

Employees Fit and Organizational Efficiency of Bottled Water Manufacturing Companies in Edo State, Nigeria.

¹MAKPOR Samuel and ²AKPOYIBO Gregory Akpobome

¹Department of Business Administration, Shaka Polytechnic, Benin City, Edo State, Nigeria.

Correspondence: 08039567228, alabaoyakhire@gmail.com

²Chukwemeka Odumeghwu Ojukwu University, Igbariam Campus, Anambra State, Nigeria.

Email: gregakpo@gmail.com

Abstract: *This research paper studied the effect of employees fit on organizational efficiency of bottled water manufacturing companies in Edo State. The specific objective of this study is to assess employee's talent, and attitude on organizational efficiency. Survey research design was employed for this study, with a population of 192 employees from six selected bottled water manufacturing companies in Edo State, Nigeria. Returned and correctly filled questionnaire was 117, primary data were collected with the help of questionnaire, while data analysis was correlation analysis. The findings revealed that employee's talent and attitude have a positive and significant relationship on organizational efficiency. The researcher therefore, concluded that employees fit influences organizational efficiency. It was in this context that the researcher recommended that identification of the personal values of prospective employees by management and human resources department during the recruitment and selection process, and performance appraisal that align with the organizational efficiency should be prioritized.*

Keywords: Employees Fit, Efficiency, Attitude, Talent, Organization, and Employee.

Introduction

For the past few decades, business consultants, researchers, and organizational managers have become more concerned with employee's innovativeness and their work ethic (De-Jong & Den-Hartog, 2010). Organizations are formed to achieve some specific goals. These goals are so great that the organization must provide products and services, produce products in batches or long term goals such as profitability, technological competitiveness, improved market share, economic growth and development or other performance measures. Employees fit and organizational efficiency are measured separately, depending on the business environment and objectives. Globalization, technological change, and the revolution in telecommunications have brought about a fundamental change in the way organizations are formed and regulated. These changes will continue under increasing pressures of employees fit and opportunities provided by communications technologies are met quickly to improve the organization's efficiency. The key to maintaining a flexible and dedicated workforce, required in a competitive and strong labour market, is the right employee fit. Silversthorne (2004) argued that studies have shown that employees fit approach can affect organizational sustainability. Some researcher, however, disagreed with Silversthorne postulations, as seen in bottled water manufacturing companies in Edo state employing staff on recommendation basis, instead of using academic qualification and work experience.

Statement of the Problem

Organizational employees are responsible for implementing various strategies and procedures developed by management (Osagie & Ohue 2019). It is important, however, for every organization to ensure that qualified person(s) is assigned task they are qualified for. In some developing countries today such as Nigeria, workers are employed and given responsibility on relationship basis, if this practice goes unchecked it could lead to poor quality of products and services offered by these organizations.

Untalented employees' contributions often lead to organization inefficiency, thus leading to the inability of employees to achieve its goals and objectives at a reduced production cost. It was observed by the researcher that some employees do not have ownership mentality in relation to their responsibilities in their organizations. It is because of this backlash that the researcher has decided to investigate employees fit on organizational efficiency of bottle water manufacturing companies in Edo state.

Research Objectives

The main purpose of this study was to determine the influence Employees Fit and Organizational Efficiency of Selected Bottled Water Companies in Edo State. The specific are stated below;

- i. To determine the relationship between employees talents and organizational efficiency of bottled water companies in Edo State.
- ii. To ascertain the relationship between employees attitude and organizational efficiency of bottled water companies in Edo State.

Research Questions

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

- i. To what extent does employee's talent influence organizational efficiency of bottled water companies in Edo State?
- ii. How does employee's attitude influence organizational efficiency of bottled water companies in Edo State?

Research Hypotheses

The researcher made the following hypotheses to guide this study;

H₀₁: There is no significant relationship between employee's talent and organizational efficiency of bottled water companies in Edo State.

H₀₂: There is no significant relationship between employee's attitude and organizational efficiency of bottled water companies in Edo State.

