايثارية، الثقة التنظيمية.

Abstract

The aim of the research was to explore the mediating role of altruism in the relationship between individual-organizational alignment and organizational trust in the Oil Exploration Company affiliated with the Ministry of Oil. The research problem was initially reviewed, which was the lack of alignment between the individual and the organization, and the extent to which this was reflected in both altruistic behavior and organizational trust. After that, the importance and objectives of the research were formulated, and then the hypothetical model of the research was developed, and then the most prominent concepts related to the study variables were highlighted, and the most prominent things that the researchers wrote in defining and describing these variables were highlighted. Then, a sample of 153 employees was selected, and the questionnaire was used as a means of collecting data. It was distributed to the sample in order to answer it and analyze it using the SPSS and Amos programs in order to know the reality of the research variables and the relationships that link them. Then, three hypotheses were formulated, two of which were a direct effect between individual-organizational alignment and altruism, the effect of altruism on organizational trust, and a hypothesis explaining the mediating role of altruism in the relationship between individual-organizational alignment and organizational trust. Many statistical methods were used, such as the arithmetic mean, standard deviation, linear regression, and path analysis. The most prominent conclusions reached by the research are that the levels of the variables (individual-organizational alignment, altruism, and organizational trust) were somewhat moderate and not within high levels. Another conclusion reached by the research, which concerns the third main hypothesis, is that the effect of individual-organizational alignment on organizational trust does not increase with the presence of altruism.

Keywords: Person-Organization Fit, Altruism, Organizational Trust.

Introduction

As is known, organizations are primarily social entities before they are administrative entities characterized by their strict organizational structures and routine instructions of a bureaucratic nature, without the human resources present within these organizations, organizations cannot operate smoothly and quickly in achieving their own goals and completing the tasks they carry out. Therefore, due to the spread of the behavioral approach in management, organizations are faced with a reality that is the interest in the human aspect of organizations and making the internal environment of the organization more humane, as this has positive effects in motivating employees to be more compatible with their organizations, because the more compatible they are, the more keen they are to perform their job duties in the best possible way and they are more prepared to accept new tasks and new burdens at work, in addition to increasing the desire to volunteer outside official working hours and the spread of altruistic behavior that strengthens social ties between employees and between them and their organization. This will also enhance the feeling of organizational trust among employees towards their organization. Therefore, this research came as a continuation of the efforts to explore the human aspect of organizations and to know the links that link these variables with each other and how the compatibility with the organization by employees enhances altruistic behaviors and makes the internal environment of the organization more cooperative and more social, which in turn can positively affect the feeling of organizational trust towards the organization. Organizations, especially the Oil Exploration Department, are companies that contain many employees at various administrative levels, in addition to increasing the administrative tasks specific to this company. Therefore, making this company more humane can greatly help in enhancing the speed of achievement and achieving the organization's goals.

Research Problem

The research problem in the researched organization is summarized by the fact that the specialists who are appointed

may not be among the specialties that the department or ministry in general needs, and this may result in a negative impact on the ability of employees to adapt and conform to their organizations because there is a gap between their specialties and the skills associated with them and what should be done within the organization in which they work. This incompatibility may cast a shadow on the feeling of trust that may be generated among employees towards their organization and how this incompatibility may lead to altruistic behavior among employees in the researched organization and how this altruistic behavior will enhance the relationship between person-organization fit and organizational trust.-What is the level of person-organization fit within the organization under study?

-Is there altruistic behavior of employees within the organization towards their organization or among themselves?

-What is the level of organizational trust of employees towards their organizations?

-Is there an effect of person-organization fit on altruistic behavior?

-Is there an effect of altruistic behavior on the level of organizational trust in the organization under study?

-Does altruistic behavior enhance the effect of person-organization fit on organizational trust?

