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**ABSTRACT**

*This study examined the relationship between job fit and organizational commitment in Deposit Money Banks in Port Harcourt, Rivers State. The study adopted a cross-sectional survey design. Primary data was collated using self-administered questionnaire. A total population size of 990 from five (5) deposit money banks and sample size of 284 was determined using Taro Yamane's formula at 0.05 level of significance. Cronbach Alpha technique was used to test the validity and reliability of instrument at above 0.70 coefficients. The hypotheses were tested using the Spearman Rank Order Correlation with the aid of the Statistical Package for the Social Sciences. The findings of the study revealed that relationship between job fit and organizational commitment in Deposit Money Banks in Port Harcourt, Rivers State. The study recommended that deposit money banks should build job fit by matching right skills to right jobs in the process of recruitment and selection.*

**Keywords:** *Job Fit, Organizational Commitment, Affective Commitment, Normative Commitment, Continuance Commitment*

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## INTRODUCTION

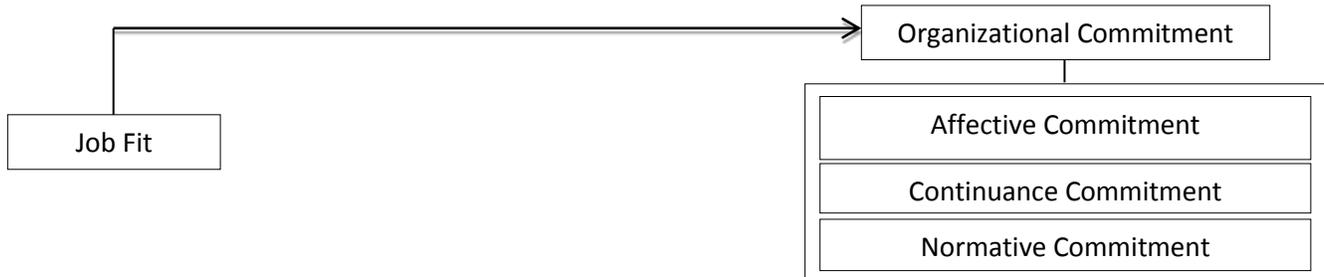
Employee commitment to a greater extent determines organizational effectiveness (Liou & Nyhan 1994). Committed employees normally experience a connection with the organization and understand the organization's objectives (Harvey, 1986). Employee commitment entails various components, job rank being one of them (Matcalfe & Dick, 2001). The general accurate and objective process of assigning value in an organization, to different positions, is referred to as job ranking. The process defines and analyses the required knowledge and skills for performance of a job and establishes the responsibility, duty, tasks and levels of authority in the job hierarchy of the organization. Job ranking sometimes referred to as job classification or grading is among stubborn and persistent problems in a number of organizations. Jobs valued at high level will be occasioned by the expense of extra compensation in firms. Employees may see jobs that are valued too low as an offense and a status threat (O'Kelley, 2017). The bond employees feel towards their organizations is known as commitment.

Employees' commitment in an organization is explained in literature using two major theoretical approaches, the exchange theory and the investment theory. Commitment of employees towards an organization is dependent on their perception of reward balance over utilities of inputs as stipulated by the exchange theory (March & Simon, 2008). This theory gives emphasis to the current exchange relation between employees and companies. The investment theory gives focus on the time component; employee who has worked will want to remain more in the company (Sang, 2016). Sheldon (2004) argues that "investments" is the involvement in an organization as much as such that possible involvement in another company is reduced relationship of the employee to the company (Sheldon, 2004). This could be well achieved through a good job fit.

