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Person-Job Fit as a Predictor of Organisational Commitment in Private Organisations

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Abstract:

It is necessary that employees be fitted with their jobs, having the necessary ability that meets job demands and for the job supplies to successfully meet employee needs. Given the challenges most private organization in Nigeria have faced concerning employees turnover, a misfit between an employee and the job may result to non-commitment to respective private organizations and as such propel turnover intentions. The study examined person-job fit as a predictor of organizational commitment in private organisations. The study sampled 249 participants from private organisations in Jos through a convenient sampling. Person-job fit was measured at two levels; demand-abilities fit and need-supplies fit. The hypothesis in the study tested for the ability of person-job demand-abilities fit and person job need-supplies fit to predict organisational commitment. The study found person-job needs-supplies fit to significantly predict organisational commitment by 26.5%. It was concluded that an increase in needs-supplies person-job fit is important to gain high levels of organisational commitment and recommended for private organisations to regularly administer interest test and job satisfaction review for her employees in order ascertain and duly meet their contingent needs.

Keywords: Person, job, fit, demand-abilities fit, need-supplies fit, organisation, commitment

1. Introduction

Person-job fit has several conceptualizations in research studies (Brown, 2011; Cable & DeRue, 2002; June, Kheng, & Mahmood, 2013). According to Edward (1991) person-job fit is an assessment of fit between two entities, the person and the job. Owing to this, the person aspect and the job aspect that requires being fit have been segmented for easy conception (Kulik, Oldhman, & Hackman, 1987; Chuang, Shen, & Judge, 2004). The person aspect of fit is synonymous with characteristics such as; Knowledge, skills and abilities, growth, needs, strength and satisfaction with work content. The job aspects of person-job fit entails job characteristics such as; skill variety, task identity, task significance, autonomy, job feedback, remuneration. These characteristics are segmented into two to define the two forms of person-job fit. These are demand-abilities (D-A) fit, the extent to which an employees' ability meets job demands and; need-supplies (N-S) fit, the extent to which employees' need are met by the job supplies (Vreugdenhil, 2012). Demand-abilities fit assesses the extent to which job demands such as task identity, skill variety autonomy are fit with an individual's knowledge, skills and abilities. Need-supplies fit assesses the extent to which an 'individual's growth needs, strength and satisfaction with work content are met by the job characteristics such as task significance, feedback and remuneration.

Adverse consequences often occur given conditions of misfit of a person to a job. Basically, employees become less effective given a state of misfit and tend to produce poor work outcomes (Brown, 2011; Cable & DeRue, 2002; Grogan & Youngs, 2011; Lauver & Kristof-Brown, 2001). Brown (2011) argues that poor person-job fit leads to a weak adjustment to the organisation, uneasiness on the job and the organisation. The outcome of an employees' commitment can as well be threatened in terms of misfit. This is because an employee work on certain jobs confined in the organisation. Therefore, frictions between the employee and the job can determine the employee's reaction to the organisation. More striking is the

distinction between work commitment and organisational commitment. While work commitment is often confined with the job/work or an individuals' career, organisational commitment is confined to the organisation (Guney, Diker, Guney, Ayranci & Solmaz, 2012). Uygur and Klic (2009) defined organisational commitment as the overall strength of an employee identification and involvement in an organisation. Vehemently, person-job fit is more centred to produce an effect on work commitment than organisational commitment. Nevertheless, organisational commitment is more valuable to employers than work commitment and employers are often challenged to get their employees more committed to the organisation much more than the job.

Meanwhile, poor organisational commitment has been argued to adversely affect work attitudes or work outcomes (Brown, 2011; Guney et al, 2012). Some of which includes work performance, interpersonal relationship, organisational citizenship behaviours amongst other work attitudes. Therefore, practitioners are charged to ensuring that only committed workforce remain in the organisation in case of reduction of workforce (Ayinde & Akanni, 2012; Meyer & Allen, 1997). Furthermore, poor organisational commitment can be a major reason why employees of private organisation incessantly change jobs within private organisations. This reduces the number of expertise available for affected organisations and threatens the survival of the organisation.