Research Importance

The importance of the research comes from the variables that addresses, person-organization fit can play a role in enhancing performance and maximizing productivity within public organizations. In addition to altruism within organizations, it has its importance as one of the behaviors that can be exploited in order to achieve the organization's goals and consolidate teamwork among employees. As for organizational trust, it is a state of feeling that draws the features of the employees' view of their organization and how this trust will be reflected in the speed of completing work and the feeling of loyalty and belonging to the organization. Therefore, this research came to explore the relationship

between all these variables and how the effect of person-organization fit on organizational trust can be enhanced through altruistic behavior.

Research Objective

1. This research aims to explore the mediating role of altruism in enhancing the relationship between person-organization fit and organizational trust.

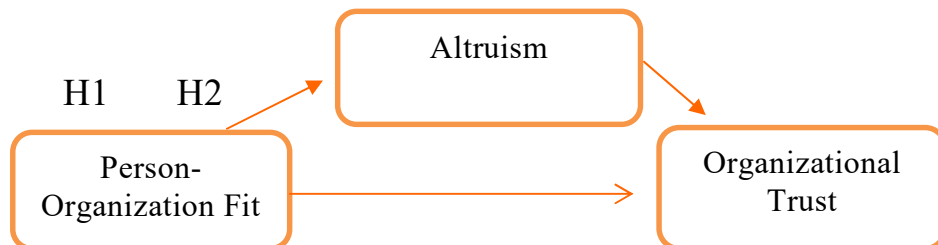
2. To identifying the level of each of these variables in the organization being studied and how the degree of each level of these variables plays its role in the organization's internal work environment,

3. The role of relationship among these variables in shaping and consolidating the behaviors of employees within the organization.

Research Model

A model research was developed that depicts the research variables, which are the independent variable, person-organization fit, the mediating variable, altruism, and the dependent variable, organizational trust, as shown in Figure (1):

Figure (1) Research Model



Research Hypotheses

According to the model of the research, the research was based on a set of hypotheses, which are three main hypotheses that explain the relationship between the variables:

1. There is a significant effect of person-organization fit on altruism.
2. There is a significant effect of altruism on organizational trust.
3. The effect of person-organization fit on organizational trust increases with the presence of altruism.

Literature Review

Person-Organization Fit

person-organization fit is defined by (Kristof, et al, 2005) as the compatibility between people and organizations that occurs when one of them (the individual and the organization) provides at least one of them or they share the same basic specifications for each of them (Sturjo, 2011: 226). According to (Chatman, 1989), person-organization fit refers to the harmony between the organization's standards and values and the employees' standards. (Silverthorne, 2004) defines it as the convergence of the employee's distinctive characteristics with the organization in which this employee works (Okolie, 2022: 3). According to (Pattualk, et al, 2022), the person-organization fit contains complementary fit and growing fit. Complementary fit focuses on compatibility such as organizational harmony by having the same specifications of the organization with employees. Growing fit is having the same standards and behaviors (Dalgic, 2022: 357). According to (Muchinsky & Monahan, 1987), complementary fit occurs when the characteristics of the individuals' properties are similar to those of the individuals within the organizational environment, while growing fit occurs when the characteristics of the person add what is missing in the organizational environment or create it completely (Kristof, 1996: 3). According to (Arthur, et al., 2006), the fit between the individual and the organizational environment is an indicator of specific outcomes indicating that the fit between the individual and the organization is an indicator of job performance and turnover (Lee & Wu, 2011: 6416). (Cable & Judge, 1996) showed that job seekers' perception of their fit with the organization is very important in the decision-making

process. Also, (O Reilly, et al., 1991) found that when individuals perceive the fit between themselves and the organization, they will overcome the side effects of work, in other words, they will increase their commitment and satisfaction with the job (Rodgers, 2000: 17). According to (Tahireglu, 2003), the compatibility between the value patterns of organizations and the value patterns of individuals is acceptable on the basis of compatibility between the person and the organization, and in the event of compatibility between employees and the organization, the performance of employees within the organization will increase (Ermis, 2021: 46). Wanous (1977) pointed out that when individuals search for jobs, one of the important factors that should be taken into consideration is what individuals will gain from joining the organization. This is often what job seekers conclude through previous experience in other organizations and is not present in what organizations promote (Deniz, 2015: 371). (Ng & Burk, 2005) believe that the compatibility between the employee and the workplace is stronger when the organization meets the individual's preferences, needs and desires. Therefore, this compatibility occurs and is realized when all the employee's specifications meet with the entire organization instead of the convergence that occurs with the individual and the job or task (Ohlsson, 2018: 6).

