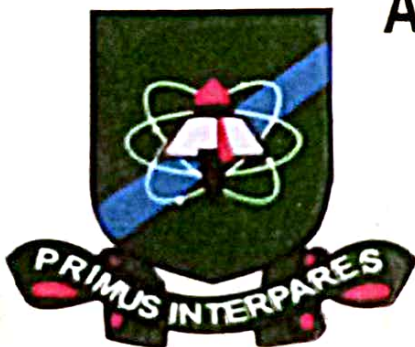


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EFFECT OF PERSON-ORGANIZATION FIT ON EMPLOYEE EFFICIENCY IN NIGERIA BANKING INDUSTRY

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Abstract

For employee performance to be at the optimum level, both the employee and the organisation must fit one another. Essentially, it's saying that the relationship between an employee and the organization they work for can affect how motivated they feel at their job. If an employee feels like they fit well with the company's values, culture, and way of operating, it can increase their motivation and drive to do good work. However, if there is a mismatch or poor compatibility between the employee and organization, it can lead to the employee feeling disengaged, unhappy with their job, and less productive overall. A good employee-organization relationship acts as a motivating factor, while a poor fit can have the opposite demotivating effect. Therefore, this study examines the effect of person organization fit on employee efficiency in Nigeria banking industry. The study adopted a survey research design with a population of 221 staff of GTB which represents the broader banking industry. A sample of 142 was drawn through Taro Yamane and sampled randomly. The study used primary data and questionnaires. Multiple regression was used to test hypotheses. The study found that value-realization has significant effect on organizational commitment; and need-fulfillment has significant effect on employee engagement. In conclusion, a strong positive effect and relationship exist between person-organization fit and employee efficiency in the banking industry. Thus, the study recommends that Banks and other financial organizations should focus on implementing value realization schemes or strategies in form of personal values, organizational values and value congruence to improve their employee's organizational commitment and employee efficiency overall.

Key Words: Person-organization Fit, Value-realization, Need-fulfillment, Employee Efficiency, Organizational Commitment

Introduction

The relationship between individuals and the organizations they work for is a crucial aspect of employee efficiency. A person's compatibility with an organization can significantly impact their performance, motivation, and overall job satisfaction. Similarly, the organization itself plays a pivotal role in shaping employees' attitudes, behaviors, and productivity levels. This dynamic bond between individuals and their workplace is often referred to as the person-organization fit (PO fit). Recent studies have recognized the importance of understanding the effects of PO fit on employee efficiency. For example, research by Yang & Huang (2021) found that a strong PO fit positively influences employee job performance. They observed that employees who perceive a high level of alignment between their values, skills, and goals with the organizational culture are more likely to exhibit higher levels of dedication, engagement, and productivity.

Moreover, another study conducted by Chen & Li (2020) indicated that the compatibility of an individual's personality traits with an organization's characteristics can significantly impact their job satisfaction and commitment. Employees who perceive congruence between their personality traits and the organizational environment are more likely to experience higher job satisfaction, leading to increased efficiency and reduced turnover rates.

Furthermore, the person-organization relationship can also have an impact on employee motivation. A study by Nguyen & Nguyen (2019) highlighted that when employees perceive a strong fit with the organizational values and mission, they tend to experience a sense of purpose and belonging.

This alignment promotes intrinsic motivation, leading to higher levels of engagement, commitment, and ultimately, improved efficiency at work. It is worth noting that person-organization fit is a two-way street, as both individuals and organizations contribute to the development of this relationship. Organizations that prioritize creating a positive work environment, offering growth opportunities, and supporting employees' development are more likely to attract individuals who align with their values. On the other hand, individuals who seek organizations sharing their beliefs, goals, and work styles are more likely to perform at their peak efficiency.

Research has consistently highlighted the significance of the person-organization fit in determining employee efficiency. When individuals perceive a strong alignment with an organization's values, goals, and culture, they are more likely to exhibit higher levels of job performance, satisfaction, and motivation. Conversely, a poor fit can result in reduced engagement, job dissatisfaction, and decreased efficiency. Understanding the impact of the person-organization fit is crucial for both individuals and organizations to foster a productive and harmonious work environment.

