

## Person Job Fit (PJF) and Employee Performance in Selected Commercial Banks in Anambra State

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### ABSTRACT

*The seeming mis-match between the needs, goals and aspirations of employees and what the organizations have to offer necessitated this study. The broad objective of the study was to examine the type of relationship that exists between Person Job Fit (PJF) and Employee Performance in Selected Commercial Banks in Anambra State. The study adopted a survey research design. The population of the study was 1063 and sample size was 282 determined using Krejcie and Morgan (1970) formula. Data was collected using questionnaire and was analyzed with the aid Pearson's Product Moment Correlation Co-efficient. The hypothesis was tested at 5% level of significance. The result revealed that there is a statistically significant positive correlation existing between Needs-Supplies Fit and employee commitment ( $r = .964$ ,  $p\text{-value} < 0.05$ ). It was therefore concluded that how aligned and fitted the employee's needs and aspirations are to what they obtain from the organization greatly influence the commitment level of the employees. It was thus recommended that the studied organizations should not just focus on what the employees have to offer while recruiting, that they should also be concerned with the interest of the employees and that the management of the focused firms should not only evaluate the performance of the employees but from time to time also evaluate the performance of the organization in terms of how they have met the needs of the employee so as to engender loyalty and engagement.*

**Keywords:** *Person Job Fit, Needs-Supplies Fit, Employee Performance and Employee Commitment*

### INTRODUCTION

Most, if not all business entities are in it to make profit through offering services that are of value to customers or manufacturing/selling of products that customers will be willing to pay for and at the end contribute to the economic activity of the country. To actualize this lofty goal, organizations go the extra mile in making sure that the right kinds of employees are recruited. Diamond Bank Plc, Fidelity Bank Plc, First Bank Plc, Heritage Bank Ltd and Stanbic IBTC Bank Ltd which are the organizations studied in Anambra State are not different from this norm of looking for the best hands in the labour market to help actualize the dream of offering quality services to the customers. To this end, the banks go through various rigorous recruitment processes to not only recruit but also select and place the employees in the presumably right positions in the firm. When there are openings in the banks for recruitment, applicants are encouraged to apply from all disciplines provided they have the requirement in grades and are of the required age. This, the banks do seemingly without minding the needs and requirement of the employees; what the prospective employees are looking for in an organization. This results to mis-match or incongruence (Person-Job Fit) between the need of the employees and what the organization has to offer. Supporting this claim, Parsa, Tesone and Templeton (2009) posit that high rates of voluntary turnover and poor performance in organizations could be attributed to shortcomings in the recruitment process of an organization.

The importance of Person-Job Fit (P-J fit) in an organization is brought to the fore when considering the fact with enough literature evidence that a match between what an employee offers to an organization in terms of skills, knowledge and abilities and what the employee needs in terms of prospect for progression and advancement, salaries, job status and enrichment, involvement and sense of belonging makes for greater employee performance. The concept of P-J fit has over the years generated numerous and varying definitions, hence has no single widely accepted connotation. But the whole assertion revolves around congruency and compatibility. How the needs and ability of the employees match what the job has to offer. Zheng, Kaurand Zhi(2010) state that P-J fit is directly related to the compatibility between a person and a specific job. A substantial body of research provides evidence that the compatibility between employee needs, values and goals, and those of the organisations they work for, result in desirable outcomes from employees (Kristof, 1996; Kristof-Brown, Zimmerman, & Johnson, 2005; O'Reilly, Chatman, & Caldwell, 1991; Verquer, Beehr, & Wagner, 2003; Vancouver & Schmitt, 1991; Vandenberghe, 1999).

Employees are more adapted to an organization where they are fitted to in terms of demand of the job or how the organization meets their interest. Organizational members are more successful in their jobs when the jobs are compatible with their interests, values, and abilities (Kahya, 2009). This match between the interest and the demand of the organization will eventually lead to better performance by these employees and employee performance plays a leading role in determining organizations survival. Corroborating this statement, Sethela and Rosli (2011) state that employee job performance plays a crucial role in determining an organisation performance. Most of the employees of the selected banks are contract staff that were recruited through recruitment agencies. The studied firms do not really know much about the interest of the employees before they were recruited to the firms. This could result in mis-match between the interest of the recruited employees and the organization. This is what this study examined to find out how job-fit relates with employee performance.