Altruism

It is a behavior that a person performs in order to volunteer to help others to prevent problems from occurring in the organization. According to (Smith, et al, 1983), altruism is a personal behavior that is strongly influenced by positive mood and deserves to be studied in depth (Chandrasari, et al, 2020: 2217). (Eisenberg, 1986) defined it as voluntary behavior that tends to benefit others and is not motivated by external rewards (Ma, 2009: 2). According to (Schroeder, et al, 1995), altruism is the move to help others sincerely or the desire to do good deeds. According to (Baron, et al, 2008), altruism is a unique form of behavior that aims to benefit others. It usually represents self-denial and is primarily motivated by the desire to prove care for others and is better without expecting appreciation from others (Rohman, et al, 2022: 4). (Corollary

& Kaplan, 2000) suggested that individuals with altruistic values benefit others without expecting any personal return from them. According to (Carlo, et al., 1991) and (Smith, et al., 1983), altruism refers to the commitment to helping others (Barinua & Prince, 2022: 73). (Young, 2006) believes that altruism is a very important part of the human process and is a universal phenomenon. According to (Babcock & Strickland, 2010), altruism is an spontaneous and direct behavior to help others. (Feigin, et al, 2014) believe that it is usually considered a type of positive social behavior motivated by a genuine desire to benefit others without contemplating self-interest (Emilia, 2019: 99-100).

Organizational Trust

Trust is defined by (Rousseau, et al., 1998) as the psychological state that consists of the intention to accept the feeling based on positive expectations of the intentions and behaviors of others. It is also defined by (Barney & Hansen, 1994) as the mutual confidence that there is no case of exploitation of feelings coming from others. It is also defined by (Luhman, 2000) as the way through which social complications are reduced (Muhl, 2014: 8). According to (Arslan, 2009), organizational trust represents the factors of trust, credibility, loyalty, and honesty among the organization's members towards each other, and these factors become tangible through behavior (Arslan, 2009: 276). According to (Puusa & Tolvanen, 2006), organizational trust refers to the desire to cooperate in order to achieve organizational goals within the organizational level (Puusa & Tolvanen, 2006: 30). According to (Engizek, 2011), organizational trust has several positive effects for employees and the organization. In the organization, organizational trust ensures an increase of employee morale, which is described through behaviors toward the organization, colleagues, and managers. Employees with high morale will tend to have positive views toward each other and toward their organizations (Gucer & Demirdag, 2014: 13). Also, creating an environment of trust is necessary for management in order to create feelings of trust among all employees in the organization and to guide them very carefully, as the guides may develop or lose trust in the

organization through what they do, implement and promise (Shaw, 1997:28). Creating trust in public organizations is the responsibility of competent managers and leaders. The role of managers and leaders in the organization is very important, successful feedback and observation of advanced organizational behavior require a high level of interpersonal trust that exists among colleagues in the organization (Bakiev, 2013: 169). A successful, efficient and effective organization depends largely on mutual trust among employees within the organization. Lack of a sense of trust, in turn, distorts relationships within the work environment. People who treat each other with suspicion cannot ultimately show success at work (Balgic, 2011:23).

