



Does Work Interest and Preference Affect Workers' Normative Commitment?

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ABSTRACT

The position that a dedicated and loyal worker is an asset and a resource component for business sustainability is germane. However, reports have shown that in Nigeria and most developing climes, the obligation by workers to stay and add value in their organization is as fragile as thin ice. Also, there is limited data analysis of skill needs to measure work interest and preference of workers in higher institutions. Thus, this paper determined if job-fit dimensions (work interest, work preference) affect workers' normative commitment. By applying a cross-sectional survey research design, collated data from 377 regular non-academic staff from six selected private universities in Ogun State, Nigeria, was obtained through a multi-stage random sampling technique. The content, criterion, construct validity, and test-retest reliability tested the adapted questionnaire before administration. Multiple regression analysis results revealed that job-fit dimensions had a positive significant combined effect on workers' normative commitment ($R = 0.558$, $F(2, 374) = 84.622$, $Adj. R^2 = 0.308$, $p < 0.05$). Management and HR practitioners should be more conscious of the hiring process, promote independence and flexibility for workers' development, training, prospects for collaboration, and a sense of connectedness with the job as a measure of enhancing loyalty.

Keywords: Job-Fit, Normative Commitment, Work Interest, Work Preference

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INTRODUCTION

Previous works on the drivers of workers' loyalty, identification, affiliation, and dedication to the organization have shown varied results thereby, sustaining the debate on the stimuli of commitment (Armstrong, 2016; Umukoro, Egwakhe, & Akpa, 2020). Scholars opined that interest and preference referred to as job-fit assumes that how the individual fits the job, is a key to maintaining the loyalty of a worker because there could be a link between the level of fit, the worker, the job, and commitment (Bogler & Nir, 2014; Muhammad, 2015). In the opinion of Abubakar, Baba, and Yakubu (2016), workers who have a high degree of fit with the job tend to display greater work satisfaction, dedication to the organization, and willingness to remain in their organization than those with a poor fit. Therasa and Vijayabanu (2016) and Umukoro, Egwakhe, and Akpa (2021) added that personality is inevitable in determining the affiliation level when the worker is equipped with the job description and other intrinsic factors since performance is a mixture of perception and feelings. Nevertheless, these submissions are less understood, intellectualized, researched, and applied in some economies and sectors (Umukoro & Egwakhe, 2020). Be that as it may, no individual enters a spacecraft on a mission to space without interest, preference, and years of training and commitment.

Consequently, linking the predictors and the dependent variables for this paper, Suwanti, Udin, and Widodo (2018), and Vijayabanu and Amudha (2012) advanced that the sustainability of an organization depends on how workers are appropriately utilized as resource components and supplementary to all other assets. As a result, how the job fit and worker's abilities could be paramount to creating committed workers. More so, studies have buttressed the point that when there is a match between the abilities, skills, knowledge of workers, and requirements of the job, person-job fit could occur (Ellis, Skidmore, & Combs, 2017; Muhammad, 2015; Yürür & Mengenci, 2014). Therefore, people's inner work lives, self-identities, and the characteristics of the jobs have been shown to possibly influence workers' commitment towards the organization (Amabile & Kramer, 2013; Bothma & Roodt, 2012; Kónya, Matić, & Pavlović, 2016).

In light of these commentaries, previous studies on job fit and workers' commitment have been conducted more in the Information Technology (IT), Aviation, Banking, and Medical sectors (Bogler & Nir, 2014; Therasa & Vijayabanu, 2016; Yürür & Mengenci, 2014). Results have shown that a significant relationship exists between the variables; however, limited studies exist in other industries. In addition, studies conducted on job fit and workers' commitment in the Nigerian context is limited. More so, Muhammad (2015) confirmed the need for

further studies on normative commitment and person job-fit to be extended to other fields. While, Takeuchia and Takeuchi (2013) put forward the need to investigate several models which distinguish aspects of the job, the person-fit, and the commitment levels of workers in different industries.

Relating to the problem for this paper, Okojie (2008, 2013) found that Nigerian universities maintained a steady increase in non-academic staff members from 52,000 in 1991 to 72,070 in 2008 and 81,635 in 2013. This number has continued increasing yearly due to the number of licensed universities. However, the same problem raised in a study by Sanyal and Martin in 1991 for UNESCO that universities lack a staff management system that ensures how the capabilities of individuals fit the job persist even in 2020. Also, there is a misallocation of workers for different functions, workers not internalizing the values and goals of the institution, and not being dedicated to remaining in their universities. Aremu (2014) stressed the lack of appropriate analysis of skill needs, identification of job profile, and corresponding qualification among non-academic staff.