### **Statement of the Problem**

As a result of the alarming rate of unemployment in the country, people appear ready to work anywhere provided it earns them income. They seem to sacrifice their interest at the altar of desperation for job and income. Diamond Bank Plc, Fidelity Bank Plc Unity Bank Plc, First Bank Plc, Heritage Bank Ltd and Stanbic IBTC Bank Ltd on their own part engage mostly the services of recruitment firms to hire the greater number of their employees who are eventually given the title of contract staff. These recruitment agencies know next to nothing about the interest of the would-be employees and the interview processes and aptitude tests appear to focus more on the intellectual capability of the employees, their qualification and their years of experience. This leads to a situation where the employees are brought in and may be working with commitment at first but at the long run may start manifesting symptoms of low commitment, low job interest as a result of the lack of fit between what the employees had expected from the job and what they are getting. Their thoughts of being more involved and participative in the day-to-day running of the business, their interest to grow and advance in their career and having a relaxed working environment may be dampened as a result of the situation on ground. This may affect their level of satisfaction, engagement to the job and even their commitment may be affected. It is against this backdrop that this study seeks to investigate to find out what really is the situation and how this seeming mis-match between the interests of the employees relate with their commitment to the organizations.

### **Objective of the Study**

The broad objective of this study is to examine the type of relationship that exists between Person Job Fit (PJF) and Employee Performance in Selected Commercial Banks in Anambra State. Specifically, the study seeks to:

- a) Ascertain the type of relationship that exists between Needs-Supplies Fit and Employee Commitment in Selected Commercial Banks in Anambra State.

### **Research Hypothesis**

- a)  $H_A$ : there is a significant positive relationship existing between Needs-Supplies Fit and Employee Commitment in Selected Commercial Banks in Anambra State.

## **REVIEW OF RELATED LITERATURE**

### **Person Job Fit (P-J Fit)**

One thing that comes to mind when person job fit (P-J fit) is mentioned is congruency, being in tandem. P-J fit is all about employees need and organizations job demand being in alignment with each other; both being suitable to each other. The word fit simply means congruency, match, symmetrical, suitable and adapted. Aligning with this thought, Edwards (1991) and Kristof-Brown (1996) posits that P-J fit has to do with the congruence between personal traits of employees and characteristics of tasks and jobs. Similarly, P-J fit is the compatibility between an individual's knowledge, skill, and abilities with the demands of the job or the needs or desires of an individual and what is provided by the job (Carless, 2005; Edwards, 1991; O'Reilly, Chatman & Caldwell, 1991, cited in Onyeizugbe & Asiegbu, 2017).

The most important aspect of P-J fit is compatibility. Compatibility here could be between the form of an employee expectations and what is on ground or between the job demand in terms of skills, competences, knowledge and experience and what the employees have to offer. Broadly, P-J fit is seen as the compatibility of individuals with the organizations in which they work (Kristof, 1996; Werbel & Gilliland, 1999). Cable and DeRue (2002) state that is the compatibility that exists between an individual personal attributes and the job

characteristics. This assertion signifies that P-J fit could be classified into two types. One is Demand-Abilities (D-A) fit while the other is Need-Supply (N-S) fit (Cable & DeRue, 2002).

Demand abilities P-J fit has to do with the employee's knowledge, skills and abilities matching with what their job and task require (Kirstof-Brown et al., 2005). That is, knowing whether the employee has to offer in form of skills, knowledge and ability is in line and in tandem with what the job or duty requires. The need-supplies P-J-Fit is examining the requirements and interest of an employee to know whether what the organization or job offers matches it. It happens when the employee's needs, desires, or preferences are met by the jobs that they perform (Kirstof-Brown et al., 2005, p. 285). For the purpose of this study, attention is on the later type of P-J fit which will be discussed in details below.

### **Needs-Supplies Fit (N-S Fit)**

This type of P-J fit has to do with the interest of the employees being in alignment with what the job or the organization has to offer. N-S fit can be referred to as the degree to which employee's needs, aspirations and preferences are fulfilled by the jobs they perform and by the rewards associated with that job (Cable & DeRue, 2002). There is a match between the desires of an employee and what the employees get from their job, and when the employee's needs, desires, or preferences are met by the jobs that they perform, they a match exists (Kirstof-Brown et al., 2005).