The government's inability to manage unemployment in Nigeria has over the years risen underemployment ratio in the country (Asaju, Arome & Anyio 2014). Private organisations have therefore become a dumping ground for unemployed individual who would prefer being underemployed than unemployed. Underemployment is a state of misfit of the person and the job. Either that the job offers to the person less than he/she is worth or person actually lacks competent skills to meet up the job demands. Hence it is pivotal to understand how the state of employees person-job fit in organisations affects their organisational commitment. Since organisational commitment is a vital factor for organisational survival (Meyer & Allen, 1997), the study examine the extent to which demand-abilities person job fit and needs-supplies person job fit predicts organisational commitment. The finding of the study would be relevant to employers in making employment decisions and overall management of her employees. Employees who were tested high on person-job fit would be employed in the organisation. Lauver and Kristof-Brown (2001) observed that the construct of person-job fit can be examined for both employees and prospective employees. It is relevant in determining if a candidate is employable.

Studies (Cable & Judge, 1996; Grogan & Youngs, 2011; Hamid & Yahya, 2011; Issah, 2013; Lauver & Kristof-Brown, 2001; Vreugdenhil, 2012) have shown that person job fit affects several factors in an organisation. Lauver and Kristof-Brown (2001) studies demonstrated that person-job fit is entirely a distinct construct that should be given special attention in an organisation as it could independently determine attitudinal outcomes in an organisation. This they recommended from a study which sought to distinguish between perceptions of person-job fit and person-organisation fit among employees. Of importance to this study was that employees were found to be able to distinguish between person-job fit perceptions and person-organisation fit perceptions. In a study by Grogan and Youngs (2011), how teacher's perception of fit with both the organisation and the job will affect their mobility was examined. Mobility was defined in terms of switching or changing schools or work which they do. The findings reveal person- job demand-abilities and need-supplies fit to be a strong predictor of teacher retention. An increase in person-job fit makes teachers less likely to switch schools and less likely to leave teaching altogether. Therefore, this implies that a teacher well fitted with his or her job rarely thinks about quitting the job. It appears as if people themselves strive to achieve a magnitude of fit with their jobs. A study by Vreugdenhil (2012) aimed to uncover whether employees use task crafting to reduce perceived misfit with their jobs suggests this. The level of person-job fit examined in this study is the demand-abilities fit. According to Vreugdenhil (2012), job crafting, a physical or cognitive change people make on their jobs, occurs when people perceive themselves as misfit to a job. This indicates that people generally dislike a state of not fitting in to their jobs.

Hamid and Yahya (2011) examined the relationship between person-job demand-abilities fit and work engagement. Person-job fit was found to have a strong positive relationship with dedication and a weak relationship with absorption. June and Mahmood (2011) in examining the relationship between person-job fit and job performance, subscribed partially to the findings of Hamid and Yahya (2011) that in terms of high person-job fit, employees tend to exert more efforts in carrying out their duties, which may lead to greater performance. They found a significant positive relationship between person-job demand-abilities and need-supplies fit and job performance among employees of the service sector SMEs in Malaysia. June et al (2013) found person-job fit to affect applicants job choice emphasizing that applicants desire jobs that has elements of meaningfulness. The results of their studies showed that person-job (demand-abilities and need-supplies) and competency was significantly related to and influences job performance. Hassan, Akram and Naz (2012) in a study showed person-job demand-abilities to be negatively correlated with turnover intentions. Emphasizing that an employee with good person-job fit, in terms of demand-abilities is better aligned with their jobs and has less intentions of leaving their jobs for another. Issah (2013) evidenced that perceived person-job fit is paramount for improving satisfaction with work and job satisfaction having arrived at a significant positive relationship and predictor relationship between person-job fit and job satisfaction. To a significant extent, person-job fit is a major factor for predicting most organisational attitudinal outcomes. It is therefore logical to make an assumption that person-job fit might predict organisational commitment of employees of private organisations.

Organisational commitment has been found by certain scholars (Ahmed & Nawaz, 2015; Tella, Ayeni & Papoola, 2007; Sersic, 1999; Majekodumn, 2013; Ugur & Klic, 2009) to predict other attitudinal and behavioural outcomes positively in an organisation. These outcomes cut across turnover intention (Isreal, Rita & Dele, 2015; Sersic, 1999), Job satisfaction (Tella et al, 2007), Job involvement (Ugur & Klic, 2009) to organisational culture (Sola, Femi & Kolapo, 2012). Isreal et al (2015) conclusions hold that organisational commitment is vital to preserve and attract well qualified talent pool in any organisation. It is proficient for eligible managers to seek for ways to ensure that employees get commitment

to organisation. It serves to improve trust between employees, managers and other concerned parties of any organisation. Sersic (1999) found something similar in a study to test the dimensions of Meyer and Allen organisational commitment scale and their relationship with turnover intentions. Sersic (1999) found organisational commitment to be a relevant predictor of turnover intentions. In his study, employer could tell whether or not employees have plans to leave the organisation within a short time from the degree of organisational commitment as measured.

