



PERSON- ORGANISATION FIT AND JOB PERFORMANCE: EVIDENCE FROM LOCAL GOVERNMENT SYSTEM IN KWARA STATE

ABDULFATAI ALABI AIYELABEGAN

Department of Business and Entrepreneurship,
Kwara State University, Nigeria.

Abstract

For better utilization of human resources, person-organization fit is used to align the knowledge, skills and abilities of the employees with the assigned roles in the organization. Several local governments in Nigeria are without person-organization fit and they are faced with many challenges that make it difficult for them to achieve their setting goals. As a result of this, improving person-organization fit in the local government system had become utmost importance. This study examined the effect of person-organization fit determinants such as selection of workers and organization commitment on job performance (measured by effectiveness) in Local Government System of Kwara State. With a population of 8.878 senior management staffs of Local Government Council and 369 copies of questionnaire were administered on the respondents using Taro

Yamane. A likert-scale 1-5 point was adopted, Descriptive analysis performed indicated that all determinants of person-organization fit

KEYWORDS:

Person-
organisation fit,
selection of
workers,
organization
commitments, job
effectiveness, job
performance

were evenly distributed. Therefore, the result of multiple regression analysis carried out indicated that determinants of person-organization fit such as selection of workers and organization commitment have a positive significant effect on job performance

measured by effectiveness. The further findings revealed that person-organization fit play an important role on job performance in the local government system. The findings of study contributed to the knowledge and offered an insight to the academic field of learning. The study concluded that person-organization fit can help to equip employees with knowledge and provide them sense of belonging which in turn could improve job performance in local government system. It was recommended that Local government authority should focus on all antecedents of person-organization fit, especially personality traits so as to staff commitments towards the organisation.

Introduction

Today, organizations without person-organisation fit are faced with several challenges which make it difficult for them to achieve their setting aims and objectives because they operate in a very competitive global environment. For best utilization of human resources, it is essential to align the knowledge, skills and abilities of the employees with the assigned roles in the organization. Therefore, the ultimate aim of human resources is the concept of “fi” in the organizations. Organization recruit and select job applicants on the basis of their perceived fit into jobs specification. Recruiters make hiring decisions on the basis of their perceptions of the prospective applicants’ fit in the organization (Kristof-Brown, Zimmerman, & Johnson, 2005).

In a country like Nigeria, the government is a major employer of labour, especially local government (Bako & Aladelusi, 2017). Person-organization fit has been a major concerned since a local government employ people in to civil service system in order to transform her economic policy, keep electoral promises and objectives results that will benefit the citizenry. The goals of Local government system include leveraging human capital to ensure the right person is in the right assignment at the right time so as to make the intention of local government achievable, otherwise, the activities of local government will be contrary to the provision of Nigeria constitution section 16 of the

1999 constitution of the federal republic of Nigeria as amended 2011. Hence, any government applying this section of the constitution to its functions must rightly engage an employee that will be able to perform various functions. People make a difference and the right person for the right job and the right organization help achieve job performance. Since local government system have constitutional role to perform, therefore the impact of personorganization fit on job performance is worth exploring (Fatma & Kemal, 2015).

Over the years, organization have ceases to be a place where employee is provided with funds for life. It is a place where employees look for development opportunities and challenges, a place where they want to feel good. Thus, work is no longer the meaning of life, and this transformation fundamentally changes the role of employees in the management process. In the society of knowledge, employees have much more to offer than their availability or physical strength. Meanwhile, employee offer local government council not only their time and skills but their intellectual capital (Ilona, 2016). While, local government management's focus on the allocation of resources, dominance of economic incentives, and strict control of the job and shaping of the organizational structure in which there is a clear division of power. Systematically, this is being replaced by solutions that lead to collaboration, commitment and knowledge sharing.

In the light of this study, person-organization fit can be seen as the compatibility between people and organizations that occurs when at least one entity provides what the other needs or they share similar fundamental characteristics or both. Further to this, person organization fit can be conceptualized from either supplementary or complementary perspective.