There is said to be a point of convergence or agreement when the two points are in alignment. That is, when what the employee needs and desire are met by the job or organization as the case may be. Brown, Zimmerman and Johnson (2005) state that N-S fit happens when employees needs, desires are fulfilled by the job which they perform. Needs and aspiration could come in different ways; it could be through career advancement and progression, challenging job, participation and involvement, salaries and incentives. These could differ for different employees at different point in time and stage in their career. Cable et al., (2002) posit that in N-S fit, the employees perceive, according to their personal values, that their needs are consistent with rewards such as challenging jobs, opportunities for promotion, appreciation, participation and good working conditions. Others are needs for autonomy and control, need for affiliation/social support/nurturance and importance and have been observed by previous studies to be crucial influencers of job satisfaction, employee commitment and retention in an organization (Sutton, & Kahn, 1986).

### **Employee Performance**

Employee performance has gain prominence in both management and industrial studies and research as a result of the role it plays. Kahya (2009) states that one of the most important dependent variables in industrial and organizational psychology is perhaps employee performance. Employee performance is a veritable tool in achieving optimum performance by organizations. June, Kheng and Mahmood (2013) state that one of the important factors that can contribute to organizational performance is employee performance. It is also playing an important role in determining organization competitiveness (Dessler, 2011).

A whole lot of connotations have been ascribed to this all important organizational and management concept. Bohlander, Snell and Sherman (2001) opine that it is related to employees having the knowledge about their work goals and able to meet the expectations of the job target or achieving the work standard established by their organization. Alternatively, Sarmiento and Beale (2007) posit that it has also been described as the outcome of two facets that employees may possess comprised of abilities (natural) and skills (acquired) which can be a good source of motivation for better job performance. It is a function of knowledge, skills, abilities, and motivation directed at role prescribed behaviour, such as formal job responsibilities (Campbell, 1999). It refers to the effectiveness of individual behaviours that contribute to organizational objectives (Motowidlo, 2003).

Plethora of things have been pointed as influencers of employee performance, one of which is person job fit (P-J Fit). The existence of fit produces more favourable attitudes-experience, greater well-being and better performance (Hoffman & Woehr, 2006; Kristof-Brown, Zimmerman, & Johnson, 2005). Aligning with this thought, Kristof-Brown et al., (2005) state that the existence of fit between an employee and the job has proven to be important in many organizational behaviour research. Considerable evidence indicates that perceived P-O fit is related to attraction to the organization, socialization, and work outcomes (see Kristof-Brown, Zimmerman, & Johnson, 2005; Verquer, Beehr, & Wagner, 2003). Kristof(1996) avers that In general, P-O fit is proposed to lead to positive outcomes because individuals' needs are met and/or achieved because individuals are working with others who have similar characteristics. In addition, both are positively linked with job satisfaction, organizational commitment, and organizational citizenship behaviour, and job performance (Biswas &

Bhatnagar, 2013; Cable & DeRue, 2002). Hence, the P-J fit has consistently been reported as an essential predictor of positive work-related attitudes and good employee performance (Biswas & Bhatnagar, 2013).

### **Employee Commitment**

Employee commitment is one of the very many variables used in ascertaining the level of employee performance in an organization. It describes the level of force that binds an employee to an organization that will make the employee more loyal and engaged to the organization. Meyer and Herscovitch (2001, p. 301) propose that commitment is “a force that binds an individual to a course of action of relevance to one or more targets”. It can be described as the employee's long-term attachment, characterized by the intention to remain in the workplace, a sense of identification with the goals and objectives of the organization, and a willingness to achieve these objectives (Mowday, Steers, Porter, 1979).

A committed employee will be less open to leaving the firm; the employee will be more inclined in doing things that will be of favour to the organization than things that will be harmful to the organization. Employees who are strongly committed to their organization are less likely to leave (Delobbe & Vandenberghe, 2000; Lumley, 2009; Spector, 2008). Employees who are committed to their organizations may easily accept and adhere to the organizational objectives and goals (Valentine, Godkin & Lucero, 2002). All these positive outcome of a committed employee have the propensity to improve the performance of organizations in general.