Person-environment (P-E) fit theory provides the framework for examining the relationship between person-job fit and emotional labor in this paper. P-E fit is defined as "the compatibility between an individual and a work environment that occurs when their characteristics are well matched" (Kristof-Brown, Zimmerman, & Johnson, 2005). According to the concept of P-E fit attitudes, behavior, and other individual-level outcomes result from the relationship between the person and environment, neither only person nor only environment (Edwards, 1996). In this broad concept, scholars identify several distinct types of fit such as person vocation fit, person-group fit, person-organization fit and person-job (P-J) fit (Yang, & Chang, 2008). Briefly, P-J fit is defined as the match between person's characteristics and job's characteristics (Kristof-Brown, Zimmerman, & Johnson, 2005). According to Edwards (1991), P-J fit occurs in two cases. The first, when there is a match between the abilities, skills and knowledge of employees and the requirements of the job. Secondly, P-J fit occurs when needs, desires or preferences of an employee are met by the job. Employees who have high person-job fit should act less because their inner feelings are in line with desired emotions by their organizations and it's easy to comply with the display rules by changing their feelings. On the other hand, P-E fit theory states that incongruity between the person and the environment may lead to psychological, physiological, and behavioral strains (Edwards & Van Harrison, 1993), so a stressful employee may engage in more surface acting to show desired emotions like cheerful and friendly. This study therefore examines the relationship between job fit and organizational commitment of deposit money banks in Port Harcourt, Nigeria. Furthermore, this study was guided by the following research questions:

- What is the relationship between job fit and affective commitment in Deposit Money Banks in Port Harcourt?
- What is the relationship between job fit and continuance commitment in Deposit Money Banks in Port Harcourt?

- What is the relationship between job fit and normative commitment in Deposit Money Banks in Port Harcourt?



**Figure 1: Conceptual Framework for the relationship between job fit and organizational commitment of deposit money banks**

**Source: Author’s Desk Research, 2020**

**LITERATURE REVIEW**

**Conservation of Resources Theory**

The Conservation of Resources (COR) Theory by Hobfoll (1989) in Kohyar, Brooks and Peter (2016), opines that “individuals strive to acquire, protect, and retain resources or those objects, personal characteristics, conditions, or energies that are valued” (Hobfoll, 2014). Resources help people meet external demands and such valued details (e.g., added domestic duties when spouses travel for work), attain valued goals (e.g., promotion; Halbesleben, Neveu, Paustian-Underdahl, & Westman, 2014), the safeguard from future losses of resource (e.g., lost paychecks due to dismissal). Also from personality trait (e.g., self-esteem, communication skills) and environment resources (e.g., coworker aid, work tools) resources, Hobfoll (2014) drew a distinction on own-sake resources (e.g., health, companionship, home) and instrumental ones (e.g., optimism, money, time) that can be invested for the acquisition or protection of other valued resources. COR theory involves two principles first, “the principle of primacy of resource loss” which

holds that “resource loss elicits stronger affective and behavioral reactions than equivalent resource gains”.

When faced with the decision to stay or quit one job for another, an employee can be skeptical about losing incumbent job benefit (sacrifice) more than the expectation from envisaged benefit of a new one. The second principle “resource investment” states that “individuals invest resources to accumulate resources that enable them to meet demands, attain goals, recover from resource loss, or protect against future losses”. A typical example is investment on training for an increased chance of earning promotion (resource acquisition) and/or minimizing layoff tendencies (resource guard).

Hobfoll (2014) further opined that “people already endowed with ample resources are less vulnerable to resource loss and more capable of gain” depicting resources loss or gain within a time frame. Since investment is imperative to either prevent loss or gain more resources, potential investors with less resource become risk-averse thereby withdrawing from further investment to avoid protracted losses (Resource-loss spiral). Two more corollaries concern resource losses or gains over time. Because resources must be invested to attain more resources or prevent

loss, people lacking resources may risk ever-increasing resource losses (or a “resource loss spiral”). Conversely, for resource endowed investors, resource gains give room for more investments for additional gains. A fourth corollary states “that resource-depleted persons conserve resources or adopt a conservative stance toward resource investment as they become increasingly protective over resources (including refraining from investments) as their resources dwindle”.

COR tenets are available with theoretical basis that spell positive influence of job embeddedness on slyly and various work related outcomes. Job embeddedness theorists asserted that “people stay and perform well due to fit, links, and sacrifices” (Lee et al., 2014). This viewpoint parsimoniously x-rayed the reason for the retention of resources that hold intrinsic and instrumental values by imploring employees to stay due to the distressing effect of resource loss (first principle).

### **Job Fit**

Oyler (2007) has defined job fit as the harmony of chemistry between individuals and their organization. The chemical harmony is the way of how to interact and communicate, how to determine the objectives, how to work together for a common purpose. As a result, better fit means a higher level of satisfaction and more commitment of the employee to the organization in a professional and personal way. Therefore, turnover of individuals who are compatible with their job or organization and the community they live in will not be easy (Holtom *et al.*, 2006 as cited in Bambacas & Kulik, 2013: 1935).