Statement of the Problem

Most local government in Nigeria ignore the importance of person-organization fit such as appropriate selection of workers, and organization commitments which has being an issues of great concern. Inappropriate selection of workers, most local government fail to

follow due process in the area of recruitment and selection of employee and this have constituted to the non-performance of the workers in the local government. Selection of workers play an important role in every organization, and failure to follow due process have been a great concerned in the performance of local government. Hence, this have become an issue in recent time. Another issue of concern in this study is the inadequate organization commitment of employees. Most local government fail to put all their effort in the organization. Employee commitment is very important for the survival of every organization, thus it aided with satisfaction and job performance. Failure to harmonized identity of the workers to the organization goals by the local government have great consequences on the performance of local government.

Research Aims, Objectives

This study examined the effect of person-organization fit on job performance in Local Government System of Kwara State.

Objectives of the Study

1. To investigate the effect of selection of workers on job effectiveness in Local Government System of Kwara State;
2. To find out how organization commitments affect job effectiveness in Local Government System of Kwara State.

Hypotheses

H_{01} : Selection of workers have no significant effect on job effectiveness in Local Government System of Kwara State.

H_{02} : Organization commitment have no significant effect on job effectiveness in Local Government System of Kwara State.

Literature Review

Person organisation fit is referred to as the compatibility between a person and the organization, emphasizing the extent to which a person and the organization share similar characteristics and/or meet each

other's need (Kadir, Osman, Ozlem, Emrah, & Tugba, 2016). The ongoing debates in the literature as regard its operationalization. Some researchers operationalize person organisation fit as a goal congruence with organizational leaders or peers (Melvyn, Annelies, & Jessie, 2018); while, others consider it as the match between individual preferences or needs and organizational system structure (Tzu-Shian, H., Hsu-Hsin, David & Chian-Ling, 2015) or the match between the characteristics of individual personality and organizational climate or organizational personality (Ilona, 2016). However, the most widely accepted and frequently used operationalization of person organisation fit is the degree of similarity and compatibility between fundamental characteristics of person and organizations e.g. values, goals, and orientations (Bilal, Yuosre, & Muhammad, 2015; Memon, Salleh, Baharom & Harun, 2014).

Personal organization fit has been severally defined by different authors, some of these definition were considered and their relevance to human resources were critically examined. Personal Organization Fit is broadly defined as the fit between organization values with individual values (Kristof-Brown, Zimmerman, & Johnson, 2005). Ambrose, Arnaud, & Schminke, (2008) defined person organization fit as congruence between the norms and values of organization and of persons. In the selection process of workers in an organization, organization fit person can be defined as a match or fit between prospective employee with the attributes of the organization (Bilal, Yuosre, & Muhammad, 2015).

An attention of researchers were drawn to the understanding of the concept of person organization fit as harmony between two parties as far as their goals are met (Swider, Zimmerman, & Barrick, 2014). This alignment is called person organization fit which includes employee commitment, satisfaction and retention as well as organizational performance (Biswas & Bhatnagar, 2013; Bilal, Yuosre, & Muhammad, 2015). Also, Person organization fit alignment between individual and organizations fulfill mutual needs and share fundamental characters. Several research work has also shown that organizational

attractiveness and job career decisions depend greatly on the match between an organization's character e.g. culture, reward system, work environment and management style. An individual's characteristics e.g. values, self-esteem, need for achievement, loss of control, self-efficacy and personality (Kristof-Brown, 1996; Kristof-Brown, Zimmermar & Johnson, 2005).

The concept of the person organization fit has attracted the attention of researchers and managers in recent time. Researchers focus on the determinants and consequence of reciprocal process between the workers satisfaction and the employer's satisfactoriness. Literature on consequence of person organization fit demonstrated significant relationship with important of individual performance variables such as job satisfaction, organization commitment and organization identification. Besides, person organization fit has important effects for the selection practices of organizations (Memon, Salleh, Baharom, & Harun, 2014). Thus, researchers proposed that persons and institutions are most effective when their values requirement and interest align. This alignment is called person organization fit and it includes employee commitment, satisfaction, retention and organizational performance (Memon, Salleh, Baharom, & Harun, 2014).

