

# STRATEGIC PERSON-ORGANIZATIONAL FIT AND ORGANIZATIONAL PERFORMANCE OF SELECTED BOTTLED WATER PRODUCERS IN NIGERIA

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## ABSTRACT

*This research paper investigated the effects of strategic person-organization fit on organizational performance of selected bottled water producers in Edo State. The specific objectives of this study were to assess employee's personality, and employee's skills on organizational performance. Survey research design was undertaken in this study, with a population of 192 employees drawn from the six selected bottled water producers in Edo State, Nigeria. The returned and complete questionnaires were 117, data were collected with the aid of a questionnaire, while data analysis was correlation analysis. The findings revealed that employee's personalities, and skills have a positive and important relationship on organizational performance. The researcher has therefore concluded that strategic person-organization fit influences organizational performance. It was in this context that the researcher recommended that identification of prospective employees values by management and human resources department during organization's recruitment and selection process and performance appraisal should align with organizational operations.*

**Keywords:** Person-Organization Fit ; Performance; Personality; Skill; Employee

## **1. Introduction**

Over the past few decades, consultants, researchers, and organizational practitioners have become increasingly concerned about employee's innovativeness and work behaviour (De-Jong & Den-Hartog, 2010). Organizations are formed to achieve certain goals. These goals are so great that the organization must provide products and services, produce products in long-term or long-term goals such as profitability, technological competitiveness, enhanced market share, economic growth and development or other performance measures. Person organization fit been an area of interest for researchers since the last two decades (Zulfiqar, Ikhtiar, & Riaz, 2020). Strategic Person-organizational fits, and organizational performance is measured differently, depending on the business environment and objectives. Globalization, technological change, and the revolution in communication technology have brought about significant changes in the way organizations are structured and managed. These changes will continue under the increasing pressures of strategic person-organizational fit and the opportunities offered by the rapidly growing communications technology to strengthen organizational performance. The key to maintaining a flexible and dedicated workforce, needed in a competitive and strong labour market, is the right human resources organization. Silverthorne(2004) argued that studies have shown that strategic person-organization fit can influence organizational performance. Some researchers however, disagreed with the postulations of Silvers tone views.

## **2. Statement of the Problem**

Employees of an organization are responsible for implementing various strategies and operational processes developed by management (Osagie & Ohue 2019). However, it is important for an organization to ensure that the qualified person(s) is assigned to the right task. In some developing countries such as Nigeria, employees are hired and given jobs on the basis of recommendations or on personal relationships. If this practice is not controlled, it could lead to poor quality products and services provided by organizations.

The effectiveness of an organization can be measured by the ability of employees to achieve its set goals and objectives at a reduced production cost. Organizational performance is often complex, due to differences in the tasks required and the goals and objectives to be achieved, changes in past and external contexts often have an impact on operational processes. Diverse conclusions have been reached on the

subject matter by researchers, without a clear stand on the effects of person-organizational fit on performance. It is on this back drop that the researcher decided to investigate employee's personality and employee's skill fit on organizational performance of selected bottle water manufacturers in Edo state.

### **3. Research Objectives**

The main objective of this research paper was to determine the influence Strategic Person-Organizational Fit and Organizational Performance of Selected Bottle Water Producers in Edo State. The specific is stated below;

- i. To examine the relationship between employee's personality and organizational performance in the selected bottle water producers in Edo State.
- ii. To determine the relationship between employee's skill and organizational performance in the selected bottle water producers in Edo State.

### **4. Research Questions**

The under listed research questions was stated to guide the researcher;

- i. To what extent does an employee's personality influence organizational performance in the selected bottle water producers in Edo State?
- ii. In what way does an employee's skill influence organizational performance in the selected bottle water producers in Edo State?

### **5. Research Hypotheses**

The researcher formulated the following hypotheses to guide this study;

Ho1: There is no significant relationship between employee's personality and organizational performance in the selected bottle water manufacturers in Edo State.

Ho2: There is no significant relationship between employee's skill and organizational performance in the selected bottle water manufacturers in Edo State.