Studies have also suggested that person-job fit to some degrees has an impact on organisational commitment. Aktas (2014) found that perceived person-job fit has a significant impact on organisational commitment. Person-job fit was examined in terms of demand-abilities fit and personality fit. Personality fit is a fit between an individual's personality traits and organisations traits/characteristics and is not synonymous to needs-supplies fit. Having tested the relationship person-job fit has with fragments of organisational commitment, person-job fit was found to be positively related to both affective and normative commitment, and negatively related to continuance commitment. Brown (2011) elaborated on the impact between person-job fit and organisational commitment. His study on the impact of person-environment fit (which refers to all aspects of fitting an individual with the work environment) and its affective outcomes emphasized that a good need-supplies person-job fit has a positive impact to organisational commitment and creates room for an individual to be career committed. According to Brown (2011), the scope of the studies is limited to non-profit making organisation. It is henceforth logical to make proposition that person-job fit might predict the organisational commitment of private organisation employees. The following research hypotheses were tested in the study.

- H1: Person-job demand-abilities fit will significantly predict organisational commitment in private organisations in Jos.
- H2: Person-job needs-supplies fit will significantly predict organisational commitment in private organisations in Jos.

2. Method

2.1. Participants

The study utilised 249 employees of few private organisations in Jos, selected through a convenient sampling to participate in the study. These participants either work in administration (17.7%), account (12.9%), public relations (33.3%) marketing (17.7%), production (7.2%) and maintenance (11.2%) departments/section of their respective firms. The participants were made up of 129 (51.8%) male and 120 (48.2%) female; 209 (83.9%) Christians, 28 (11.2%) Muslims and 12 (4.9%) neither Christians nor Muslims; 115 (46.2) single, 119 (47.8%) married, 9 (3.6 %) divorced, and 6 (2.4%) widowed.

2.2. Research Design

The study is a correlation design. It examines the ability of an independent variable otherwise known as predictor variable, to predict a dependent variable. The independent variable is person-job fit (demand-abilities fit and needs-supplies fit). The dependent variable is organisational commitment.

Instruments: Person-job fit Scale developed by Cable and De Rue (2002) and Cable and Judge (1996), a six (6) item scale was used to measure person job fit. The scale has two (2) subscales; needs-supplies fit and demand-abilities fit. Each of the subscales has three (3) items each. Items 1, 4 and 6 measures need-supplies person-job fit. A sample item of the need-supplies fit is "there is a good fit between what my job offers me and what i am looking for in a job". Items 2, 3, and 5 measures demand-ability person-job fit. A sample item of the demand-abilities fit is "the match is very good between the demands of my job and my personal skills". Participants responded to the perceived person job fit scale by indicating their degree of agreement with the items on the scale on a six point liker scale ranging from strongly disagree (1) to strongly agree (6). Cable and DeRue (2002) established the reliability of the need-supplies fit scale as α .89 and .93, for single firm sample and multiple firm samples respectively. It has scale has a construct validity based on the conception of needs-supplies fit offered by Kristof (1996) and Edwards (1991). The demand-abilities fit scale has a reliability of α .89 and .84 for single firm and multiple firm samples respectively (Cable and Judge, 1996). The researchers re-examined the factor structure of the scale and the internal consistency reliability of the scale. Table 1 sows the factor value of all the items in scale.

Item No.	Item	Factor Loading
PJF1	There is good fit between what my job offers me and what I am looking for in a job	.5
PJF2	My personal abilities and education provide a good match with the demand that my job places on me	.7
PJF3	The match is very good between the demands of my job and my personal skills	.6
PJF4	The job that I currently hold gives me just about everything I want from a job	.7
PJF5	My abilities and training are good fit with the requirements of my job	.5
PJF6	The attribute that I look for in a job are fulfilled very well by my present job	.6

Table 1: Loadings on Person-Job Fit Scale

All the items met a clean factor structure Of 0.3 and a significant Cronbach alpha of 0.8 was found. According to Konovsky and Organ (1996), a clean factor value is a factor equal to or above 0.3.