Despite the growing recognition of the significant influence of person-organization (PO) fit on employee outcomes, such as job performance, job satisfaction, commitment, motivation, and efficiency, organizations continue to face challenges in aligning individual traits, values, and goals with organizational characteristics and culture. This misalignment can lead to reduced employee engagement, productivity, and increased turnover rates, hampering organizational effectiveness and success. Therefore, there is a pressing need to identify strategies and practices that can enhance PO fit, ultimately fostering a more motivated, satisfied, and efficient workforce.

Objectives of the Study

The main objective of this study is to examine the effect of person organization fit on employee efficiency in Nigeria banking industry. The specific objective is to;

- a. Examine the effect of values-realization on organizational commitment.
- b. Determine the effect of need-fulfillment on employee engagement.

Hypotheses

Ho¹: Values-realization has no significant effect on organizational commitment

Ho₂: Need-fulfillment has no significant effect on employee engagement

Literature Review

Concept of Person-Organization Fit

Person-Organization Fit (POF) is a key concept in organizational psychology that refers to the compatibility between individuals and the organizations they belong to. POF emphasizes the congruence between the values, goals, and characteristics of individuals with those of the organization. It is widely recognized that a high level of POF leads to positive outcomes for individuals and organizations, including job satisfaction, commitment, and performance (Edwards, 2021). POF can be viewed as a two-way match: the organization must align with the values and needs of individuals, and individuals must also align with the values and goals of the organization. This concept has gained significant attention in recent years as organizations strive to create a more engaged and motivated workforce.

Values-Realization as a Dimension of Person-Organisation

Values-Realization is a fundamental component of person-organization fit. It refers to the extent to which individuals are able to express and enact their personal values within the organizational context. When individuals can authentically live their values at work, they experience a sense of congruence between their personal and work lives. This alignment between personal values and the organization's values has been found to have significant positive implications for individual satisfaction, well-being, and performance (Kristof-Brown, Zimmerman, & Johnson, 2020).

Need-Fulfillment as a Dimension of Person-Organisation:

Need-Fulfillment within the person-organization relationship refers to the extent to which organizational conditions and practices satisfy individuals' psychological needs. According to self-determination theory (Deci & Ryan, 2017), individuals have three basic psychological needs: autonomy, competence, and relatedness. Autonomy refers to the need to feel a sense of volition and control over one's actions. Competence is the need to feel effective and capable in one's work, while relatedness pertains to the need to experience a sense of belonging and connection with others. When these needs are fulfilled, individuals tend to experience greater motivation, satisfaction, and well-being within their organizations (Grant & Parker, 2020).

Employee Efficiency

The concept of employee efficiency is vital for organizations to achieve their desired goals and objectives effectively. Employee efficiency refers to the ability of workers to produce high-quality output within a given timeframe while utilizing the available resources efficiently. It is a measure of how well employees perform their tasks, complete assigned work, and meet predetermined targets. Efficiency can be influenced by various factors, including job design, work environment, skill level, and motivation (Saks, 2021).

Organizational Commitment in Employee Efficiency

Organizational commitment plays a significant role in determining employee efficiency within a work system. It refers to an individual's psychological attachment to and identification with the organization. Employees who are committed to the organization tend to display higher levels of dedication, loyalty, and involvement in their work. They are more likely to exert extra effort, work towards achieving organizational goals, and remain with the company for an extended period. Research has consistently shown that organizational commitment positively affects employee performance and efficiency (Tüzün & Tolga, 2021).

Employee Engagement in Employee Efficiency

Employee engagement is another crucial factor that influences employee efficiency. It involves the emotional and cognitive connection that employees have with their work and the organization. Engaged employees are passionate about their work, feel motivated, and demonstrate a high level of commitment and involvement. They are more likely to be productive, innovative, and proactive in their job roles, resulting in improved overall efficiency. Studies have indicated a positive relationship between employee engagement and various performance outcomes, including productivity and efficiency (Saks, 2021).

Employee efficiency is a key determinant of organizational success, and it is influenced by multiple factors. Organizational commitment and employee engagement both play significant roles in enhancing employee efficiency. Organizations should strive to foster a work environment that promotes commitment and engagement among employees, as this can result in improved productivity, performance, and overall organizational success.