### **6. Review of Related Literature**

#### *6.1 Strategic person-organization fit*

Krist of (1996) defines Person-Organization fit as the compatibility between individuals and organizations that occurs when at least one entity provides what the other entity needs or share similar fundamental characteristics, or both. This definition includes the realization of the need for equality, the importance of the interaction between employees and their organizations, the personality, the similarity between

employees, and other members of the organization, which share individual and organizational goals (Cable, & Edward, 2004). Person organization fit occurs when an organization meets the needs of employees, while the abilities of employees are incongruence with their organization when employees possess and demonstrate skills to meet their organizational demands (Kristof, 1996). The inconsistency of results is when one party employees or employers provide a need for the other party in an organization. Researchers have found significant relationships with the person-organization fit as a predictor of employee's performance and staff turnover (Arthur Jr., Bell, Villado, & Doverspike, 2006).

### *6.2 Employee personality*

Ozer & Benet (2006) opined that employee personality is an effective tool used by employers to predict work performance. Baiduri and Zubair (2015) have described the personality of an employee as a variable or a set of personality traits, and its influences cognition, motivation and behaviour in different contexts. Employee personality has been considered by management practitioners and researchers as an important factor in predicting performance of organization. Personality is a depiction of an individual's self-image that influence a person's behaviour uniquely and dynamically; this is because individual behaviour can change through the process of learning, experience, education, and so on (Darsana, 2014). Employee personality revolves around the idea that every organization and employees have certain personality traits that determine the performance of each individual. The closer the traits between the employee and the organization are, the better the chance of workplace productivity and job satisfaction. Employee personality fit decreases organization job turnover and stress, absenteeism, and low job satisfaction. Personality influences all aspects of employee's work life. Employee personality guides an employee's outcome, interpersonal relationships within an organization.

### *6.3 Employee skills*

Employee skills are basic knowledge and technical conditions that allow employees to understand instructions, solve problems and communicate with colleagues and customers (Diane, 2017). Employee skills are the experience and knowledge required for an employee to fulfill expectations beyond the responsibility assigned by management of an organization to them. Employee skills are transferable skills that are needed by employees to enables them become more productive with good technical understanding and to provide work experience. These skills are what

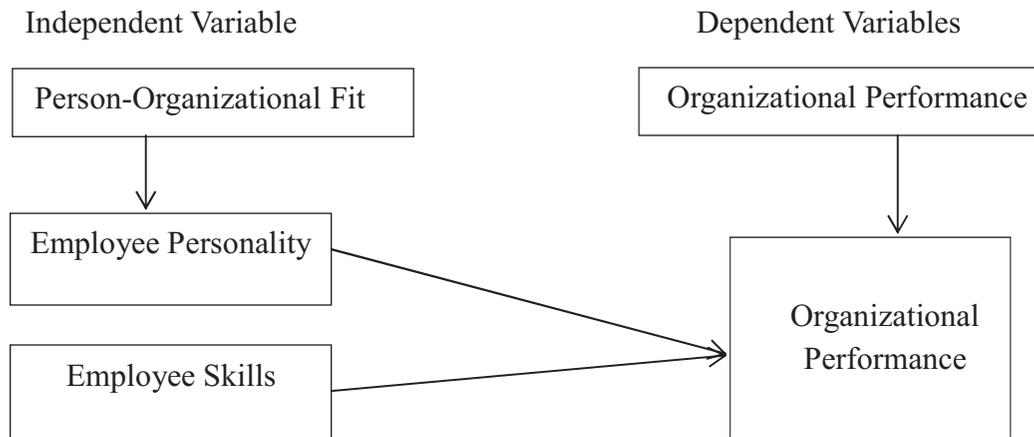
employers believe will enable employees to perform their jobs to the best of their ability. Employers are looking for employees who can do a good job with little or no supervision.

#### *6.4 Organizational performance*

Organizational performance refers to the profitable, efficient and judicious use of resources available in an organization in perfect consonance with clearly defined financial policies relating to the operation of firms (Dhillon and Vachhrajani, 2012). Organizational performance centers on the means or processes of an organization that meet their stated goals and objectives. Every organization was established with specific goals and objectives to be achieved. Goals and objectives an organization can be achieved by effectively and efficiently utilizing the organization's resources such as human resources and resources (manpower, machines, materials and money). Every organization was established with specific goals and objectives to be achieved. Sarker (2012) argued that in order to achieve sustainable growth and high performance in an organization, special attention should be given to developing human resource management practices. Managing human resources at the workplace is an important part of management processes. Employee involvement is based on the recognition that the success of any organization is largely determined by the contribution of its employees (Butali & Njoroge, 2018). Employees play an important role in executing tasks to accomplish the purpose and objectives of the organization. June, Kheng and Mahmood (2013) stated that one of the most important factors that contributed to the organization was the efficiency of the workforce. Organizational efficiency helps to achieve a reduction in operating costs and wastages (Ali, 2019).