The study adapted Organisational Commitment Scale originally developed by Meyer, Allen and Smith (1993) to measure organisational commitment. The original scale has eighteen (18) items with each six (6) items measuring affective, continuance and normative commitment. However, there have been a lot criticisms and contradictions on this scale concerning the sub-scales it purports to measure (Sersic, 1999; Karim & Noor; 2006; Jaros. 2007). Due to the criticisms, six (6) items were adopted from the scale to measure organisational commitment. Items four (4) and six (6) are reverse coded. A sample item of the organisational commitment scale is "i do not feel emotionally attached to this organisation". Participants responded to the perceived person job fit scale by indicating their degree of agreement with the items on the scale on a six (6) point liker scale ranging from strongly disagree (1) to strongly agree (6). Scores below average indicates commitment to organisation and scores above average non-commitment to organisation. The researchers re-examined the factor structure of the scale and the internal consistency reliability of the scale. Table 2 shows the factor value for all the items.

Item No.	Item	Factor loading
OC1	I owe a great deal to my organisation	.3
OC2	I would be very happy to spend the rest of my career in this organisation	.6
OC3	It would be very hard for me to leave my organisation right now even if i wanted to	.6
OC4	I do not feel a strong sense of belonging to my organisation	.4
OC5	Right now, staying with my organisation is a matter of necessity as much as desire	.6
OC6	I do not feel any obligation to remain with my current employer	.5

Table 2: Factor Value for Organisational Commitment Scale

All items of the scale met a clean factor structure of 0.3 (Konovsky & Organ, 1996) and a significant Cronbach alpha of 0.5 was found.

2.3. Procedure

The researchers identified certain private organisations in Jos, Plateau State. These organisations are Grand Cereals Ltd, Jos Electricity Distribution Plc, Integrated Diaries Ltd, Elim-Top Suits, Steffan Hotels, Hotel Litan, Chilas Specialist Hospital and Maternity, SPA specialist Hospital, Globacom Nigeria Ltd, Capacity Builders Ltd, Mandela Klinik K-Vom, New Won Hotel Trade centre, The City Harvest Int.High School, The Excellent Child Int School, Peculiar Child College Trade Centre, Maranatha Academy and Chivels International School. These selected organisations were visited by the researchers, where the researchers gave an informed consent about the research work to the administrative/ human resource management officer; that the task required of participants is to complete a set of questionnaire of which their response is highly confidential. For majority of these organisations, the researchers were permitted to go round the departments in the organisation to administer the questionnaires to her employees. Those who consented to participating were given the questionnaire to complete. The researchers waited for about forty-five minutes to one hour for the participants to finish completing the questionnaire. The researchers then went round the departments to retrieve the completed questionnaire.

In other organisations such as Grand cereals Ltd, Globacom Nigeria Ltd, Capacity Builders Ltd, The City Harvest International High School, The Excellent Child Int School, Peculiar Child College Trade Centre, Maranatha Academy and Chivels International School; the management arranged for an impromptu meeting with her staff. Where the researchers gave an informed consent to the entire staff and administered the questionnaire to as many as were willing to participate. A total of 258 questionnaires were retrieved from the participants and assembled for analysis. Only 249 questionnaires were valid and used for analysis.

3. Results

The hypotheses were tested with a linear regression model at 0.05 significance levels. The results are presented below.

R Square	F Change	df1	df2	Sig. F Change	Durbin-Watson
.495	15.742	5	243	0.0005	1.980

Table 3: Model Summary of Regression Model 1 Showing F Value and Durbin-Watson Value for the Variables

Table 3 showed that the results of the regression model revealed that the coefficient of determination $R^2 = 0.495$, $F_{(5, 243)} = 15.742$, $D.W = 1.980$ (5% level of significance). This showed that the model can be held for 49.5% variability change of organisational commitment. The F-statistic (ANOVA) of the model had a closeness of fit which means that the model is statistically significant at 5% ($p \leq 0.05$) level of significance. The Durbin-Watson value of 1.980 shows that autocorrelation between the variables under consideration are statistically significant.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	10.276	1.611		6.380	.000
P-J Demand-ability fit	.162	.090	.114	1.795	.074
P-J Need-supplies fit	.364	.089	.265	4.111	.0005

Table 4: Coefficients of Regression Model 1 for the Hypothesis Tested

Table 4 indicates that person-job demand-ability fit did not significantly predict organisational commitment. Meanwhile, person-job need-supplies fit significantly predicted organisational commitment accounting for 26.5% variance in organisational commitment.