Methods

The questionnaire was used as a primary means of collecting data for the research sample. The Piasentin & Chapman (2006) scale was used to measure the level of person-organization fit in the research sample, the Organ (1988) scale to measure the level of altruism, and the Omarov (A., 2009) scale to measure the level of organizational trust. In order to conduct validity, reliability and confirmatory analysis tests, a survey study was conducted on the sample by distributing 30 questionnaires to test their validity for the research in terms of the number of questions and their reliability. Therefore, the results of this study came after conducting the analyses in the SPSS and Amos programs as follows:

First: Results of internal consistency test

The results of the stability or internal consistency test came through the correlation coefficient (Cronbach Alpha), which is used to measure the stability of the measurement tool in terms of the internal consistency of the tool's phrases, as it can be explained in Table (1), which confirmed the internal consistency of the scale's paragraphs at the level of all variables after the values of the correlation coefficients (Cronbach Alpha) exceeded the minimum acceptable limit (0.70), which proves the internal consistency of the scale's

paragraphs and thus the stability in the event of repeating the test.

Table (1) Results of the internal consistency test for variables and dimensions	
Cronbach's Alpha coefficient	Variables
0.785	Person-Organization Fit
0.838	Altruism
0.906	Organizational Trust

Second: Questionnaire stability

The internal consistency of the research model can be identified through the (Split-Half) method, which is represented by finding the correlation coefficient between the two halves of the questionnaire questions (part1 & part 2), where one of the Spearman-Brown and Guttman coefficients is used. As can be seen from tables (2) and (3), the Cronbach's alpha coefficients are close, but their variances are different. Therefore, the Guttman coefficient will be adopted, and its value is 0.85, which is strong and is an indicator of the stability of the scale.

Table (2) Reliability Statistics

Cronbach's Alpha	Value	.917
Part 1		
	N of Items	14 ^a

	Value	.875
Part 2		
	N of Items	14 ^b
	Total N of Items	28
	Correlation Between Forms	.753
	Equal Length	.859
Spearman-Brown Coefficient	Unequal Length	.859
	Guttman Split-Half Coefficient	.850

a. The items are: q1, q2, q3, q4, q5, q6, q7, q8, q9, q10, q11, q12, q13, q14.

b. The items are: q15, q16, q17, q18, q19, q20, q21, q22, q23, q24, q25, q26, q27, q28.

a. The items are: q1, q2, q3, q4, q5, q6, q7, q8, q9, q10, q11, q12, q13, q14.

b. The items are: q15, q16, q17, q18, q19, q20, q21, q22, q23, q24, q25, q26, q27, q28.

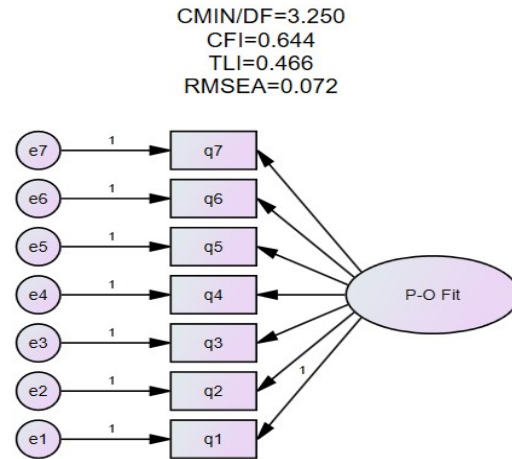
		q26, q27, q28.				Minimum	SD	Items
Item Varia nces	Part 1	.881	.547	1.289	.741	2.355	.045	14 ^a
	Part 2	.749	.424	1.057	.633	2.493	.036	14 ^b
	Both Parts	.815	.424	1.289	.864	3.038	.044	28

Third: Construct Validity of the Measurement Tool

Confirmatory factor analysis was used to prove the structural validity of the measurement performance. The structural validity of the measurement tool refers to the ability to accurately and reliably measure the model to be measured. Confirmatory factor analysis is one of the applications of the structural modeling equation. (Convergent validity) was conducted and indicates the extent to which the paragraphs of the variable (construct) converge with each other and represent the same variable by using the (Amos.23) program for the independent variable, person-organization fit. For the mediating variable represented by altruism, and for the dependent variable represented by trust, the chart showed a number of values that represent the extent of the contribution or formation of each (paragraph) in explaining the factor, as the quality of fit indicators (Hair et al, 2010: 51) included in Table (4) will be relied upon to determine the extent of the paragraphs' compatibility with the dimensions in general and the variable to which they belong. Using the Amos23 program, models were built for all three variables, and their indicators were identical to the model suitability indicators, according to Figures (2), (3), and (4).