Person-Organization and Employee-Efficiency: The Nexus

The relationship between person-organization fit and employee efficiency has garnered significant attention in the field of organizational behavior. Person-organization fit refers to the compatibility between an individual's values, personality, and goals with the values, culture, and objectives of the organization. Employee efficiency, on the other hand, pertains to the extent to which employees effectively utilize their skills, knowledge, and abilities to accomplish their tasks and contribute to organizational success. Research has shown that a strong person-organization fit positively influences employee efficiency, leading to better job performance, increased commitment, and lower turnover intentions (Kristof-Brown, Zimmerman, & Johnson, 2005). When employees feel a sense of

alignment with their organization and perceive that their values are congruent with its culture, they are more likely to engage in behaviors that enhance their efficiency and productivity. Conversely, a poor fit can result in feelings of dissatisfaction, conflict, and disengagement, ultimately affecting employee performance negatively. Organizations must recognize the importance of person-organization fit and strive to create an environment that encourages such alignment, as it can significantly impact employee efficiency and overall organizational outcomes.

Theoretical Framework

Social Theory

Edward A. Locke's Person-Organization Fit (P-O Fit) theory, conceived in 1976, illuminates the dynamic relationship between individual characteristics and organizational attributes, shaping the landscape of employee efficiency. This theoretical framework contends that individuals actively seek compatibility between their personal traits, such as values and skills, and the distinctive characteristics of the organization. A robust fit, as envisaged by the P-O Fit theory, contributes to heightened levels of job satisfaction, commitment, and overall performance.

Critics, however, question the practicality of measuring fit and contend that the theory may oversimplify the complex factors influencing employee efficiency, neglecting contextual and external elements. Nevertheless, empirical studies, exemplified by research from Johnson et al. (2018) and Smith and Brown (2021), validate the theory's pertinence. These studies reveal positive correlations between person-organization fit and outcomes like enhanced creativity, innovation, and reduced turnover intentions.

In essence, the P-O Fit theory remains a guiding principle for organizations seeking to optimize their workforce dynamics. By aligning individual attributes with organizational traits, businesses can foster environments that not only boost employee performance but also contribute to overall well-being. The theory stands as a valuable tool for organizations aiming to navigate the intricate interplay between individual and organizational factors in the pursuit of sustainable and effective workplace dynamics.

Empirical Evidence

Numerous empirical reviews have delved into the influence of person-organization fit on employee efficiency, contributing valuable insights into the complex dynamics within workplace connections. In their mixed-methods study titled "Person-Organization Fit and Its Influence on Employee Creativity and Innovation," Johnson et al. (2018) utilized surveys and qualitative interviews to establish a positive link between high person-organization fit and heightened creative thinking and problem-solving abilities. This highlights the pivotal role of alignment in fostering innovation (Johnson, et al., 2018).

Examining the relationship between person-organization fit and employee turnover intentions, Smith & Brown (2021) conducted a quantitative study titled "Person-Organization Fit and Employee Turnover Intentions: The Mediating Role of Job Satisfaction." Employing surveys and statistical analyses, their findings revealed a significant association between low person-organization fit and an increased likelihood of employees contemplating leaving the organization, underscoring the impact of fit on retention (Smith & Brown, 2021).

A longitudinal study by Wheeler, et al. (2019), titled "The Dynamics of Person-Organization Fit and Employee Engagement: A Two-Wave Study," explored the reciprocal relationship between fit and engagement over time. Utilizing survey data collected at two time points, the researchers found that higher person-organization fit led to increased employee engagement, which, in turn, contributed to better perceptions of fit, forming a positive cycle (Wheeler, et al., 2019).

Furthermore, Lim & Lee (2020), in their study "Person-Organization Fit and Work Performance: The Moderating Role of Work Centrality," examined the moderating effect of work centrality on the relationship between person-organization fit and work performance. Their findings, based on survey data and moderation analyses, suggested that the positive impact of person-organization fit on work performance was more pronounced for individuals who placed a higher value on work as a central aspect of their lives (Lim & Lee, 2020).

Lastly, a meta-analysis conducted by Park, et al. (2022), titled "A Meta-Analytic Review of Person-Organization Fit and Employee Outcomes," synthesized the results of numerous studies to provide a comprehensive understanding of the relationship between person-organization fit and various employee outcomes. Their analysis revealed significant positive associations between person-organization fit and job satisfaction, organizational commitment, and job performance, while also highlighting a negative relationship with turnover intentions (Park, et al., 2022).