### **7. Conceptual Model**

The researcher model demonstrates the correlation between independent variables (employee's personality and skill) and the dependent variable (organizational performance) of the study.



Source: Researcher's Proposed Model

**Figure 1 : Conceptual Model**

## 8. Theoretical Framework

This study is based on the theory of human relations as described by Elton Mayo (1949). The view of the theory is that workers should not be seen as machines but as a human being who interact and use their skills in getting assigned task done. This perspective is crucial in this research based on the fact that for any organization to succeed, the personality and skills of employees are vital. An employee with weak personality trait and skills has a high tendency of leading to low performance. Mulder (2017) suggested that employees can decide what kind of behaviour they prefer and how this behaviour is reflected in the performance of their assigned task.

## 9. Empirical Review

Osagie and Ohue (2019) examined the impact of person-organization fit on the organizational sustainability of selected banks in Ekpoma, Edo State. The aim was to obtain the results of employee personal value on the various bank competencies. The survey research design was adopted for the study, the sample size of the study was 123, the researcher did a complete enumeration sampling method, the data collection tool used was the questionnaire, while the data analysis was performed using linear regression analysis. The findings, however, showed that employee's personal value has an impact on competencies of the selected banks, because ( $F = 233.041$ ;  $R^2 = 0.852$ ;  $P < 0.05$ ).

Wenyuan, Chuqin and Min (2019) studied the effect of person–job fit on innovative behaviour. The aim was to determine the role of job involvement and career commitment in employee relations. A sample of 474 employees drawn from 30 Chinese Information Technology companies in the Pearl River Delta region. The results showed that person–job fit contributes to innovative behaviour and employee participation. Career commitment supports the positive influence of person–job fit on both job involvement and innovative behaviour.

Hanafi, Adam, and Aprideni (2018) investigated the influence of Person-Organization Fit and Job Satisfaction on employee performance and Organizational Commitment of Bukit Asam Medika Hospital in Tanjung Enim. A sample size of 126 employees was used. Data collection was done using questionnaires. The data analysis of the study used was Structural Equation Modeling. The research results show that person-organization Fit influences organizational commitment and employee performance. Job satisfaction influences organizational commitment and Employee Performance.

Suwanti, Udin, and Widodo (2018) examined the effect of organizational citizenship behavior between person-organization fit and person-job fit on innovative work behaviour. A sample of 134 employees was randomly selected from a population of 200 employees in Indonesia's banking sector. The data were analyzed using the structural equation model and with Amos 22 software. The findings were that person-organization fit, and person-job fit is closely linked to organizational citizenship behaviour and innovative work behaviour.

Ango and Solomon (2018) studied the impact of entrepreneurial competencies of Small and Medium Scale Enterprises in Kaduna metropolis. The objectives of the study were to assess the impact of skills and personality competencies on performance SMEs. Primary data was used for data collection. The population was 313, and the sample was 176 respondents. The study used multiple regression analyses to test the hypotheses. The study found that skills and personality competency have a significant impact on the performance of small and medium scale enterprises.

Icheme (2017) conducted a theoretical review on the implication of personnel selection, person-organization fit and job-fit on employee performance of business organizations in Nigeria. The research however, has shown that recruitment and selection process determines person-organization fit and job-fit in most business organizations.

Chen, Sparrow and Cooper (2016) studied the relationship between person-organization fit and job satisfaction. They used the conservation theory of resources to argue for the importance of job stress as a variable that governs the relationship between person-organization fit and job satisfaction relationship, and supervisor support as an important moderating variable that moderates the relationship. The study was a survey design. Data were collected from 225 employees from 12 catering service organizations in Beijing. The findings revealed a significant relationship between person-organization fit and job satisfaction.

Demir, Demir and Nield (2015) analyzed the relationship of person-organization fit through organizational identification, job performance, production deviant behaviour, and intention to stay in hotels within the Mugla region of Turkey. A total of 582 questionnaires were retrieved from the respondents. The data obtained were analyzed using Structural Equation Modelling. The results of the study revealed that person-organization fit have an impact on internal factors (organizational identification, production deviance, job performance, and the intention to remain).