Selection of workers

Swider, Zimmerman and Barrick (2014), focus on person organization fit within the organization selection process due to its increasing relevance and use by the practitioners. It is important to add the perspectives related to applicant job search behaviours as an antecedent to both person organization fit and the subsequent organizational selection and entry processes the applicant will find themselves a participant within. Ekwoaba, Ikeje and Ufoma, (2015) in their studies, revealed the factors influencing the perceptions of Person organization fit within the job search process, found that when applicants had positive perception of person organisation in the application process, "selection utility was improved". The researcher also found that an applicant's person organization perception early in

the recruiting and application process has a significant effect on the subsequent job choice.

Fatma and Kemal (2015), emphasized “fitness as the job personnel factor in the merit system. In employee selection research, person organization can be conceptualized as the match between an applicant and broader organizational attributes (Benjamin & Rev. Fr. Anthony, 2012). Cucina, Vasilopoulos and Sheael, (2005) in the work of Schneider, Smith and Goldstein (2000) attractionselection and attention (ASA) framework. He argues that individuals are not randomly assigned to situation but rather seek out situate that are attractive to them. In other words, organization are one situation that people are attracted to, selected to be a part and remain with it and they are good fit with the organization or leave if they are not a good fit with the organization.

Organisation commitments

It is the belief of an employee to work with an organization and put all his labour in the organization. The employee commitment is very essential for the profit maximization and survival of any organization. Thus, organization commitment is aided with satisfaction and job performance (Benjamin, & Rev. Fr. Anthony, 2012). Goh and Michelle, (2016) define organizational commitment as a behavior that merges the identity of the person to the organization which the goals of the organization and those of the individual are in harmony. Early studies viewed the construct as a single dimension, based on an attitudinal perspective, embracing identification, involvement and loyalty (Ibrahim, 2014; Mahmut , Sirvan , & Kevin , 2015). The advanced study on the phenomenon (Biswas, & Bhatnagar, 2013) suggests going over the commitment has shown a correlation among organizational behavior, job performance, turnover, absenteeism and willingness to share knowledge (Goh & Michelle, 2016).

Organizational Commitment has been described as one’s emotional attachment to, identification with, and involvement in a particular organization (Biswas & Bhatnagar, 2013). That is, a committed person

identifies with the value and goals of the organization, complying that there is an association between value congruency (person organization fit) and organizational commitment. From the social identity theory (SIT) people classify themselves & others into various social categories such as organizational membership, gender, age, race etc. (Biswas & Bhatnagar, 2013). This shows that there is strong relationship between person organization fit and organizational commitment.

Job performance

The relevance of employee performance cannot over emphasized. Employees are the human capital of any organization and there performance is a point to the organization achievement and goals. According to Mustapha, Ilesanmi and Aremu, (2013), the construct is a function that individual can successfully perform within framework of normal constraints and available resources. Many organization today are faced with challenges of so many factors, therefore organisation needs to face those harsh times and to do this, and the companies will have to have effective and hardworking employees for it to survive. Wing, Yuanyuan and Ziguant (2017), revealed that employee performance is one of the variable that has been studied over a period of time. Thus, Researchers such as Nevin, Aral and Oznur, (2015) mentioned that there are two types of employee behavior that are needed for organizational effectiveness first one is task performance that refers to behavior that is needed in providing services and goods or activities that provide support to the firms directly related to their main task functions. These behaviors have a critical important because they shape the organizational, social and psychological contexts serving as the critical catalyst for task activities and processes (Wing, Yuanyuan, & Ziguant, 2017).