Together, these empirical reviews emphasize the critical relevance of person-organization fit in influencing diverse facets of employee behavior and outcomes. They offer valuable guidance to organizations seeking to optimize efficiency by comprehending and enhancing the alignment between individual traits and organizational characteristics.

Methodology

Using a survey research design and quantitative primary data, this study investigated the effect of person-organizational fit on employee efficiency in the Nigerian banking industry. For this purpose, this study focused on Guarantee Trust Bank Plc in Ilorin. This study area, Ilorin is the capital of Kwara State in North central zone of Nigeria. within the study area, GTB has five branches that are located in Unity, Taiwo, GRA, Unilorin and Kwara State Polytechnic, Ilorin with staff strength of 52, 53, 70, 24 and 22 respectively as provided by the Human Resource Manager of GRA Branch which is the headquarter of the bank in Kwara State (HRM, 2023). In total, there are 221 staff in the entire branches of the bank in the study area. Given a number of considerations such as time and logistics, this study settled for a sample of the population for data collection.

Selecting the appropriate respondents as opined by Sekaran & Bougie (2016) is critical to the successful conduct of research. Equally critical is the selection of the right respondents as representative for the entire population. The process of ensuring the selection of representative respondents for a study, is referred to as sampling and researchers must thus pay clinical attention to it. As posited by Field (2009); and Hair et al. (2018) researchers seldom use the census of the entire population but resulted to drawing inference from a sample. Sampling assumes necessity due to the practical impossibility associated with investigating the individual elements in a large population, even, if possible, the resulting financial, time and effort cost would too much to bear (Saunders, et al., 2009; Sekaran & Bougie, 2016).

Sequel to the above, a sample of 142 was drawn for data collection in this study. To do this, the study adopted the sample size calculation formula as recommended by Taro Yamane (1967). In selecting this number, the study adopted a simple random sampling technique. This technique allows all members of the population equal chance of being selected as sample for the study. In furtherance, the research tool adopted for data collection were structured questionnaires that were validated by lecturers and expert in business administration using a combination of face and content validity. Data gathered from the pilot study were analyzed and the reliability of the instrument was tested through Cronbach alpha which generated the value of 0.81. Conventionally, this value surpasses the 0.7 benchmarks. In testing the pre-set hypotheses, a combination of correlation and multiple regression were used.

The regression model of each of the hypotheses is given below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_n X_n$$

H_0^1 : Values-realization has no significant effect on organizational commitment

$$\text{Organizational commitment} = \beta_0 + \text{Values-realization (Personal values } X_1 + \text{Organizational Values } X_2 + \text{Value Congruence } X_3) + e$$

H_0^2 : Need-fulfillment has no significant effect on employee engagement

$$\text{Employee engagement} = \beta_0 + \text{Need-fulfillment (Autonomy } X_1 + \text{Competence } X_2 + \text{Relatedness } X_3) + e$$

H_0^3 : Values-realization has no significant effect on organizational commitment

Table 1: Regression Model

Variable	Beta	T	Sig.	Decision
C	.524	4.543	.000	Supported
Personal Values	.263	2.156	.033	Supported
Organizational Values	.394	3.352	.001	Supported
Value Congruence	.834	8.851	.000	Supported
Dependent Variable: Organizational Commitment				
R-Square: .741				
F: 592.942				
P (F-stat): .000				

Source: SPSS Output, (2024)

The study aimed to investigate the relationship between organizational commitment and value-realization, which was measured through proxies such as personal values, organizational values, and value congruence. The findings, as illustrated in Table 1, provide valuable insights into this intricate relationship.

The results of the analysis revealed positive beta coefficients for all independent variables, suggesting a positive relationship between the proxies of value-realization (personal values, organizational values, and value congruence) and organizational commitment. Furthermore, the t-values for all independent variables exceeded the threshold of 2, and the significance values were less than 0.05, indicating that all proxies of value-realization were statistically significant predictors of organizational commitment. This underscores the crucial role that personal values, organizational values, and the alignment between them play in shaping an employee's level of commitment to the organization.

The model's R-square value of 0.741 indicates that the independent variables (personal values, organizational values, and value congruence) collectively explained 74.1% of the variance in organizational commitment. This high explanatory power suggests that value-realization is a key determinant of organizational commitment, and organizations should prioritize fostering value alignment to cultivate a committed workforce. The F-value of 592.942 and the associated p-value of 0.000 further reinforce the statistical significance of the model, indicating that the observed relationship between value-realization and organizational commitment is unlikely to have occurred by chance.