Job fit is defined as “an employee’s perceived compatibility or comfort with an organization” (Mitchell *et al.*, 2001: 1104). According to job embeddedness theory, the greater the perceived congruence between an employee’s knowledge, skills, and abilities (KSAs) and those required by one’s job, the more he or she perceives organizational fit.

Also considered in organizational fit is a degree of perceived congruence between one’s own values and goals and those of the organization. The greater the congruence, the more one perceives fit with an organization. An employee who experiences a high degree of fit will be more attached to that organization, making it harder to sever ties from the organization.

Community fit is described as the perceived fit one has with the community in which he or she lives. This includes a perception of fit between an employee and his or her community’s culture, how well he or she enjoys the climate within the community, and the available amenities that the community’s geographical location has to offer (Mitchell & Lee, 2001). Job embeddedness theory posits that the greater the congruence between one’s wants and needs of his or her community and what the community actually has to offer, the more likely one will want to preserve this congruence because it is meaningful to the individual.

### **Organizational Commitment**

Commitment means the act of binding oneself to a course of action (intellectually or emotionally) and dedication/obligation to any other people or organization. A person’s work commitments are basically obligatory duties that they must perform for their job/organization. It usually evokes a strong sense of intention and focus. Organizational commitment refers to the organization member’s physical and psychological attachment towards its goal. It plays a prominent role in determining whether a member stays with and work with zealtowards that organization’s goals. A prominent theory in organizational commitment is the 3-component model (TCM). The model proffers that organizational commitment has three distinctive components which are affective commitment, continuance commitment and normative commitment.

Commitment makes employees believe they ought to stay and the profile includes the interaction among these major components that have definite and significant impact on retention, performance and ultimately, well-being of members. Here, the employee believes that he/she ought to stay. There are negative aspects also in the interaction between affective, normative as well as continuance commitment. There is the tendency that employees leave an organization when affective, continuance and normative commitment is low or non-existent. The feeling of responsibility an employee has towards the mission and goals of an organization defines job commitment. A committed employee is averse to perform tasks and activities that help the organization excel. This is set in motion by the realization of individual's strength and weaknesses.

Commitment is not only "a human relation concept but involves generating human energy and activating the human mind" (Jaw & Liu, 2014). The implementation of new ideas and initiatives is compromised without commitment (John & Elyse, 2014). Commitment has been defined as a "psychological state that binds the individual to the organization" (John Meyer and Elyse, 2014). This binding force can be experienced in different ways that can be accompanied by different mindsets including: an affective attachment and involvement with the target, a felt obligation to the target and an awareness of the costs associated with discontinuing involvement towards the target (Boxall & Macky, 2009). Organizational commitment measures how an employee identifies with an employer and whether the employee is willing to adopt extra effort to remain committed to an organization (Mowday Richard, Steers, & Porter, 1979). Researchers have indicated that the antecedents of organizational commitment include the demographic variables of age, educational levels, job position, work experience, job characteristics, personality traits and self-efficacy. Personality traits like optimism and organizational

commitment are correlated. Commitment means employees' dedication towards achieving a particular task effectively and efficiently. An employee's loyalty to the organization is measured by the willingness to exercise effort on behalf of the organization, the acceptance of its goal and values and the desire to maintain membership. An employee's feeling and attitudes toward the entire work organizations also depict commitment.

Organizational commitment predicts work variables such as turnover, organizational citizenship behaviour and job performance. Some factors such as role stress, empowerment, job insecurity and distribution of leadership have been shown to be connected to a worker's sense of organizational commitment and these differentiate it from work related attitudes such as job satisfaction and organizational identification.

There are three stages of organizational commitment. First stage is the compliance stage in which the employee accepts the influence of others mainly to benefit from them through remuneration or promotion. At this stage, attitudes and behaviors are adopted not because of shared beliefs but simply to gain specific rewards. The nature of organizational commitment in the compliance stage is associated with the continuance dimension commitment which warrant stay in the organization as a result of rewards evaluation and other accruing/receivable benefits.