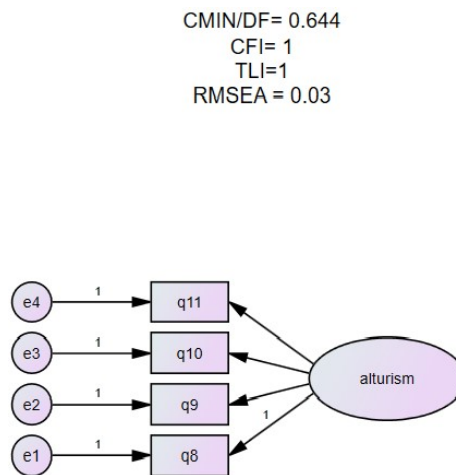
Table (4) Model fit indices	
General Rule	Indicator
---	Degree of freedom (DF)
Less than 5	The ratio of X2 to the degree of freedom DF
1_0.9	Comparative Conformity Index (CF)
1_0.9	Tucker Lewis Index (TLI)
0.08Less than	Root Mean Square Error of Approximation (RMSEA)

Figure (2) Person-Organization Fit Model



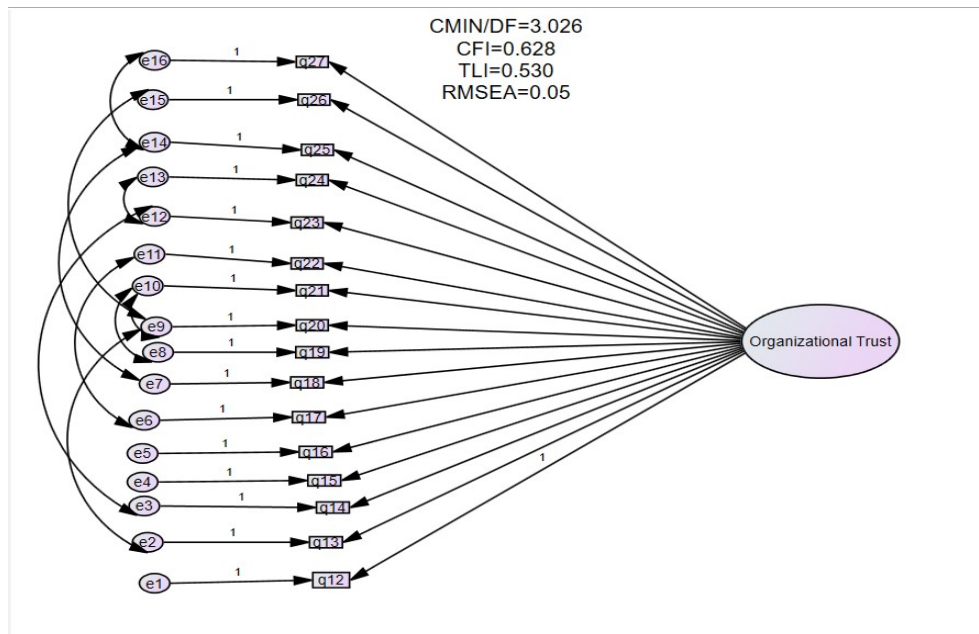
Source: Amos.23

Figure (3) Altruism Model



Source: Amos.23

Figure (4) Organizational Trust Model



Source: Amos.23

Fourth: Descriptive analysis of research variables

After ensuring the stability, validity and structural validity of the questionnaire items, the questionnaire was given to the researched sample, which amounted to about (153). This analysis seeks to identify the reality of the person-organization fit, altruism and organizational trust of the researched sample. The arithmetic mean, standard deviation and coefficient of variation for these answers will be relied upon, in addition to determining the level of relative importance for each variable within the single variable based on the coefficient of variation. The research relied on the five-point Likert scale in the sample's answers to the questionnaire. The level of each variable will be between (1-5) with four levels, and Table (5) shows that. It includes two levels in the event of an increase above the hypothetical mean of (2.60 to 3.39), so it is good if it ranges between (3.40 to 4.19) and very good if it increases from (4.20 to 5). It also includes two levels if it falls below the hypothetical mean (2.60 to 3.39), so it is weak if it ranges

between (1.80 to 2.59) and very weak if it falls below (1 to 1.79), as is clear in Table (4).