Demir (2015) examined the effects of person-organization fit on job performance and intention to remain in the hospitality business. The study was survey research designed. A total of 399 questionnaires were collected from the employees of five-star hotels in Mugla. The PASW statistical package program was used to analyze the data, correlation analyses and multiple regression analyses were used to test the hypotheses. The results from the findings show that person-organization fit has a positive relationship with job performance and intention to remain.

## **10. Methodology**

### *10.1 Research design*

The study adopted a survey research design given that the study would draw data from among 39 bottled water companies in Edo State, Nigeria. Two companies were selected from each the three senatorial districts in Edo State. The purpose of using survey design was to collect information about the variables used from across the respondent (Onyeizugbe, 2013).

### *10.2 Population of the study*

The population of this study consists of employees in six bottled water-producing companies selected in Edo state through the Table of Random Numbers selection after short listing of 39 bottled water companies.

**Table 1: Population Distribution**

S/N	Company	Senatorial District	Population
1	Big Joe Ventures Ltd	Edo South	31
2	Notre Dame Industrial Company Limited	Edo South	51
3	Oda Thermoframe Limited	Edo Central	29
4	Rocky Waters Limited	Edo Central	23
5	Shamac Table Water Enterprises	Edo North	26
6	Gatamitech Nigeria Limited	Edo North	31
Total			191

Source: Field Survey, 2020 form Human resource departments of the various companies.

### 10.3 Sample size and sampling technique

Taro Yamane formula ( $n = N/1 + N(e)^2$ ) was used to determine the sample size of 129 respondent, while bowley's method of allocation ( $N_h = n(n_h)/N$ ) was used to assign questionnaire to the various companies.

### 10.4 Instrument of data collection

The researcher employed questionnaire for data collection, which was on a five point Likert Scale and was coded from 1 to 5. Strongly Disagreed (SD), Disagreed (D), Uncertain (U), Strongly Agreed (AD) and Agreed (A).

### 10.5 Validity of the instrument

Validity is the extent to which an instrument measures what it intends to measure. The content and face validity test was used by the researcher.

### 10.6 Reliability test

The reliability of the items used in this research was measured using Cronbach's Alpha reliability test. The Cronbach's Alpha reliability test measures the consistency of the instrument used. Ten (10) items of the questionnaires were re-administered after two weeks.

**Table 2: Reliability Statistics**

Items	Cronbach's Alpha
Employee personality	.756
Employee skills	.842
Organizational performance	.899

*Source: Field Survey, 2020*

From the table above, the computed Cronbach/Coefficient Alpha value was .756, .842 and .899 for employee's personality and employee's skills on organizational performance, respectively, which means that 75.6%, 84.2% and 89.9% of the variance in the scores were reliable.

### *10.7 Method of data analysis*

One hundred and twenty nine (129) questionnaires were issued to the respondent, only one hundred and seventeen (117) which represents 90.67% being returned and accurately filled. Descriptive statistics and Spear man Rank Correlation analysis were used to analyze the data collected using Statistical Package for Social Sciences (SPSS) version 20. The frequency and percentage table reflects the respondent's decision on a particular issue, while the Spearman rank correlation was used to test if there was a relationship between the variables. Questionnaires were developed from the research question by the research to study the subject matter.

## **11. Data Presentation and Discussion**

In this section, the study sought to present and analyze the data generated from the administered research questions for the subject matter.

**Table 3: Descriptive Statistics on Organizational Performance**

S/N	Statement	SD	D	U	A	SA	Mean	Std. Deviation
1	The organization is performance in production.	19 (16.2%)	19 (16.2%)	3 (2.6%)	35 (29.9%)	41 (35%)	3.51	1.506
2	The customer base of your organization is has increased.	20 (17.1%)	15 (12.8%)	5 (4.3%)	38 (32.5%)	39 (33.3)	3.52	1.489
3	The organization always formulates articulated strategy that leads to performance.	19 (16.2%)	18 (15.4%)	3 (2.6%)	35 (29.9%)	42 (35.9%)	3.54	1.506
4	The organization takes customers complaint serious.	23 (19.7%)	21 (17.9%)	4 (3.4%)	34 (29.1%)	35 (29.9%)	3.32	1.541
Average		20.25 (17.3%)	18.25 (15.58%)	3.75 (3.23%)	35.5 (30.35%)	39.25 (33.53%)	3.473	1.511