The second is the identification stage which occurs when employees accept the influence of others in order to maintain a satisfying self-defining relationship with the organization and feeling proud to be part of it. They regard the roles they execute in the organization as part of their self-identity and it is based on the normative dimension commitment. The employee stays because he or she should and is guided by a sense of duty and loyalty towards the organization.

The third is the internalization stage which occurs when the employee finds the values of the

organization to be intrinsically rewarding and congruent with his or her personal values. It is based on the affective dimension. The employee at this stage develops not only the sense of belonging to the organization but a commitment based on 'want to stay'. The values of the individual are therefore congruent with those of the group and the organization.

### **Affective Commitment**

Affective commitment relates to how attached employees want to stay at their organization. An effective committed employee establishes a "want to stay" mandate with the organization in question by a typified identification of its goal, feeling of fit and increased satisfaction with their work. Affectively committed employees feel valued because they are 'a great asset' and as such act as ambassadors on behalf of the organization. It explains the employees' emotional attachment towards their organization. High level of affective commitment indicates that the employee enjoys his/her relationship with the organization making 'stay' instinctive and not imposed.

Allen and Meyer (1990) affirmed that "employees with strong affective commitment continue employment relationship with the organization because they want to". (Meyer & Herscovitch, 2001) assert that "affective commitment together with normative commitment positively correlate with work behaviour". Essentially, individuals high on both affective and normative commitment maintain good relationships with the organization. Also, Manetje and Martins (2015) found that "employees are more affectively committed to the organization when there is a dominant culture encouraging achievement, support and roles. Affectively committed employees are more willing to maintain their relationship with the organization than those who are high on normative and continuance commitment". One therefore expects the exhibition of feelings of

identifying with the organization, attachment and active involvement from these employees.

### **Continuance Commitment**

Continuance commitment involves how much employee attaches to staying in an organization owing to lack of job alternatives and other remuneration sources. A good example of continuance commitment is when employees feel the need to stay in an organization because their salary and fringe benefits won't improve if they move to another organization indicating that it is not better elsewhere. This becomes an issue for organizations as employees who are continuance committed are dissatisfied and estranged and yet would not leave. It explains the degree to which the employee believes that leaving the organization would be costly. High level of continuance commitment establishes the employees' circumstantially resulting to an induced employment considering the fact that quitting may expose one to a prolonged job search or loss of status expectation incurred through abandoning a respected organization like a top law firm or a reputable bank. A case of a bird at hand which worth two elsewhere.

Meyer and Herscovitch (2001) described continuance commitment as "an awareness of the costs associated with leaving an organization". They likened it to the sub-dimension of job sacrifice in job embeddedness adducing that employees whose link to the organization is limited to continuance commitment are there just because they need to be. Since the cost of leaving is comparatively high, stay becomes more beneficial with reduced costs. Manetje and Martins (2015) drew the conclusion that "continuance commitment has the least impact on an organizational culture" while Ferreira (2012) asserts that "there is a significance between challenge hardiness variable, affective and continuance commitment". This implies that employees who see difficult experiences as opportunity for personal growth instead of potential growth threat to security

are more committed to the organization. The results further suggest that those employees who thrive on challenge are motivated to become change agents in their environment and are more likely to remain with their organization because they regard the costs of leaving the organization as too high.

### **Normative Commitment**

Normative commitment expounds how comfortable employees feel should they stay in an organization. Normatively committed employees feel they should stay because they feel that leaving would not be palatable thus imposing a sense of guilt about leaving. Although reasons for the guilt abound, the most prominent is that of creating a void in knowledge/skills possessed by the employee which tends to increase pressure on colleagues when he leaves. Such feelings can influence the performance of employees negatively. Normative commitment therefore specifies the extent to which an employee feels obligated to the organization by believing that “staying is the right thing to do”. It reflects on obligatory feelings to continue on the employment by the employee. The assertion is that “employees with high level of normative commitment feel they have to remain with the organization” (Meyer & Herscovitch, 2001).

Manetje & Martins (2015) discovered that “employees tend to be more committed to their organization in terms of the continuance and normative dimensions as compared to the affective dimension”. Thus, normative commitment is seen to be predominant in organizational cultures that place power over roles and support.