Job effectiveness

Sanad & Meshref, (2016) referred to job performance as the effectiveness of employee activities that make a payment to organizational goal. In simple description, an organization enumerates

effective where it attains its goal, thus “Doing the right things” and choice the activities in proper way are refers to as effectiveness (Ms. Safia & Dr. Asha, 2014). Job effectiveness can simply mean the ability of employee to primarily make an impacts on the output of the organization as well as making the intention of the organization achievable (Rahman, 2014). According to Memon, Salleh, Baharom & Harun, (2014) effectiveness can changes display mainly as changes occur in outcomes, perhaps the outcome estimation concentrates on effectiveness of the job assigned to employee. Likewise, effectiveness makes a connection between input and output to the outcome to be obtained such as end objectives.

Theoretical Review

Personality job fit theory is an underpinned theory for this study and supported by motivational theory and contingency theory that have dominated research work in organization and personvocational fit. Personality job fit theory were choose based on its emphasis on person-organization fit measurements and it provide parallel discussions for understanding homogeneity in personalorganization fit, selection as the frameworks assert that individuals actively settings the fit.

Personality Job Fit Theory

The job of a manager in any organisation is to fit a particular and a suitable person to the job assigned to him/her. The theory of personality job fit postulated the relevance of personality traits of a person so as to its adaptability with the organization. The matching of the person and the organization expressed as person-organization (P-O) fit. This is equally referred to as personenvironment fit. Thus, for the measure of person organization fit is the work place efficiency and the rate at which workers are able to complete their tasks. The likeable effect of this is that an individual that work more effectively and efficiently would like to have higher person-organization fit in a workplace. These matching right personalities with the right organization would provide a better synergy and a high turnover, such

employees are more likely to stay and be more committed to the organization of the fit is good (Kristof-Brown, Zimmerman, & Johnson, 2005).

Further to this is the level of interaction that would be in place between the person and organization, this positive combination would bring a profit of competency of individual to the organization, efficiency, motivation, influence and the effect on the co-workers in terms of competencies. The conclusion of this theory is the assertion that person-organization fit would be able to perform at an optimum level. Also, the theoretical and empirical researchers suggests that individual and organization are most effective when their values, needs and interests are aligned (Nevin, Aral, & Oznur, 2015). The implication of this is that where the person-organization has interactive positive relationship, there would be employee commitment, satisfaction and retention (Nikkhah-Farkhani, Hoshyar, & Bagherieh-Mashhadi, 2017).

Empirical Review

Several research studies have investigated the relationship between selection of workers and job performance in an organization. These empirical evidences have contributed immensely to the profound knowledge on the context of human resource management practices especially on the concept of person-organization fit and person-job fit. Bernard and Bernadette, (2014) examined direct relationship between selection of workers, employee qualities and competencies. The study found that effective selection results in obtaining high quality employee that is competent and committed to job in the organization. In addition, the study concluded that selection of allow right people needed for the job to be hired as performance of a business relates directly to the people working within it, meaning that the right people can be employed and this will ensure job performance. Similarly, Mustapha, Ilesanmi and Aremu, (2013) asserted that when best worker are selected for the job it is evidence that it will increased productivity in the organization.

Empirical study conducted by Ekwoaba, Ikeje and Ufona, (2015) found that there is significant correlation between selection of worker with the performance of the organization. Further findings revealed that effective selection process is considered to be a major factor to organizational commitment while a well-executed selection process contributes to organizational performance, the poor selection process could lead to selection of poor employee and this would have negative impact on job performance.

Ibrahim, (2014), investigate the irregularities of recruitment and selection exercise in the Nigerian Public Service being the government's tool for increasing the workforce and filling in the vacant positions of those who left the service. The study found that selection of worker are mare with irregularities, sentiments and other primordial issues such as ethnicity, nepotism and favoritism. The study findings showed negative significant impact between selection and organization performance.

Goh and Michelle, (2016), investigated the influence of personality factors on person-job fit and organization commitment. The study utilized a cross-sectional method among 153 employees in various marketing departments in Malaysia. Results revealed that there were significant relationships between person-job fit, organization commitment and intention to stay. Personality factors showed differences in one's organizational commitment and intention to stay. The study suggested that personality test should be used as one of the assessment tools during selection process for marketing deparment as it helps to select candidates whose personality is suitable for the job.