Review of Related Literature

Employees Fits

Kristof (1996) defines employees fit as the compatibility between employees and organizations that occurs when at least one entity provides what the other entity needs or share basic characteristics, or both. This definition includes fulfillment of each's needs, importance of interaction between employees and their organizations, personality, similarity between employees and other members of the organization, sharing individual and organizational goals (Cable, & Edwards, 2004). Employees fit occur when an organization meets the needs of employees, while the employees abilities are in congruence between his person and organization, where employees demonstrates the skills to meet their organizational needs (Kristof, 1996). The consistency of the results is when one party provides the demand of another party in the organization, or the same values for all parties, vice versa. Researchers have found significant relationships with person-organization fit as a predictor of employee performance, and organizational turnover (Arthur Jr., Bell, Villado, & Doverspike, 2006)

Employee Talents

Employee talent is a unique ability that can lead an individual or an organization to success (Workable, 2020). A talented employee is someone who has an extraordinary ability that is above average when solving company problems, it is the ability to do the work faster, better and easier. Iles, Chuai, and Preece (2010) argued that talent management should be one of the most important contributing factors to organizational success. Lawler (2008) stated that employee talent is crucial to maintaining organizational sustainability.

Employee Attitude

Visagio (2010) described employee attitudes as a certain emotional similarities, tendencies and ideas for action in the aspects of doing business. Employee attitude is a positive, negative or multifaceted assessment of the organization's intention that is expressed in certain degree of employee stability. Employees' attitude reflect their broad values and beliefs that may lead to one-sided evaluations and preferences, and are strongly influenced by the decision-making process in their work and this can have a detrimental effect on the overall productivity of an organization (Hettiararchchi & Jayarathna, 2014). The relationship between organizational efficiency and employee attitudes is strongest and robust when one meets the needs of the organization, as well as the opportunity for that an individual to demonstrate highest levels of positive attitude toward organizational performance.

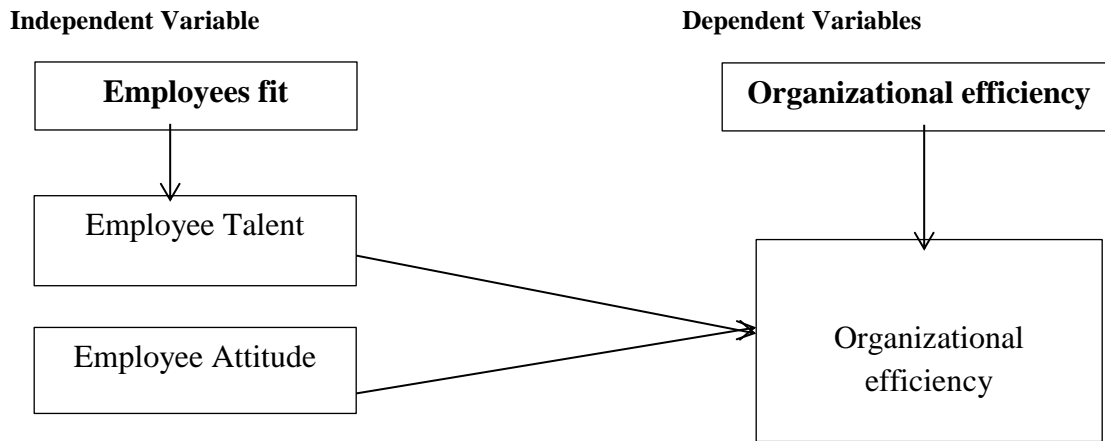
Organizational Efficiency

Organizational efficiency refers to the profitable, efficient and prudent use of resources available to an organization in full compliance with clearly laid down financial policies relating to the operation of an organization (Dhillon & Vachhrajani, 2012). Organizational efficiency centers on the ways or processes by which organizations achieve their set goals and objectives. Every organization is established with specific goals and objectives to be achieved. The goals and objectives of the organization can be achieved effectively and efficiently through the organization's resources such as human resources and resources (manpower, machines, materials and money). The mobilization of all these resources is essential for an organization to achieve its goals, but in all of these human resources is the most paramount of them all. Human resources plays a vital role in performing tasks to achieve

the goals and objectives the organization. June, Kheng and Mahmood (2013) pointed out that one of the most important factors contributing to the smooth running an organization is human resources. Organizational efficiency helps to achieve a reduction in operating cost and wastages (Ali, 2019).

Conceptual Model

The researcher’s model demonstrates the correlation between independent variables (employee’s talent and attitude) and the dependent variable (organizational efficiency) of this study in figure 1 below. Employee’s talent and employee attitudes are expected to reflect the level of relationship between independent variables and dependent variable.