### **Theoretical Framework**

Person–Environment fit (P-E Fit) theory was used in anchoring this work. This theory was propounded by French and Caplan in 1972 and it is the most prominent theory in P-J fit studies. This is owing to the fact that the theory possesses all the components needed to explain the tenets of P-J fit and how it relates to employee performance. This theory presents a wonderful proposition on ways through which individuals will excellently adjust to the organizational environment. One of the major proposition and property in this theory is the imperative need to assess individual characteristics, their needs and aspiration and also assess that of the environment to find areas of agreement and fit. Another very important property of this theory is the importance of differentiating between objective and subjective measures of fit and its components. This property makes it possible to define accuracy of perception as a discrepancy between objective and subjective fit. The third property and arguably the most valuable with regards to this study is the importance of differentiating between fit defined in terms of abilities–environmental demands and needs–environmental supplies. This is the area that links this theory seamlessly with this study; talking about the second aspect of the third property where it talked about needs–environmental supplies. This area emphasises the needs of the individual in terms of promotion, career advancement and development, participation and involvement, salaries and fringe benefits and a host of others individual (employee) needs that could be achieved through the organization. Where what the organization offers matches what the employee needs, then there is said to be a fit and this fit leads to a better performance measured in this context with employee commitment. But when the reverse is the case, the employee will be disposed to leaving the organization at any given time, less inclined to go the extra mile and less engaged to the organisation.

### **Empirical Review**

Onyeizugbe and Asiegbu (2017) studied selected commercial banks to identify how job embeddedness affects employee performance in Anambra state Nigeria. A Correlation Survey Research Design was adopted for the study. The sample size was 197 selected from a population of 404 employees of the banks studied. Structured questionnaire was employed in data collection and was tested using Multiple Regression Analysis. The findings revealed that a 94% variation in employee satisfaction was explained by changes in job fit. It was therefore concluded that job embeddedness plays a crucial role in determining the performance of employees in the organization and thus recommended among other things that recruitment requirements should not just be focused on the academic qualification of prospective employees but also look at their interest and discipline so as to hire employees that are fitted to the organization.

Similarly, investigating the relationship between personality characteristics and organisational affective commitment, Emecheta, Hart and Ojiabo (2016) studied Bank employees in Nigeria. The sample consisted of two hundred and ten (210) respondents from ten (10) purposively selected area offices of banks in Port Harcourt. Spearman's Rank Order Correlation Coefficient Statistical Technique was used for the analyses of data. The result revealed that a positive and significance relationship exist between the five facets of personality characteristics and affective commitment. The study therefore recommended that banks should adopt personality tests at employment interview points to enable them identify employees whose talents can be optimised at work.

Khaola and Sebotsa (2015) examined the relationships among the person-organisation fit, organisational commitment and organisational citizenship behaviour. The study was based on a sample of 200 employees, with the return rate of 60% and the usable return rate of 54%. Correlation and regression analyses were used to analyse data. The results revealed a positive and significant relationships between the person-organisation fit and organisational commitment; person-organisation fit and organisational citizenship behaviour; and organisational commitment and organisational citizenship behaviour. Contrary to expectations, the person-organisation fit had direct effects on organisational citizenship behaviour, and was not mediated by organisational commitment. The person-organisation fit and organisational commitment had higher associations with organisational citizenship behaviour directed at the organisation (OCBO) than organisational citizenship behaviour directed at other employees (OCBI), in a way partly supporting the phenomenon of ‘target similarity effects’.

Sethela and Rosli (2011) examined the relationship between person-job fit and the job performance of employees in the service sector of the small and medium size enterprises (SMEs) in Malaysia. The study also sought to discover whether similar relationships exist among the employees of the service sector SMEs. A quantitative method was employed and data were collected using mail survey. There were 1500 questionnaires distributed and 300 returned survey were deemed usable for further analysis. The result revealed that significant relationships exist between person-job fit with the job performance of employees.