Employees who are happy with the social norms of the organization remain in the organization. Job satisfaction variables such as pay, promotion, supervision, fringe benefits, contingent rewards, co-workers acceptance, nature of the work and communication were reported to influence an employee’s decision to remain in the organization,

Lumley *et al.*, (2011) and Ferreira, Basson and Coetzee (2014) confirm the assertion that “ an employee’s feelings of responsibility as a result of having authority and influence over others tend to increase a sense of accountability to stay in the occupation and organization.

### **Job Fit and Organizational Commitment**

Fit is defined as “an employee's perceived compatibility or comfort level with the organization and surrounding environment”. Important components of fit between an employee and the organization include; an individual's career goals, personal values as well as more immediate job-specific factors such as, demands, skills, and abilities. In terms of an employee's surrounding environment, components of employee-community fit include; weather, location, amenities, political climate, and availability of entertainment options. An employee is more embedded in the job when fit with the job, organization and community is high. The better fit one has with the organization and the community, the more embedded one is in the job.

Involvement in professional communities can help socialize occupational newcomers who become enmeshed in their occupation’s language, rituals, and norms through face-to-face or online interactions (Chiu, Hsu, & Wang, 2016; Parker *et al.*, 2014). They further described occupational fit as “community of participants receiving meaningful information and support from peers with specialist knowledge and shared professional interests, involvement with others who have similar interests and people that could be learned from (Hobfoll, 2014). This implies that professional communities can promote needs supply fit by accessing job opportunities (e.g the maintenance of job market information forum); LinkedIn [<http://www.linkedin.com/>] users are notified about hiring needs of companies).Some communities conform to “people or families values or interests better (i.e., person–group fit; Kristof-Brown, Zimmerman, & Johnson, 2015) while others provide

more of amenities and employment prospects that can satisfy, family aspirations support (e.g. employee's engagement in other activities, domestic servants introduced to business, children in special school; Barnett & Gareis, 2018). A community's natural environment or biophysical aspects (e.g., climate, mountains, beaches, wild-life; Brehm, 2017) can also maximize person- environment fit by enhancing a sense of belonging" (Jorgensen & Stedman, 2001) or lifestyle fit (opportunities to surf or ski). With the supply of resources that satisfy values, lifestyle needs, strengthened identification and feelings of belonging outside of work in the geographic location, community- fit is sustained (Voydanoff, 2015). Also, needs-supply-community fit (e.g. baby-sitting, family holidaying, birthday partying) achieved through strong and quality ties to nearby extended family can strengthen employee geographic attachment. It is therefore an established fact that "community fit" is fostered more by nurtured inclusion feelings, compatibility and sense of belonging (Raymond, Brown & Weber 2014).

From the foregoing point of view, we hereby hypothesized thus:

- Ho<sub>1</sub>** There is no significant relationship between job fit and affective commitment in Deposit Money Banks in Port Harcourt
- Ho<sub>2</sub>**: There is no significant relationship between job fit and continuance commitment in Deposit Money Banks in Port Harcourt
- Ho<sub>3</sub>**: There is no significant relationship between job fit and normative commitment in Deposit Money Banks in Port Harcourt

### METHODOLOGY

The study adopted a cross-sectional survey design. Primary data was collated using self-administered questionnaire. A total population size of 990 from five (5) deposit money banks and sample size of 284 was determined using Taro Yamane's formula at 0.05 level of significance. Cronbach Alpha technique was used to test the validity and reliability of instrument at above 0.70 coefficients. The hypotheses were tested using the Spearman Rank Order Correlation with the aid of the Statistical Package for the Social Sciences.

### DATA ANALYSIS AND RESULTS

- Ho<sub>1</sub>**: There is no significant relationship between job fit and affective commitment.

**Table 1: Correlations of Job fit & Affective commitment**

			fit	Affective commitment
Spearman's rho	Fit	Correlation Coefficient	1.000	.895*
		Sig. (2-tailed)	.	.040
		N	272	272
	affective commitment	Correlation Coefficient	.895*	1.000
		Sig. (2-tailed)	.040	.
		N	272	272

\*. Correlation is significant at the 0.05 level (2-tailed).