Source: Researcher’s Conceptual Model for study variables

Theoretical Framework

This study is based on human relations theory described by Elton Mayo in (1949). The view is that employees should not be seen as machines, but as human being who relates with one another in the process of performing their duties. This theoretical perspective is crucial to this research in terms of the fact that for any organization to be successful, the talent and attitude of employees are required. An employee’s contribution with a poor attribute would result in poor organizational performance. Mulder (2017) argued that employees can decide to display negative attributes which often manifests in performing the tasks assigned to them.

Empirical Review

Osagie and Ohue (2019) examined the effect of person-organization fit on the organizational sustainability of selected banks in Ekpoma, Edo State. The aim was to determine the impact of employee personal value on the various competences of the bank. Survey research design was adopted for the study, the sample size for the study was 123, the researcher performed a complete enumeration sampling method, and data collection tool used was questionnaire, while data analysis was performed using linear regression analysis. The findings, however, showed that employee personal value has an influence on the competency of the selected banks since (F = 233.041; R2 = 0.852; P < 0.05).

Wenyuan, Chuqin and Min (2019) studied the effect of person–job fit on innovation behaviour. The purpose was to determine the role of job involvement and career commitment in employee relations. The hypotheses were tested using a sample of 474 employees from 30 IT China’s companies in Pearl River Delta region. The results showed that person–job fit influences innovative behaviour and job involvement. Career commitment supports the positive impact of person–job fit on both job involvement and innovative behaviour.

Suwanti, Udin, and Widodo (2018) examined the effect of organizational citizenship behaviour 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 Indonesian banking sector. The data were analyzed using structural equation modeling with Amos 22 software. The findings were that person-organization fit, and person-job fit are significantly connected to organizational citizenship behaviour and innovative work behaviour.

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

Chen, Sparrow and Cooper (2016) studied the relationship between person-organization fit and job satisfaction. They used the theory of conservation of resources to buttress the significance of job stress as a variable that mediates between person-organization fit and job satisfaction relationship, and supervisor support as an important moderating variable to evaluate the relationship. The study was a survey design. Data were collected from 225 employees of 12 catering service organizations in Beijing. The findings showed 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 deviance behaviour, and the intention to remain in hotels within the Mugla region of Turkey. A total of 582 questionnaires were retrieved from the respondent. Data obtained were analyzed via Structural Equation Modelling. The results of the study revealed that person-organization fit has an impact on internal factors (organizational identification, production deviance, job performance, and the intention to remain).

Khaola and Sebotsa (2015) studied the relationships between the person-organization fit, organizational commitment and organizational citizenship behaviour. The questionnaire was distributed to a sample of 200 employees. Regression and Correlation analysis was used to analyze data. The results obtained show that there is a relationship between person-organization fit and organizational commitment; organizational commitment and organizational citizenship behaviour; person-organization fit and organizational citizenship behaviour.

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

Saleem, Adnan, and Ambreen (2011) examined the relationship between Person-organization fit, organizational commitment and knowledge sharing attitude, data were collected from 315 academic administrators of public higher education institutions. The study found a positive and a significant relationship between person-organization fit and organizational commitment, and knowledge sharing attitude.

Knowledge Gap

After a careful review of various empirical studies, the decomposed independent variables of this study have not been tested in any bottled water manufacturing companies in Nigeria.

Methodology

Research Design

The study adopted a survey research design given that the study would draw data from 39 bottled water manufacturing companies in Edo State. Two companies were selected from each the three senatorial district in Edo State. The purpose was to collect data about the various variables (Onyeizugbe, 2013).

Population of the Study

The population of this study consists of employees in the six randomly selected bottled water companies in Edo state, through the use of Table of Random Numbers.

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.

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 ($Nh = n(nh)/N$) was used to distribute questionnaire to the various companies.

Instrument of Data Collection

The researcher used questionnaire to collect data on a five point Likert Scale and was coded as follows; Strongly Disagree (SD) 1, Disagree (D) 2, Uncertain (U) 3, Strongly Agree (AD) 4 and Agree (A) 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.

Reliability Test

The reliability of the items was the research instrument 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 talent	.782
Employee attitude	.819
Organizational efficiency	.899

Source: Field Survey, 2020.