In Malaysia, Siti and Khulida (2016) examined the relationship between person-job (PJ) fit, work engagement (WE), and employees' retention. It also explored the role of WE as a plausible mediating variable between PJ fit and employees' retention. The study population consisted of 268 engineers in semiconductor companies in Northern Region of Malaysia. Structural Equation Modeling (SEM) was utilized in data analysis. The findings revealed that PJ fit has positive inclination towards employees' retention and WE. The study also indicated that WE as positively affecting employees' retention serving as a mediator in the relationship between PJ fit and employees' retention.

Going through various literatures that has link with the topic of the study, it was observed that there seem to be a unanimity with regards to the sublime role played by job fit in determining employee performance in various sectors and in different parts of the world. The banks in Nigeria and indeed the focused firms appear to pay huge premium to skilled and knowledgeable workers. However, little seem to be done with recruiting those with aligning interest and goals and the implication of this appear yet not to have been empirically studied. This very important gap is what this study seeks to fill with its findings so as to add to existing findings in other sectors and climes of the world.

## METHODOLOGY

### Research Design

The study adopted a survey research design given that the study would elicit information/data from a sample of the population. The purpose is to gather information about variables rather than information about individuals (Onyeizugbe, 2013).

### Population of the Study

The population of the study consists of the employees of the five selected banks. The banks were selected using simple random technique through the use of Table of Random Numbers.

**Table 1: Population Distribution**

S/N	BANKS	Population
1	Diamond Bank Plc	210
2	Fidelity Bank Plc Unity Bank Plc	261
3	First Bank Plc	301
4	Heritage Bank Ltd	179
5	Stanbic IBTC Bank Ltd	112
	<b>Total</b>	<b>1063</b>

*Source: Field Survey, 2016 and Personnel Departments of the Banks.*

Table 3.1 shows the distribution of population of the individual banks. It consists of these banks branches in Awka, Onitsha and Nnewi judgementsly selected because these are the places where they have more concentration of branches. In total, the five banks have a population of 1063.

### Sample Size and Sampling Technique

The sample size of the study was 282 determined using Krejcie and Morgan (1970) formula. The formula is given thus:

$$s = \frac{x^2NP(1 - P)}{d^2(N - 1) + x^2P(1 - P)}$$

For questionnaire allocation according to the proportion of the banks, Bowley's allocation formula was utilized. The Bowley's formula is as given below as:

$$nh = \frac{nNh}{N}$$

### Instrument of Data Collection

A structured questionnaire was deployed in eliciting relevant data that helped in testing the hypothesis and coming up with an empirical result. The questionnaire was structured in a Likert format consisting of five point code ranging from Strongly Agree (5), Agree (4), Disagree (3) and Strongly Disagree (2) and Undecided (1). The questionnaire contains 10 items, divided into two; 5 items each for the two decomposed variables (Needs-Supplies and employee commitment).

### Validity of Instrument

The instrument was subjected to a content and face validity evaluation by experts both in management and education. The experts in management were drawn from lecturers in the Department of Business Administration while the ones from education were drawn from Education Foundation Department, all of Nnamdi Azikiwe University, Awka. A sample of the questionnaire was sent to along with the objectives and the problem of the study, they looked at it and made corrections that ensured that the instrument provided adequate coverage for the work and that the questions were properly worded, structured and unambiguous.

### Reliability of the Instrument

To ensure consistency of responses from the responded, the instrument was subjected to a test re-test analysis. Twenty percent (20%) of the sample size of the study was utilized and distributed to employees of First bank and Diamond bank in Awka metropolis. It was distributed and collected, then after seven days, another set of the same questionnaire was distributed again to the same set of respondents. After which there responses were collated, coded and analysed using Statistical Package for Social Sciences (SPSS) version 20. The result is presented in the table below:

**Table2: Reliability Table**

	Intraclass Correlation <sup>b</sup>	95% Confidence Interval		F Test with True Value 0			
		Lower Bound	Upper Bound	Value	df1	df2	Sig
Single Measures	.736 <sup>a</sup>	.278	.926	7.064	9	9	.004
Average Measures	.848 <sup>c</sup>	.435	.961	7.064	9	9	.004

Source: Field Survey, 2017

From Table 3.3 above which gives details of the reliability test carried out, the average measures under the interclass correlation<sup>b</sup> was .848 which is greater than the benchmark of acceptable standard of .7, the instrument is therefore accepted as being reliable.