Nikkhah-Farkhani, Hoshyar, and Bagherieh-Mashhadi, (2017), invetstigated impact of personorganization fit on counterproductive work behavior through mediating role of organizational commitment. The study used descriptive-correlation and an applied research in terms of purpose and methodology. The study survey 147 expert nurses randomly which was calculated through Cochran formula. Data were collected by standard questionnaire. The results revealed that higher person-organization fit leads to lower counterproductive work

behavior as well as higher organisational commitment. Organizational commitment has also a significant and negative effect on counterproductive work behavior. Moreover, indirect impact of person-organization (P-O) fit on counterproductive work behavior through organizational commitment was analyzed that has lower effect than direct path.

Methodology

Research Design

The study use cross-sectional survey design to test the hypotheses formulated for this study, it also used to analyze the variables that affect the performance of workers in the local government. A total population of 8,878 senior management staff of all local governments in Kwara State was surveyed. Meanwhile, a well-structured and close-ended questionnaire was used to collect data through simple random sampling techniques. A total of 400 questionnaires were distributed to the respondents, while 369 were considered usable. All survey items attributed to person-organisation fit, selection of workers, organisation commitments and job performance were measured using a five-point Likert scale. Data analysis involved the use of descriptive statistical tools such as frequency, percentage, and inferential statistical. Therefore, standard multiple regression were explored to test the study hypotheses.

Data Analysis based on Hypotheses

Standard multiple regression were used to examined the effect of person-organization fit (measured by the selection of workers, and organization commitment) on job performance (measured by the job effectiveness). Preliminary analysis was carried out to ensure the assumption of regression (i.e. normality, linearity, homoscedasticity and multicollinearity) were not violated.

Model Summary for Job Effectiveness

Model Summary^b

Model	R	R Square	Adjusted R Square	R Std. Error of the Estimate	Durbin-Watson
1	.516 ^a	.267	.263	.56821	1.831

a. Predictors: (Constant), Organisation Commitment, Selection of Worker

b. Dependent Variable: Job Effectiveness

Source: Researcher's Survey, (2021).

Table of model summary shows R square value of 26.7 percent. This means that the model (that includes selection of worker and organization commitment) explained about 26.7 percent of the variance in job effectiveness. The Durbin-Watson Statistic gives 1.831 coefficient which is an indication that there is absence of serial correlation in the error term of the model as such ruling out problems that is associated with spurious regressions.

ANOVA for Job Effectiveness

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.956	2	21.478	66.523	.000 ^b
	Residual	118.168	366	.323		
	Total	161.124	368			

a. Dependent Variable: Job Effectiveness

b. Predictors: (Constant), Organisation Commitment, Selection of Work

Source: Researcher's Survey, (2021).

Concerning job effectiveness, the result of analysis of variance as contained in table ANOVA, indicates that F-test was 66.523 which is significant at $p < .000$. This indicated that the model was well specified as the explanatory variable elements as a whole can jointly influence

change in the dependent variable (job performance i.e. job effectiveness), hence it suggested that ANOVA model is significantly fit for the study.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Significance	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.330	.176		13.218	.000		
Selection of worker	.160	.058	.183	2.735	.007	.481	2.080
Organisation commitment	.167	.051	.211	3.266	.001	.513	1.950

a. Dependent Variable: Job Effectiveness **Source:** Researcher’s Survey, (2021).

The table of coefficients presents the result of multiple linear regression used to assess the capacity of two control measures (Person-organization fit predictors: selection of worker and organization commitment) to predict (Job performance: effectiveness). The regression coefficients tests the two hypotheses of this study. The results of multiple linear regression revealed that both selection of worker and organization commitment have a positive significant effect on job effectiveness.