*Source: SPSS Analysis of field survey 2020*

Table 3 above, measured the extent to which participants agreed that there was viability of strategic organizational performance in SMEs (bottled water producers). The average mean score of the variable measuring organizational performance was 3.473 with a standard deviation of 1.511. Indicating that an average of 38.5 (32.88%) of participants disagree or strongly disagree that the organization's performance was low, 74.75 (63.88%) of average participants agreed or strongly agreed that the organization's performance was high, while 3.75 (3.23%) of the participant on average were neutral in their responses. The average mean value of 3.473 was very high and the average standard deviation value of 1.511, indicating the level of variation among the participant.

**Table 4: Descriptive Statistics on Employee Personality**

S/N	Statement	SD	D	U	A	SA	Mean	Std. Deviation
5	Employees' personality correlates with assigned responsibility.	19 (16.2%)	19 (16.2%)	3 (2.6%)	35 (29.9%)	41 (35%)	3.51	1.506
6	Employees are transparent with their job.	20 (17.1%)	15 (12.8%)	5 (4.3%)	38 (32.5%)	39 (33.3%)	3.52	1.489
7	Supervisors are unbiased when making decisions relating to subordinates.	32 (27.4%)	26 (22.2%)	11 (9.4%)	28 (23.9%)	20 (17.1%)	2.81	1.491
8	Management staff are approachable.	20 (17.1%)	22 (18.8%)	6 (5.1%)	41 (35.0%)	28 (23.9%)	3.30	1.452
Average		22.75 (19.45%)	20.5 (17.5%)	6.25 (5.35%)	35.5 (30.33%)	32 (27.33%)	3.29	1.485

*Source: SPSS Analysis of field survey 2020*

Table 4 above measured strategic person-organization fit to the degree at which employee personality influence organizational performance. An average number of 67.5 (57.66%) respondents strongly agreed or agreed that employee personality influence organizational performance, 6.25 (5.35%) of the average participant were neutral, while 43.25 (36.95%) strongly disagreed or disagreed that employees' personality affects performance of organization. The average mean was 3.29 and a standard deviation of 1.485. The average mean value was high, and it means that employee personality contributed to organizational performance of the SMEs (bottled water companies), which deviates from mean to both sides by 1.485.

**Table 5: Descriptive Statistics on Employee Skills**

S/N	Statement	SD	D	U	A	SA	Mean	Std. Deviation
13	Employees can easily influence and negotiate with others people.	19 (16.2%)	20 (17.1%)	6 (5.1%)	41 (35.0%)	31 (26.5%)	3.38	1.449
14	Employees have the skill to handle conflict situation.	23 (19.7%)	24 (20.5%)	7 (6.0%)	31 (26.5%)	32 (27.4%)	3.21	1.525
15	Employees can solve critical work related problems.	16 (13.7%)	14 (12.0%)	5 (4.3%)	40 (34.2%)	42 (35.9%)	3.67	1.420
16	Employees can coach and counsel co-employees.	18 (15.4%)	21 (17.9%)	6 (5.1%)	41 (35.0%)	31 (26.5%)	3.39	1.438
Average		19 (16.25%)	19.75 (16.87%)	6 (5.12%)	38.3 (32.68%)	34 (29.08%)	3.41	1.458

Source: SPSS Analysis of field survey 2020

From table 5 above, strategic person-organization fit was evaluated to the extent that the employee's skills improve organizational performance. An average number of 72.3 (61.76%) respondent strongly agreed or agreed that employees skills influenced the organizational performance, 6 (5.12%) of the average participant were neutral, while 38.75 (33.12%) of the respondents strongly disagreed or disagreed the ability of employees to influence organizational performance. The average mean was 3.41 and the standard deviation of 1.458. The average mean value was high, and this indicates that the ability of employees to influence the organizational performance of SMEs (bottled water producers) which diverged from mean to both sides by 1.458.