Table (5) Weighted average and response trend		
Weighted average	Answer scale	Answer level
From 1 to 1.79	I don't quite agree.	Very weak
From 1.80 to 2.59	I do not agree	Weak
From 2.60 to 3.39	Neutral	Middle
From 3.40 to 4.19	I agree	Good
From 4.20 to 5	Totally agree	Very Good

1.Person-Organization Fit

The general level according to Table (6) for the person-organization fit variable was (3.39) with a standard deviation of (0.68), which means that the level of individual-organizational compatibility is average. That is, according to the answers of the sample surveyed, the employees are not at a good level that indicates that the employees feel that they are not well-matched with the organization. This is due to many factors, including that the values and standards within the organization do not represent the values they believe in, and that their personalities do not match the stereotype of the organization. Also, the qualities that employees are looking for are not available within the internal environment of the organization.

2.Altruism

The general level of the altruism variable according to the Table (6) was (3.82) and the standard deviation was (0.85). This means that the level of altruism among the sample studied according to its answers is good. That is, altruistic behavior within the organization under study is well-spread among employees. This means that employees help each other when workloads increase or outside official working hours. There are also behaviors towards new employees, where old employees help these new employees. There is also voluntary behavior towards solving the problems facing employees at work.

3.Organizational Trust

According to what is shown in Table (6), the general level of organizational trust reached (3.49) with a standard deviation of (0.64). This means that the level of trust among the sample surveyed towards the organization is somewhat good. The employees believe that their supervisors have sufficient knowledge so they deserve trust, in addition to the fact that their supervisors keep the promises they made to them. But the reason for the lack of a high level of trust that employees feel towards their organization is that, according to the sample's answers, the organization does not keep its promises to them, in addition to the fact that the organization does not give them the necessary trust that they believe they deserve.

Table (6) shows the arithmetic mean, standard deviation, coefficient of variation and relative importance of the research variables.				
Variables of Research	Mean	Standard Deviation	Coefficient of Variation	Relative importance
Person-Organization Fit	3.39	0.68	20.05	2
Altruism	3.82	0.85	22.25	1
Organizational Trust	3.49	0.64	18.33	3
Sample Number = 153				

Fifth: Proving research hypotheses

1.Test the first main hypothesis

A first main effect hypothesis was developed stating that “there is a significant effect of individual-organizational alignment on altruism.” In light of the results in Table (7), the calculated F value between person-organization fit and altruism reached (91.05), which is greater than the tabular F

value (6.72) at a significance level of (0.000), i.e. less than the significance level of (0.05), i.e. there is a significant effect of person-organization fit on altruism, so the hypothesis is accepted. The value of the coefficient of determination (R²) reached (0.85), which means that the variable of person-organization fit is able to explain (85%) of the change in altruism, while (15%) is due to other variables not included in the research model. The value of the slope coefficient of the straight line reached (0.926), meaning that the change that occurs in the level of person-organization fit by one unit leads to a change in altruism by (0.926), and the fixed value reached (1.152), so the regression equation for the main hypothesis of the research is:

$$Y=1.152+0.926X$$

Y altruism and X person-organization fit

2. Test the second main hypothesis

A second main effect hypothesis was put forward, which is: "There is a significant effect of altruism on organizational trust." In light of the results in Table (7), the calculated F value between altruism and organizational trust reached (20.21), which is greater than the tabular F value (6.72) at a significance level of (0.000), i.e. less than the significance level of (0.05), i.e. there is a significant effect of altruism on organizational trust. Therefore, the hypothesis is accepted. The value of the coefficient of determination (R²) reached (0.57), which means that the altruism variable is able to explain (57%) of the change in organizational trust, while (43%) is due to other variables not included in the research model. The value of the slope coefficient of the straight line reached (0.757), meaning that the change that occurs in the level of altruism by one unit leads to a change in organizational trust by (0.757), and the fixed value reached (0.569), so the regression equation for the main hypothesis of the research is:

$$Y=0.569+0.757X$$

Y Organizational trust and X Altruism

Table (7) Effect between research variables						
independent variable	dependent variable	F	R ²	B	constant value	Sig
Person-Organization Fit	Altruism	91.05	0.85	0.926	1.152	0.000
Altruism	Organizational Trust	20.21	0.57	0.757	0.569	0.000

3. Testing the third hypothesis

A third main hypothesis which is: "The effect of person-organization fit on organizational trust increases through altruism." Figure (5) shows the relationships of influence between the study variables. In order to test the validity of the third main hypothesis, we note through Table (9) which shows the direct and indirect effect between person-organization fit and organizational trust. Of course, the direct effect is meant to be the effect of person-organization fit on organizational trust without the mediation of altruism, while the indirect effect is the effect of person-organization fit on organizational trust with the mediation of altruism. To know the significance of the effect of altruism, the Sobel, Arion and Goodman test was conducted based on standard errors, the effect and the t value of the path of the effect relationships between the variables, as in Figures (10) and (11), and all values were greater than (1.96) at a significance level of (0.000), i.e. less than (0.05), meaning that the effect is significant. This makes us reject the hypothesis and accept the alternative hypothesis to become "the effect of person-organization fit on organizational trust does not increase through altruism." As for the value of the coefficient of determination R², it reached (0.737), meaning that the regression model for person-organization fit mediated by altruism is able to explain 73% of the change in organizational trust, while the percentage of 27% is due to other variables are not included in the regression model. Figure (9) shows the regression model for the third main hypothesis.

Table (8) The path of the influence relationships between individual-

organizational fit, altruism, and organizational trust						
Variables			Estimate	S.E.	C.R.	Sig
Person-Organization Fit	⇒	Altruism	1.152	0.038	30.27	0.000
Altruism	⇒	Organizational Trust	0.204	0.081	2.511	0.012
Person-Organization Fit	⇒	Organizational Trust	1.038	0.101	10.27	0.000

Table (9) The direct and indirect influence relationship between individual-organizational fit and altruism		
The Effect Relationship Type	The Effect Amount	R ²
The direct effect of person-organization fit on organizational trust	1.038	0.737
The indirect effect of person-organization fit on organizational trust	1.251	

Figure (5) of the relationship among the research variables

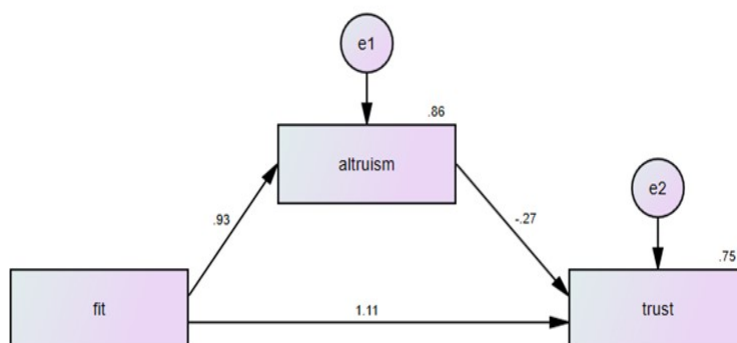


Figure (6) Test of significance between the variables of the third hypothesis based on standard errors and the effect

Input:		Test statistic:	Std. Error:	p-value:
a	1.152	Sobel test:	2.50987229	0.09363345
b	0.204	Aroian test:	2.50851727	0.09368403
s _a	0.038	Goodman test:	2.51122951	0.09358284
s _b	0.081	Reset all	Calculate	