However, the standardized regression coefficients indicates the degree of strength that person organization fit such as selection of worker and organization commitment have on job performance. Organization commitment has the highest effect with a β coefficient of .387 and

tvalue of 7.595, follows by selection of worker with a β coefficients of .204 and t-value of 4.006.

Rule of the Hypotheses

The hypotheses were grouped in to two i.e. null hypothesis and (H_0) and alternative hypothesis (H_a). Meanwhile, if the value of probability (p-value) is less than alpha .005. It is an indication that there is a positive significant effect within the items, the null hypotheses will be rejected and alternative will be accepted. And if p-value is greater than alpha .005, it shows that is no significant influence within the items, the alternative hypotheses will be rejected and null will be accepted.

Hypothesis One:

Selection of workers have no significant effect on job effectiveness in Local Government System of Kwara State. The null and alternative hypotheses are listed as follow:

$H_0: \beta = 0$ (Selection of workers has no significant effect on job effectiveness in Local Government System of Kwara State).

$H_A: \beta \neq 0$ (Selection of workers have positive significant effect on job effectiveness in Local Government System of Kwara State).

The regression coefficients predicting that selection of worker have positive significant effect on job effectiveness in local government system of Kwara State with $\beta=.204$, **t-value**= 4.006, while the p-value **sig** = 0.000 (less than alpha 0.005). Thus, Null hypothesis (H_0) is rejected, while alternative is accepted. This indicates that selection of worker as determinant of personorganization fit have positive significant effect on job performance. This result support the previous research study conducted on the context of selection of worker and organization performance (Ekwoaba, Ikeje & Ufona, 2015).

Hypothesis Two:

Organization commitment have no significant effect on job effectiveness in

Local Government System of Kwara State. The null and alternative hypotheses are listed as follow:

$H_0: \beta = 0$ (Organization commitment have no significant effect on job effectiveness in Local Government System of Kwara State)

$H_A: \beta \neq 0$ (Organization commitment have positive significant effect on job effectiveness in Local Government System of Kwara State)

The regression coefficients predicting that organization commitment have positive significant effect on job performance that is measure by job effectiveness with $\beta=.387$, **t-value**= 7.595, while the p-value **sig** = 0.000 (less than alpha 0.005). Thus, Null hypothesis (H_0) is rejected, and alternative is accepted. This indicates that organization commitment as person-organization fit determinant have positive significant effect on job performance measure by job effectiveness. This result support the findings of the past research study conducted by Fatma and Kemal (2015) to examined the relationships between person-organization (P.O) fit and job attitudes and behaviours of Turkish academics (such as organization commitment, organizational citizenship behavior).

Discussion of the findings

The results of regression analysis revealed that all determinants of person-organization fit examined have a positive significant effect on job performance measured by job effectiveness and efficiency. Selection of worker and organization commitment showed a positive significant effect on job performance. Thus, it therefore implies that the higher the selection of worker for the right position, and employee commitment to their organisation the higher would be the level of workers performance on the job assigned to them. The study also implies that used of person-organization fit determinants such as selection of worker, and organization commitment can predict job effectiveness, hence this can lead to job performance in the local government system.

The results of this study is an indication that person-organization fit is an important mechanism that is very useful, and it play a strategic role in increasing job performance in local government council through effectiveness and efficiency. Local government authority need to focus more on variables of person-organization fit that indicated a positive significant effect on job performance.

The results of this study revealed that selection of worker have positive significant effect on job effectiveness. The study predicted that selection of worker as determinant of personorganization fit can influence job performance, this contradict the findings of the previous research study conducted by Ibrahim, (2014), which showed negative significant impact between selection and organization performance. However, the findings of this study is an indication that local government authority should concentrate on selecting best worker for the right job because that could contribute positively to the workers effectiveness in the job assigned to them.

The results of the study revealed that organization commitment have a positive significant effect on job performance measure by effectiveness. This implies that organization commitment is an important factor of person-organization fit that local government as an organization should pay more attention to due to its capability to effect employee's performance. This is supported the findings of Goh and Michelle, (2016), that revealed there were significant relationships between person-job fit, organization commitment and intention to stay. The reserch findings of Fatma and Kemal (2015) showed showed that person-organization (P-O) fit was positively related to individual commitment, OCBO and OCBCW. However, organization commitment is necessary for the local government to achieve its statutory role.