### Method of Data Analysis

The data was analysed using Pearson's Product Moment Correlation Coefficient (PPMCC) and was run using SPSS ver.20. The formula of PPMCC is given below:

$$r = \frac{N\sum xy - (\sum x)(\sum y)}{\sqrt{[N\sum x^2 - (\sum x)^2][N\sum y^2 - (\sum y)^2]}}$$

### DATA PRESENTATION AND ANALYSIS

**Table 3: Descriptive Statistics**

S/N	Questionnaire Items	SA (5)	A (4)	D (3)	SD (2)	UD (1)	Mean
<b>Needs-Supplies Fit</b>							
1	My needs as a person are being met by my organization.	21	43	56	105	-	2.91
2	I get all that I desire from my place of work.	10	11	123	81	-	2.78
3	My preferences are met by the job that I do in my firm.	-	45	98	74	8	2.80
4	My interest is in alignment with what this organization has to offer.	32	97	45	51	-	3.49
5	I do not see my aspirations being fulfilled in my present job.	60	84	8	51	22	3.48
<b>Employee Commitment</b>							
6	The level of force that binds me to this organization is determined by the fulfilment I drive from my organization.	55	87	12	67	4	3.56
7	I will be more loyal to my organization if I see my aspirations being fulfilled in it.	129	49	40	-	7	4.30
8	My level of engagement to my work depends on whether my interest is being met by the organization.	80	97	48	-	-	4.14
9	I do not have the intention to remain in this firm for a long time.	54	76	40	50	5	3.55
10	I am not inclined to doing things that will be of favour to the organization because our interests are different.	40	98	67	17	3	3.69

Source: Field Survey, 2017

### Test of Hypothesis and Correlation Analysis

**Table 4: Correlation Coefficient**

		NSFIT	EMPCOM
NSFIT	Pearson Correlation	1	.964**
	Sig. (1-tailed)		.000
	N	225	225
EMPCOM	Pearson Correlation	.964**	1
	Sig. (1-tailed)	.000	
	N	225	225

Source: Field Survey, 2017

**Decision:** the null hypothesis was rejected and the alternate was accepted because the p-value obtained (.000) was lesser than the level of significance used (.05). Therefore, there is a statistically significant relationship existing between the variables.

### DISCUSSION OF FINDINGS

The finding from the study revealed that there is statistically significant positive correlation existing between Needs-Supplies Fit and employee commitment. Being statistically significant implies that the relationship did not occur by chance or error as this was taken care of by the alpha level used. The practical implication of the result is that the higher the fit employees observe in the work place with respect to their interest, aspirations and personal need, the better the commitment level that will be exhibited by the employees. This result is consistent with that of Onyeizugbe and Asiegbu (2017) who studied selected commercial banks in Anambra state and found that a 94% variation in employee satisfaction was explained by changes in job fit. Similarly, the result of Khaola and Sebotsa (2015) who examined the relationships among the person-organisation fit, organisational commitment and organisational citizenship behaviour revealed a positive and significant relationships between the person-organisation fit and organisational commitment also corroborates the findings of this study. Also, Sethela and Rosli (2011) who examined the relationship between person-job fit and the job performance of employees in the service sector of the small and medium size enterprises (SMEs) in Malaysia indicated that

significant relationships exist between person-job fit with the job performance of employees is in tandem with the findings of this study.

### Summary of Findings

The result obtained from the correlation analysis showed that there is a high positive relationship existing between Needs-Supplies Fit and Employee Commitment with a coefficient of .964 and this relationship is statistically significant as shown from the t-test of significance where the t-observed is greater than the t-critical ( $t_o 53.9134 > t_c 1.972$ )

### Conclusion

Going by the result obtained from the empirical analysis carried out, the study concludes that how aligned and fitted the employee's needs and aspirations are to what they obtain from the organization greatly influence the commitment level of the employees as shown by the positive relationship existing between them from the analysis.

### Recommendations

Sequel to the findings, the study recommends the following:

- a) That the studied organizations should not just focus on what the employees have to offer while recruiting, that they should also be concerned with the interest of the employees so as to engender alignment between both parties.
- b) That the management of the focused firms should not only evaluate the performance of the employees but from time to time also evaluate the performance of the organization in terms of how they have met the needs of the employee to promote loyalty and engagement.

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