Figure (7) Test of significance between the variables of the third hypothesis based on t values

Input:		Test statistic:	p-value:
t _a	30.27	Sobel test:	2.5024049
t _b	2.511	Aroian test:	2.5010498
		Goodman test:	2.50376221
		Reset all	Calculate

Conclusions and Recommendations

The research reached, through analyzing the results extracted by statistical programs, a set of conclusions accompanied by recommendations:

1. Employees in the organization being studied do not feel a sense of compatibility with their organization due to the large gap between the organization's values and their values, in addition to the difference between the organization's stereotype and their orientations, personalities, and the values and ideas they believe in. Therefore, the research recommends that the organization's senior management should try to study the orientations of its employees and try to get closer to them in order to reach a state of organizational compatibility with

their personalities and the behaviors they adopt, by creating a more social atmosphere, not being carried away by strict instructions, being administratively flexible, and trying to involve them in the organization's decisions. This would raise their level of loyalty and their feeling of compatibility and belonging to the organization.

2. The level of altruism within the organization under study was good, but this altruistic behavior was directed towards colleagues at work. The friendship and fellowship relationships within the organization are mostly healthy relationships, and this is what made altruistic behavior widespread and expressive of a general culture that most employees believe in within the work environment. However, the research recommends that these altruistic behaviors should be directed towards the organization in general and not be limited only to employees within the framework of fellowship and friendship, by having the relationship between management and employees be a relationship of friendship that transcends official lines, organizational structures, and the limits of authority and responsibility, but not at the expense of work. This friendship will enhance the altruistic behavior of employees and make it directed toward the organization in general and not within the scope of friendship and collegial relationships within one administrative level.

3. The level of organizational trust among the sample studied is linked to the supervisors with whom they deal with them directly, as supervisors adopt behaviors through which employees feel confident towards them, including keeping promises and providing assistance. However, in return, this trust decreases when it is linked to the organization in general, as the organization seems to be distant from the employees and not communicating with them, in addition to not keeping the promises they make to them. Therefore, the study recommends that there should be transparency in dealing with employees by senior management and that it should keep the promises it makes to employees, as this would raise the level of trust that employees should feel towards their organization in general.

4. The research concluded that there is a direct relationship between the person-organization fit and altruistic behavior

within the organization. As previously indicated, altruistic behavior occurs among colleagues within the organization and not toward the organization as a whole. This means that there is a feeling of harmony and compatibility among colleagues. Therefore, the research recommends that the organization be guided by these friendly relationships and try to develop them between senior management and employees, as this would lead to the creation of altruistic behavior among employees toward the organization.

5. Altruistic behavior enhances organizational trust, and this is what was proven by the results of the questionnaire analyses. The results also showed, as previously mentioned, that the organizational trust in the organization being studied is a trust related only between workers and supervisors and not to the organization as a whole. Therefore, there is an effect of altruistic behavior among coworkers and supervisors, but this behavior is weak towards the organization. Therefore, in order to enhance the organizational trust of employees towards the organization as a whole, the organization must create a more flexible and social atmosphere in order to enhance the altruistic behavior of employees towards the organization.

6. Altruistic behavior among coworkers does not enhance the effect of person-organization fit on organizational trust, as both variables (person-organization fit and organizational trust) do not rise to high levels among employees, while altruistic behaviors among employees were high. This confirms that employees do not feel that they are compatible with their work, and as a result, their level of trust in their organization is not high either. Therefore, altruistic behavior does not increase the level of this effect, as altruistic behavior in the organization under study was only among coworkers and not towards the organization as a whole. Therefore, the study recommends that the organization should seek to improve its social image among its employees in order to make them feel their compatibility with the organization, which in turn leads to enhancing organizational trust. Altruistic behavior, if directed toward the organization, will play a role in enhancing the effect of person-organization fit on organizational trust.

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