Conclusion and Recommendations

The study examined the effect of person-organization fit on job performance in local government system of Kwara State. The study leveraged on the quantitative method to measure the aggregate components that enhance job performance. Four research questions

was proposed to deepen the study further, and hypotheses was proposed. In order to demonstrate effect of person-organization fit on job performance in local government system of Kwara State. Personality job fit theory, theory of motivation, contingency theory and attraction-selection-attrition model were reviewed, while conceptual framework was developed for the study. Basically, the quantitative method was used to determine the effect of person-organization fit predictors such as selection of worker, and organization commitment on job performance measured by effectiveness. Therefore, the study conclude that person-organization fit can predict job performance in local government system.

- It was concluded that selection of worker is an essential elements of person-organization fit that influence job performance. The study concluded that selection of work can determine job performance in local government system.
- It has been discovered that organization commitment is an important tool of personorganization fit. The study concluded that organization commitment can predict job performance through job effectiveness in local government system.

Recommendations

Based on the finding of this study, the following recommendations were suggested.

- a. It is suggested that local government authority should explore selection of best worker to strategic position that could enhance local government to accomplish its aim and contribute to the local government development.
- b. It is suggested that local government pay much attention to their employee commitment to their job. It is also suggested that employee commitment should be evaluate and reward to encourage their workers to put their best in the job assigned to them.

REFERENCES

Ambrose, M. L., Arnaud, A., & Schminke, M. (2008). Individual moral development and ethical climate: The influence of person-organisation fit on job attitudes. *Journal of Business Ethics*, 77, 323-333.

- Bako, Y. A., & Aladelusi, K. B. (2017). Recruitment and Selection Procedures and Their Relative Effectiveness on Employees' Performance in the Hospitality Industry in Ogun State. *International Journal of the Guild of Contemporary Academic Researchers (IJGCAR)*, 2(2), 55-62.
- Benjamin, I. C., & Rev. Fr. Anthony, A. I. (2012). Effect of Selection Process on Organizational Performance in the Brewery Industry of Southern Nigeria. *European Journal of Business and Management*, 4(14), 103-117.
- Bernard, O. O., & Bernadette, I. O. (2014). Staff Recruitment and Selection Process in the Nigerian Public Service: What is to be done? *International Journal of Human Resource Studies*, 4(3), 280-293.
- Bilal, A., Yuosre, B., & Muhammad, M. K. (2015). Person-job fit, person-organization fit and innovative work behavior: The mediating role of innovation trust. *Journal of High Technology Management Research*, 26, 105-116.
- Biswas, S., & Bhatnagar, J. (2013). Mediator analysis of employee engagement: Role of perceived organizational support, P-O fit, organizational commitment and job satisfaction. *Vikaipa: The Journal for Decision Maker*, 38(1), 27-40.
- Cucina, J., Vasilopoulos, N., & Sheael, K. (2005). Personality-based job analysis and the self-serving bias. *Journal of Business & Psychology*, 20(2), 275-290.
- Ekwoaba, J. O., Ikeje, U. U., & Ufoma, N. (2015). The Impact of Recruitment and Selection Criteria on Organisational Performance. *European Centre for Research and Development, UK*, 3: 22-32.
- Fatma, N. T., & Kemal, C. K. (2015). Person-organization fit: Its relationships with job attitudes and behaviors of Turkish Academicians. *International Review of Management and Marketing*, 5(4), 195-202.
- Goh, E. L., & Michelle, L. C. (2016). Person-job fit, personality, organizational commitment and intention to stay among employees in Marketing Department. *Jurnal Psikologi Malaysia*, 30(1), 80-89.
- Ibrahim, Y. (2014). Recruitment and selection in the Nigerian Public Service: Nature, Challenges and way forward. *British Journal of Economics, Management & Trade*, 4(7), 1005-1017.
- Ilona, S. B. (2016). Images of Person-Organization Fit: Elements Affecting Employee Organizational Behavior. *Kelaniya Journal of Management*, 5 (2): pp. 17-31.
- Kadir, A., Osman, U., Ozlem, O., Emrah, O., & Tugba, O. (2016). Comparing person organization fit and person job fit. *Journal of Economics and Management*, 25(3), 5-13.
- Kristof-Brown, A. L. (1996). Person-organization fit: an integrative review of its conceptualizations, measurement and implications. *Personnel Psychology*, 49(1), 1-49.
- Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences of individuals' fit at work: A meta-analysis of person-job, person-organization, person-group, and personsupervisor fit. *Personnel Psychology*, 58, 281-342.
- Mahmut, D., Sirvan, S. D., & Kevin, N. (2015). The relationship between person-organization fit, organizational identification and work outcomes. *Journal of Business Economics and Management*, 16 (2), 369-386.
- Melvyn, R. H., Annelies, E. V., & Jessie, K. (2018). Does employee perceived person-organization fit promote performance? The moderating role of supervisor perceived person-organization fit. *European Journal of Work and Organizational Psychology*, 10(1), 1-8.