From the table above, the computed Cronbach/Coefficient Alpha value was .782, .819 and .899 for employee talent, employee attitude and organizational efficiency respectively, which means that 78.2%, 81.9% and 89.9% of the variance in the scores is reliable.

Method of Data Analysis

One hundred and twenty nine (129) questionnaires were issued to the respondents, only one hundred and seventeen (117) were retrieved, which represents 90.67% of the returned and correctly filled. Descriptive statistics and Spearman Rank Correlation analysis were used to analyze the data collected using the Statistical Package for Social Sciences (SPSS) version 20. Likert-type scale was used to measure their responses on a 5 – point scale ranging from 5 = Strongly Agree to 1 = Strongly Disagree.

Data Presentation and Analysis

At this stage, the study sought to present and analyze the information extracted from the research questions prepared for the subject matter.

Table 3: Descriptive Statistics on Organizational Efficiency

S/N	Statement	SD	D	U	A	SA	Mean	Std. Deviation
1	The organization is efficiency 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 the 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 efficiency.	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 2021

Table 3 above, measured the extent to which participants agreed that there was organizational efficiency in the bottled water manufacturing companies. The average mean score of the variable measured organizational efficiency at 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 organizational efficiency was low, 74.75 (63.88%) of average participants agreed or strongly agreed that the organizational efficiency was high, while 3.75 (3.23%) of the average participant were neutral in their response. The average mean value of 3.473 was high and the average standard deviation value of 1.511 indicating the level of variation among the participant was also high.

Table 4: Descriptive Statistics on Employee Talent

S/N	Statement	SD	D	U	A	SA	Mean	Std. Deviation
5	Employee talent matches with the organizational goals and objectives.	19 (16.2%)	15 (12.8%)	6 (5.1%)	38 (32.5%)	39 (33.3%)	3.54	1.471
6	Employees are satisfied with the training facilities for talent enhancement.	17 (14.5%)	20 (17.1%)	4 (3.4%)	35 (29.9%)	41 (35.0%)	3.54	1.477
7	Employees talents enhances organization performance	19 (16.2%)	15 (12.8%)	6 (5.1%)	38 (32.5%)	39 (33.3%)	3.54	1.471
8	Employees are encouraged to improve their talents.	19 (16.2%)	22 (18.8%)	7 (6.0%)	41 (35.0%)	28 (23.9%)	3.32	1.436
Average		18.5 (15.79%)	18 (15.39%)	5.75 (4.9%)	38 (32.49%)	36.75 (31.39%)	3.485	1.464

Source: SPSS Analysis of field survey 2021

From the table above, employees fit was measured by the degree to which employee talent influences organizational efficiency. An average number of the respondents 74.75 (63.88%) strongly agreed or agreed that employee talent influence organizational efficiency, 5.75 (4.9%) participant were neutral, while average of 36.5 (31.18%) of the respondent strongly disagree or disagreed that employee talent influences organizational efficiency. The average mean was 3.485 and a standard deviation of 1.464. The mean value was high, and it indicates that employee talent influences organizational efficiency of SMEs (bottled water manufacturing companies) which deviates from mean to both sides by 1.464.

Table 5: Descriptive Statistics on Employee Attitude

S/N	Statement	SD	D	U	A	SA	Mean	Std. Deviation
9	Employees have high level of satisfaction with their assigned responsibilities.	18 (15.4%)	19 (16.2%)	4 (3.4%)	35 (29.9%)	41 (35%)	3.53	1.489
10	Employees have positive attitude towards training facilities.	19 (16.2%)	15 (12.8%)	6 (5.1%)	38 (32.5%)	39 (33.3%)	3.54	1.471
11	Employees have positive attitude towards their co-worker.	18 (15.4%)	18 (15.4%)	4 (3.4%)	35 (29.9%)	42 (35.9%)	3.56	1.488
12	Employees are satisfied with the monetary rewards.	22 (18.85)	21 (17.9%)	5 (4.3%)	34 (29.1%)	35 (29.9%)	3.33	1.526
Average		19.25 (16.46%)	18.25 (15.58%)	4.75 (4.08%)	35.5 (30.35%)	39.25 (33.53%)	3.49	1.494

Source: SPSS Analysis of field survey 2021

From table 5 above, employees fit was measured by how employee attitude influences organizational efficiency. An average number of 74.75 (63.88%) respondents strongly agree or agree that employee attitude influence organizational efficiency, 4.75 (4.08%) of the average participants were neutral, while 37.5 (32.04%) strongly disagree or disagree that employee attitude influences organizational efficiency. The average mean was 3.49 and a standard deviation of 1.494. The average mean value was

high, and it reveals that employees' attitude influences organizational efficiency of SMEs (bottled water manufacturing companies) which deviates from mean to both sides by 1.494.