## 12. Test of Hypotheses

### Decision Rule

Where  $P < 0.05$  = Reject the null hypothesis

Where  $P < 0.05$  = Accept the null hypothesis

### Hypothesis One

*H<sub>01</sub>: There is no significant relationship between employee’s personality and organizational performance in the selected bottle water producers in Edo State.*

*H<sub>1</sub>: There is significant relationship between employee’s personality and organizational performance in the selected bottle water producers in Edo State.*

**Table 6: Spearman’s correlation of Employee Personality (EP) and Organizational Performance(OP)**

#### Correlations

		OE	EP
Spearman's rho	OP	1.000	.383**
	Correlation Coefficient	.	.000
	Sig. (2-tailed)	117	117
	EP	.383**	1.000
	Correlation Coefficient	.000	.
	Sig. (2-tailed)	117	117
	N		

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The result of the analysis table 6, above shows that there is a positive correlation between employee personality and organizational performance at .383\*\*, where P = 0.000 (P < 0.05) represents the degree of relationship flexibility between the variables. This means that employees’ personalities are statistically related to organizational performance. Therefore, the null hypothesis was rejected, while the alternate hypothesis was adopted. The result of this study is consistent with Osagie and Ohue (2019), and Ango and Solomon (2018) findings, which shows that personal value has a positive effect on performance.

### Hypothesis Two

*H<sub>02</sub>: There is no significant relationship between employee’s skill and organizational performance in the selected bottle water producers in Edo State.*

*H<sub>02</sub>: There is significant relationship between employee’s skill and organizational performance in the selected bottle water producers in Edo State.*

**Table 7: Spearman’s correlation of Employee Skills (ES) and Organizational Performance (OP)**

Correlations

		OE	EP
Spearman's rho	OP	1.000	.316**
	Correlation Coefficient	.	.001
	Sig. (2-tailed)	117	117
	N		
	ES	.316**	1.000
	Correlation Coefficient	.001	.
	Sig. (2-tailed)	117	117
	N		

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The result from table 7 above shows that there is a positive correlation between employee skills and organizational performance at .316\*\*, where P=0.001 (P < 0.05), which represents the degree of relationship flexibility. This denotes that employees’ skills statistically influence organization’s performance. Therefore, the null hypothesis was rejected, while the alternate hypothesis was accepted. This study was in agreement with Wenyan, Chuqin and Min (2019) and Suwanti, Udin, and Widodo (2018) who found that career commitment strengthens the relationship of person–job fit on both job involvement and innovation behaviour.

## 12. Findings

The findings of this study show that strategic person-organization fit has the potential to influence organization’s performance in SMEs (Bottled water producer). Detailed findings are stated below;

- i. Employees’ personality is positively related to organizational performance in SMEs (Bottled water companies).
- ii. Employees’ skills are positively related to organizational performance in SMEs (Bottled water companies).

### **13. Limitation of the Study**

The following are the limitation to the study;

- i. The study population was limited to six bottled water companies in the three senatorial districts of Edo State. Two of the most profitable companies were taken from each district, while the others were ignored.
- ii. There was lack of previous study of the subject matter using bottled water companies as its focal point.

### **14. Conclusion**

The study examined and analyzed the impact of strategic person-organization fit on organizational performance on SMEs in Edo State, Nigeria. The research was based on human relation theory. A conceptual model was created by the researcher to explain the relationship between the various variable used in this study. The results revealed that strategic person-organization fit has a strong relationship with organizational performance. Based on the findings, the result revealed that employees' personalities had the highest positive relationship with organizational performance, while employees' skills had a lower relationship from the various variables examined. However, it was concluded that strategic person-organization fit influences organizational performance.

### **15. Recommendations**

This study supports the following recommendation;

- i. Employees should be encouraged to develop positive personality traits that people can vouch for even when an employee is absence.
- ii. Entrepreneurs and management staff should regularly train their employees on how to develop new skills for better performance.
- iii. The human resources department should endeavour to recognize employees' prospective values before employment and task allotment.

## **16. Contribution to Knowledge**

The following are the contributions to knowledge;

- i. This research paper has contributed to the body of knowledge by solving the problem of strategic person-organizational fit and organizational performance of the selected Bottled Water Producers in Nigeria.
- ii. The researcher developed a conceptual model that demonstrates the relationship between the strategic person-organizational fit and organizational performance.

## **17. Suggested Areas for Further Study**

The study explored the effect of strategic person-organizational fit on organizational performance selected Bottled Water Producers in Nigeria. The study recommends that similar research should be conducted in other Nigerian organizations for the purpose of comparison, and also to allow for generalization of the findings in other countries.

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