**Source: SPSS Output**

Since the p-value was 0.895, it meant positive correlation and that strong relationship exists among the variables. Thus, the null hypothesis was rejected and alternate hypothesis accepted which states; there is significant relationship between job fit and

affective commitment. This indicated that job fit has positive impact on the output of banks.

- Ho<sub>2</sub>**: There is no significant relationship between job fit and continuance commitment.

**Table 2: Correlations of Job fit & Continuance commitment**

			fit	Continuance
Spearman's rho	Fit	Correlation Coefficient	1.000	.855*
		Sig. (2-tailed)	.	.041
		N	272	272
	Continuance	Correlation Coefficient	.855*	1.000
		Sig. (2-tailed)	.041	.
		N	272	272

\*. Correlation is significant at the 0.05 level (2-tailed).

**Source: SPSS Output**

Since the p-value is 0.855, it means it is positively correlated, but strong relationship exist among the variables. Thus, the null hypothesis is rejected and alternate hypothesis accepted which states; there is significant relationship between job fit and

continuance commitment. This indicates that job fit has positive impact on the continuance commitment of banks employees.

**Ho<sub>3</sub>:** There is no significant relationship between job fit and normative commitment.

**Table 3: Correlations of Job fit & Normative commitment**

			fit	Satisfaction
Spearman's rho	Fit	Correlation Coefficient	1.000	.805*
		Sig. (2-tailed)	.	.042
		N	272	272
	Normative	Correlation Coefficient	.805*	1.000
		Sig. (2-tailed)	.042	.
		N	272	272

\*. Correlation is significant at the 0.05 level (2-tailed).

**Source: SPSS Output**

Since the p-value is 0.805, it means it is positively correlated with strong relationship existing among the variables. Thus, the null hypothesis is rejected and alternate hypothesis accepted which states; there is significant relationship between job fit and normative commitment. This indicates that job fit has positive impact on the normative commitment of banks staff.

**DISCUSSION OF FINDINGS**

The first to third hypotheses sought to examine the relationship between job fit and organizational commitment dimensions. Hence, it was hypothesized that there are no significant relationships among job fit and affective, continuance and normative commitment. These hypotheses were tested using Spearman's rank order coefficient correlation statistical technique. As can be seen from the analysis

of data, these hypotheses were rejected. Based on the above, it was concluded that employee job fit enhances affective, continuance and normative commitment. This is in line with the earlier findings of Whitley (2018), that employee job fit influences affective, continuance and normative commitment.

In a separate studies, person-job fit was found to be related to productivity and commitment (Rousseau & Mc Lean Parks, 1992), job performance (Greenberg, 2002) and having positive effects on performance, job satisfaction, and reduction in job stress, motivation, attendance and retention (Edwards, 1991). Interestingly Kristof-Brown, Zimmerman and Johnson (2005) found that when person-job fit and person-organisation fit were tested on job performance, the relationship tend to have a modest correlations which contradicts with the findings by Li and Hung (2010) where person-job fit found to be highly correlated with job performance. Nevertheless, in relations to other attitudinal outcome, person-job fit is still demonstrating higher correlation than person-organisation fit (Kristoff-Brown, Jansen & Colbert, 2002). Even though studies had found that person-job fit can have influence on job performance, the amount of research is still limited (Mosley, 2002). In addition given the variations in results on the

relationship between person-job fit and job performance (Edwards, 1991), studies on the relationship between person-job fit and job performance has therefore yet to come to similar agreement (Taylor, Locke, Lee, & Gist, 1984; Conte, Rizzutto & Steiner,1999). Similarly past studies on the link between person-job fit and performance have contained mixed results (Lauver & Kristof-Brown, 2001; Greguras and Diefendorff, 2009), thus there is a need to carry out further investigation in order to further explore the relationship that may exist between person-job fit and the job performance of those employees who are currently working in the service sector SMEs in Malaysia.

### **CONCLUSION AND RECOMMENDATIONS**

The findings provided evidence of positive relationship between job fit organizational commitment measures (affective, continuance and normative) in line with the objectives of the study by demonstrating the predictive value of the job fit. This study therefore concluded that job fit significantly influences organizational commitment in Deposit Money Banks in Port Harcourt.

The study recommended that deposit money banks should build job fit by matching right skills to right jobs in the process of recruitment and selection.

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