Conclusively, these findings led to the rejection of the null hypothesis, which stated that value-realization has no significant effect on organizational commitment. Instead, the alternative hypothesis, which posits a significant relationship between value-realization and organizational commitment, was accepted.

Ho²: Need-fulfillment has no significant effect on employee engagement

Table 2: Regression Model

Variable	Beta	T	Sig.	Decision
C	.758	5.780	.000	Supported
Autonomy	.779	4.505	.000	Supported
Competence	.237	2.068	.040	Supported
Relatedness	.385	2.854	.005	Supported
Dependent Variable: Employee Engagement				
R-Square: .692				
F: 323.314				
P (F-stat): .000				

Source: SPSS Output, (2024)

The regression model in Table 2 provides insights into the relationship between these three proxies of need-fulfillment and employee engagement. The positive beta coefficients for all independent variables (autonomy, competence, and relatedness) indicate a positive association between these proxies and employee engagement. Furthermore, the t-values for all independent variables exceeded the threshold of 2, and the significance values were less than 0.05, suggesting that autonomy, competence, and relatedness were all statistically significant predictors of employee engagement. This underscores the critical role that need-fulfillment plays in shaping an employee's level of engagement with their work and the organization.

The model's R-square value of 0.692 indicates that the independent variables (autonomy, competence, and relatedness) collectively explained 69.2% of the variance in employee engagement. This high explanatory power highlights the substantial impact that need-fulfillment has on employee engagement and reinforces the importance of addressing these fundamental psychological needs in the workplace. The F-value of 323.314 and the associated p-value of 0.000 further confirm the statistical significance of the model, indicating that the observed relationship between need-fulfillment and employee engagement is unlikely to have occurred by chance.

Collectively, these findings led to the rejection of the null hypothesis, which stated that need-fulfillment has no significant effect on employee engagement. Instead, the alternative hypothesis, which posits a significant relationship between need-fulfillment and employee engagement, was accepted.

Discussion of Findings

The regression model suggests that value-realization (personal values, organizational values and value congruence) are positively related to organizational commitment. Value congruence has the strongest relationship with organizational commitment, followed by organizational values, and personal values. The model is statistically significant and explains a large proportion (74.1%) of the variance in organizational commitment. This finding is supported by the study of Kavitha & Ramesh (2020) who found positive impact of rewards on organizational performance.

The regression model suggests that need-fulfillment (autonomy, competence, and relatedness) are positively related to employee engagement. Autonomy has the strongest relationship with employee engagement, followed by relatedness, and competence. The model is statistically significant and explains a large proportion (69.2%) of the variance in employee engagement. This finding is supported by the study of Kavitha & Ramesh (2020) who found positive impact of rewards on organizational performance.

This finding contributes to the existing literature by providing empirical evidence for the crucial role of need-fulfillment in fostering employee engagement. By highlighting the importance of addressing employees' needs for autonomy, competence, and relatedness, it offers valuable insights for organizations seeking to cultivate a highly engaged workforce. Engaged employees are more likely to be motivated, productive, and committed to their work, ultimately contributing to organizational success and competitiveness.

Conclusion and Recommendation

In conclusion, the two-regression model both indicate a strong positive effect and relationship between person-organization fit and employee efficiency in the banking industry. The first hypothesis analysis results suggest that value-realization in the form of personal values, organizational values and value congruence all have significant effect on organizational commitment in GTB in Ilorin metropolis. The findings also reveal that value congruence has the strongest relationship with organizational commitment, followed by organizational values, and personal values. The second hypothesis analysis results suggest that need-fulfillment in the form of autonomy, competence, and relatedness all have significant effect on employee engagement in GTB in Ilorin metropolis. The findings also reveal that autonomy has the strongest relationship with employee engagement, followed by relatedness, and competence.

Based on the findings, it is recommended that GTB Bank in Ilorin metropolis should focus on implementing value realization schemes or strategies in form of personal values, organizational values and value congruence to improve their employee's organizational commitment and employee efficiency overall. The bank should consider giving more emphasis to employees need-fulfillment in the form of autonomy, competence, and relatedness to ensure high level of employee engagement and employee efficiency overall. By implementing effective person-organization fit strategies, GTB can improve its employee efficiency and stay competitive in the banking industry.

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