- Memon, M. A., Salleh, R., Baharom, M. R., & Harun, H. (2014). Person-organisation fit and turnover intention: The mediating role of employee engagement. *Paper presented at the International Conference on Leadership and Management (ICLM2014), KUALA IUMPUR.*
- Ms. Safia, F., & Dr. Asha, N. (2014). The impact of person organization fit on job satisfaction and performance of the employee . *Procedia Economics and Finance*, 122 - 129.
- Mustapha, A. M., Ilesanmi, O. A., & Aremu , M. (2013). The Impacts of well Planned Recruitment and Selection Process on Corporate Performance in Nigeran Banking Industry. *International Journal of Academic Research in Business and Social Sciences*, 3(9), 633.
- Nevin, D., Aral, N., & Oznur, G. E. (2015). Linking person-job fit to job stress: The mediating effect of perceived person-organization fit. *Procedia-Social and Behavioral Sciences*, 207, 369-376.
- Nikkhah-Farkhani, Z., Hoshyar, V., & Bagherieh-Mashhadi, A. (2017). The impact of personorganization fit and organizational commitment on counterproductive work behavior: An empirical study on Health Sector. *International Conference on Knowledge, Economy & Management Proceeding*, 2(4), 69-76.
- Rahman, H. (2014). Training and job satisfaction for organizational effectiveness: A case study from the Banking Sector. *Central European Business*, 3(1), 27 - 34.
- Sanad, A. A., & Meshref, A. A. (2016). Human resurces management practices and competitive advantage: The mediator role of person-organiation fit. *Global Journal of Human Resource Management*, 4(1), 65-82.
- Schneider, B., Smith, D. B., & Goldstein, H. W. (2000). *Attraction-selection-attrition: Toward a person-environment psychology of organizations.* In W.B. Walsh, K.H. Craik, & R.H. Price (Eds.), *Person-environment psychology: New direction and perspectives* (2nd ed., pp. 6185). Mahwah, NJ: : Lawrence Erlbaum.
- Swider, W. B., Zimmerman, D. R., & Barrick, R. M. (2014). Serching for the right fit: Development of applicant person-organisation fit perceptions during the recruitment process. *Journal of Applied Psychology*, 100(3), .
- Tzu-Shian, H., Hsu-Hsin, C., David, M., & Chian-Ling, C. (2015). A longitudinal investigation of person-organization fit, person-job fit, and contextual performance: The mediating role of psychological ownership. *Human Performance*, 28, 425-439.
- Wing, L., Yuanyuan, H., & Ziguant, C. (2017). Who is fit to serve? Person-job/organization fit, emotional labor, and customer service performance. *Human Resources Management*, pp.115.