4. Discussion

The proposition made by hypothesis 1 that person-job demand-abilities fit will significantly predict organisational commitment was not confirmed in this study. The study found person-job demand-abilities fit not to have predicted organisational commitment. This implies that the compatibility between the job demands and the knowledge, skill and abilities (KSAs) of employees in private organisations does not affect organisational commitment. In other words, the commitment of employees in private organisations is not determined by an increase in person-job demand-abilities fit. This finding does not agree with Aktas (2014) that person-job fit has an impact on organisational commitment. However, it is important to note that Aktas (2014) conceptualised person-job fit as demand-abilities fit and personality fit and tested for a linear relationship with domains of organisational commitment. Therefore, this difference in finding might be accounted for by the personality fit aspect of person-job fit. However, Aktas (2014) neither examine demand-abilities fit nor personality fit separately with organisational commitment.

The test of hypothesis 2 found person-job need-supplies fit to be a significant predictor of organisational commitment in private organisations. The fact that person-job need-supplies fit predicted organisational commitment implies that a slight increase or decrease in the degree of this fit accounts for an increase or decrease in organisational commitment of the employees of private organisation. Therefore, the more a job adequately supplies an employee's needs, desires and preferences (the criteria for a need-supplies fit), the better committed to the organisation the employee becomes. In essence, matching employees with jobs that meets their needs, desires, and preferences, strengthens the employee's organisational commitment. This finding supports Brown (2011) and does not support Aktas (2014) who found person-job demand-abilities/personality fit to be predictors of organisational commitment. In addition, this finding has confirmed that where needs-supplies person-job fit is lacking in private organisations, her employees becomes less effective and tend to have poor work outcomes and attitudes. Furthermore, when organisational commitment becomes poor as a result of weak person-job need-supplies fit, work attitudes become flawed as well since organisational commitment has been found to be connected with work attitudes (Ahmed & Nawaz, 2015; Tella et al, 2007; Sersic, 1999; Majekodumn, 2013; Ugur & Klic, 2009). In essence, to pervert poor work attitudes in the organisation, employers in private organisations should ensure that employees have a high level of needs-supplies fit. This can be linked to the reason why employees incessantly change jobs within private organisations. Once an employee perceives that his/her needs are regularly met by the organisation, the employee becomes committed to the organisation. Such commitment counter employees turnover as noted in several studies (Sersic, 1999; Isreal et al, 2015).

Furthermore, the findings of this study imply that a change in the degree of need-supplies fit and not demand-abilities fit accounts for a change in organisational commitment of employees in private organisation. One plausible explanation for this is that the employee might feel fulfilled once his/her needs are met by the job adequately. There is therefore a necessity for stronger identification and involvement in the organisation which sustains the job. This in other words is organisational commitment. The employee might not be much concerned as to whether his/her knowledge, skills, abilities (KSAs) match with the job requirement. Private organisations could as well be seen as a competitive ground for employees, with employers desperate to employ and retain the best employees since there been increasing unemployment ratio in the civil service (Asaju et al, 2014). Therefore employers can thrive well at this if they ensure a good needs-supplies person-job fit match for their most valuable employees to enhance their commitment to the organisation.

5. Recommendation

It is recommended that employers in private organisations improve the employees' person-job needs-supplies fit in order to increases the level of their commitment to the organisation. These private organisations should regularly administer psychological test such as interest tests, constantly conduct a job satisfaction review and make necessary adjustments based on the test outcome to ensure that the organisations meets the employees needs. Basically, the average Nigerian conception of needs to be supplied by a job is in monetary terms. Therefore, if employers in private organisation would ensure that monetary remuneration is satisfactory to employees, they would maintain, or may likely increase the employees' commitment to the organisation. Nevertheless, employer must as well ensure that other employee needs for e.g. psychological, safety, social, self esteem are duly met by their job. Furthermore, ability test are as well recommended to ensure that her employees have the necessary abilities to meet job demands at all times. Henceforth, it is the responsibility of employers in private organisations to ensure that higher levels of needs-supplies person-job fit is attained in the organisation so as to boost the commitment of her employees.

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