Test of Hypotheses

Decision Rule

Where $P < 0.05$ = Reject the null hypothesis and $P > 0.05$ = Accept the null hypothesis

Hypothesis One

Table 6: Spearman's correlation of Employee Talent (ET) and Organizational Efficiency (OE)

			ET	OE
Spearman's rho	ET	Correlation Coefficient	1.000	.434**
		Sig. (2-tailed)	.	.000
		N	117	117
	OE	Correlation Coefficient	.434**	1.000
		Sig. (2-tailed)	.000	.
		N	117	117

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

The result for the analysis (Table 6) revealed that there was a link between employee talent and organizational efficiency. The correlation value was .434**, where $P = 0.000$ ($P < 0.05$) indicated a relationship between the two variables. This means that employee talent can be considered statistically relevant for improving organizational efficiency. Therefore, the null hypothesis was rejected, while the alternate hypothesis was adopted. The result of this finding is consistent with the findings of Demir, Demir and Nield (2015), and Osagie and Ohue (2019) claimed that person-organization fit influence organization efficiency.

Hypothesis Two

Table 7: Spearman's correlation of Employee Attitude (EA) and Organizational Efficiency (OE)

			EA	OE
Spearman's rho	EA	Correlation Coefficient	1.000	.656**
		Sig. (2-tailed)	.	.000
		N	117	117
	OE	Correlation Coefficient	.656**	1.000
		Sig. (2-tailed)	.000	.
		N	117	117

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

The result from the analysis table above shows that there is a strong correlation between employees' attitude and organizational efficiency at .656**, where $P = 0.000$ ($P < 0.05$) indicates a significant level of relationship of the two variables. This means that employees' attitude is statistically significant for organizational efficiency. Therefore, the null hypothesis was rejected, while the alternate hypothesis was accepted. The result of this study is consistent with the work of Saleem, Adnan, and Ambreen (2011) and Demir (2015) which stated that personal-organization and intention have positive impact on organizational efficiency.

Findings

The results of this study revealed that employees fit influences organization efficiency of bottled water manufacturing companies. The specific findings are mentioned below;

- i. Employee talent has a positive relationship with organizational efficiency of bottled water manufacturing companies.
- ii. Employee attitude is positively related to organizational efficiency of bottled water manufacturing companies.

Conclusion

The study examined and analyzed the impact of employees fit on organizational efficiency of bottled water manufacturing companies in Edo State, Nigeria. The study was based on the theory of human relation. A conceptual model was developed by the researcher to explain the various variables used in this study. The empirical results revealed that employees fit are positively associated with strong organizational efficiency. Based on the findings, the result revealed that employees' attitude has the highest

positive relationship with organizational efficiency, while employees' talent has lower relationship from the two independent variables examined. However, it was concluded that employee fit influences organizational efficiency.

Recommendation

This study supports the following recommendations;

- i. Entrepreneurs and management staff should plan programmes that will recruit talented employees that will lead to organizational efficiency.
- ii. Seminars should be organized for employee on how to have a positive attitude towards their assigned responsibility.

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 employees' fit and organizational efficiency of bottled water manufacturing companies in Edo State, Nigeria.
- ii. The researcher developed a conceptual model that demonstrates the relationship between employees fit on organizational efficiency of bottled water manufacturing companies in Edo State.

Suggested Areas for Further Study

The study explored the effect of employees fit on organizational efficiency of bottled water manufacturing companies in Edo State. The study recommends that similar research should be conducted in other Nigerian organizations for comparison purposes, as well as in other countries.

Reference

- Ali, M. Z. (2019). Impact of various aspects on efficiency of labour productivity in building construction project. *Proceedings of Sustainable Infrastructure Development & Management (SIDM)*. Available at SSRN: <https://ssrn.com/abstract=3375933> or <http://dx.doi.org/10.2139/ssrn.3375933>.
- Arthur Jr., W., Bell, S. T., Villado, A. J., & Doverspike, D. (2006). The use of person-organization fit in employment decision making: An assessment of its criterion-related validity. *Journal of Applied Psychology*, 91(1), 786-801.
- Cable, D. M., & Edwards, J. R. (2004). Complementary and supplementary fit: A theoretical and empirical integration. *Journal of Applied Psychology*, 89(1), 822-834.
- Chen, P., Sparrow, P., & Cooper, C. (2016). The relationship between person-organization fit and job satisfaction". *Journal of Managerial Psychology*. Retrieved from; <https://www.emerald.com/insight/content/doi/10.1108/JMP-08-2014-0236/full/html?mobileUi=0>
- De-Jong, J. P., Den-Hartog, D. N. (2010). Measuring innovative work behavior. *Creativity and innovation management*, 19(1), 23-36.
- Demir, M., Demir, S. S., & Nield, K. (2015). The relationship between person-organization fit, organizational identification and work outcomes. *Journal of Business Economics and Management*, 16(2), 369-386.
- Dhillon, A. S., & Vachhrajani, H. (2012). Impact of operational efficiency on overall profitability. A Case Study of GIPCL" *Working Paper No. 136/2012, Amrita School of Business, Tamilnadu*.
- Hettiararchchi, H. A., & Jayarathna, S. M. (2014). The effect of employee work related attitudes on employee job performance: A study of tertiary and vocational education Sector in Sri Lanka. *Journal of Business and Management*, 16 (4), 74 – 83.
- Icheme, M. (2017). Personnel selection, person-organization fit and job-fit: Implications for employee performance in Nigeria. *International Journal of Science Research and Management*, 5(4), 22-28.
- Iles, P., Preece, D., & Chuai, X. (2010). Talent management as a management fashion in HRD: Towards a research agenda. *Human Resource Development International journal*, 13(2), 125–145.

- June, S., Kheng, Y. K., & Mahmood, R. (2013). Determining the importance of competency and person-job fit for the job performance of service SMEs employees in Malaysia. *Asian Social Science*, 9(10), 114- 123.
- Khaola, P. P., & Sebotsa, Y. (2015). Person-organization fit, organizational commitment and organizational citizenship Behaviour. *Danish Journal of Management and Business Sciences*, 1(1), 67-74.
- Kristof, A. L. (1996). Person-organization fit: an integrative review of its conceptualizations, measurement, and implications. *Personnel Psychology*, 49(1). 1-49.
- Lawler, E. E. (2008). *Talent: Making people your competitive advantage*. San Francisco: Jossey-Bass.
- Mayo, E. (1949). Hawthorne and the western electric company. *Public Administration: Concepts and Cases*, 149-158.
- Osagie, N. G., & Ohue, P. I. (2019). Person-Organization fit and organizational sustainability: A case of selected Banks in Ekpoma, Edo State. *International Journal of Managerial Studies and Research*, 7(4), 78-85.
- Saleem, W. A., Adnan, G., & Ambreen, M. (2011). Person-organization fit, organizational commitment and knowledge sharing attitude: An analytical study. *Information management and business review*, 3(2), 110-116.
- Silverthorne, C. (2004). The impact of organizational culture and person organization fit on organizational commitment and job satisfaction in Taiwan. *The Leadership & Organization Development Journal*, 25(7), 592-599.
- Suwanti, S., Udin, U., & Widodo, W. (2018). Person-organization fit, person-job fit, and innovative work behaviour: the role of organizational citizenship behavior. *International Journal of Economics and Business Administration*, 6(3). 146-159.
- Visagie, C. (2010). The relationship between employee attitudes towards planned organizational change and organizational commitment: An investigation of a selected case within the South African Telecommunications Industry. *A Masters' of Technology Thesis Presented to the Cape Peninsula University of Technology*.
- Wenyuan, H., Chuqin, Y., & Min, L. (2019). Person-job fit and innovation behavior: Roles of job involvement and career commitment. *Organizational psychology*. Retrieved from; <https://www.frontiersin.org/articles/10.3389/fpsyg.2019.01134/full>.
- Workable, (2020). What is talent? Talent definition in the workplace. Retrieved from; <https://resources.workable.com/hr-terms/talent-definition>.