Francis (2015) added that most of the characters in the university environment are not worthy in character and learning; also, these same workers sanction who should be certified as excellent and worthy in character and learning. For instance, reports exist of daily poor attitude to work, harassment of students, aiding and abetting examination malpractice, mismanagement of official information, and lack of commitment to work. These issues have negatively impacted the quality of the productive capacity (Okebukola, 2015). Ozurumba and Amasuomo (2015), Okojie (2017) and Umukoro and Egwakhe (2019, 2020) added that most workers in higher institution have very low morale, poor attitudes, and are unproductive. Therefore, the need to demonstrate if the sector lacks professionally qualified and competent staff who fit the job in management and other positions (UNESCO, 2014) and the resultant effect on workers' identification, dedication, affiliation, and loyalty is germane.

The position of previous scholars is supported by the researchers' contextual observation that the obligation and desire by workers to stay and add value in their organization is as fragile as thin ice. Workers' commitment is on the downward curve as their attitude to work and quality service delivering is waning faster in Nigeria's citadel of learning. Thus, the low level of normative commitment possessed by most university workers is having a negative effect on the labor force produced in universities with greater negative impact on the economy. This has remained a concern for stakeholders, business practitioners, and the community at large. More so, the bewildering question is whether how the job fits, in terms of interest and preference, could affect workers normative commitment (obligation and desire to stay). Hence, this paper's objective and hypothesis are thus stated:

Objective: Determine the effect of job-fit dimensions (work interest, work preference) on workers' normative commitment

Hypothesis: Job-fit dimensions (work interest, work preference) has no significant effect on workers' normative commitment

Therefore, the paper is structured into a literature review after the introduction, methodology, the results presentation and discussion, conclusion, and recommendation.

LITERATURE REVIEW

Based on the variables for this paper the underpinning theory was the Person-Environment (P-E) Fit theory by French, Rodgers, and Cobb (1974), which is applied interchangeably with the person-fit theory. The theory proposes that the degree to which individual and environmental characteristics match influences the performance and commitment of such individuals. Hence when there is a fit (X) [work interest (x_1), work preference (x_2)] between the workers' preference and the actual job situation in the organization, workers are likely to develop positive attitudes and behaviors such as high levels of all forms of commitment (Y). Therefore, Cable and DeRue (2002) posited that for workers to be more attracted to stay in their occupations, there has to be a synergy between the worker skills and the job demands. However, Edwards (2008) criticized the theory because of the rate of changes in the business environment. The implication is that the job for which an individual was recruited could change. Nevertheless, despite the rate of change in organizations and dynamism in the global market, the provision of refined job resources is germane. In addition, to a large extent, the characteristics of commitment in an individual are developed from the influence of previous socialization interaction either with family, friends, peers, or educational contacts. Hence, prior socialization of an individual with situations and working conditions could activate and nurture the form of commitment dimension exhibited by a worker.

In light of the underpinning theory, previous studies have shown that people's inner work lives, self-identities, and the features of the job could affect the nature, type, and level of commitment to an organization (Abiodun-Oyebanji, 2011; Amabile & Kramer, 2013; Bothma & Roodt, 2012; Kónya, Matić, & Pavlović, 2016). Thus, the selected variables for this paper are; Job Fit (X) as the independent variable with work interest (x_1), and work preference (x_2) as sub predictor variables while workers' normative commitment (Y) as the dependent variable. The conceptualizations of these variables are discussed below.

Job-Fit

Despite the fact that this concept is defined differently based on industry-specifics, it involves the job, the fit and outcomes. Kristof-Brown, Zimmerman, and Johnson (2005) defined the concept as the synergy and interaction between the characteristics of an individual and job features. Yürür and Mengenci (2014) and Yu (2016) added that job-fit occurs when firstly, the abilities, skills, and knowledge of a worker and the requirements of the job are in harmony and collaboration; and secondly, when the job meets the needs, desires, or preferences of the worker thus making the worker comfortable.

Work Interest

Harackiewicz and Hulleman (2010) colloquially defined being interested in something as caring about it and having (mostly) positive feelings towards it. It also focuses on constructs such as being realistic, investigative, artistic, social, enterprising, and conventional. These factors are necessary for an individual to have the feeling that the job is suitable. Vijayabanu and Amudha (2012) perceived interest as a process that contributes to learning and achievement. Hence when a worker is interested in a topic or job, the mental resources are activated which can boost higher performance and achievement (Ainley, Hidi, & Berndorff, 2002; Hidi & Renninger, 2006). Permarupan, Al-Mamun, Saufi, and Zainol (2013:65) added that work passion, a synonym for work interest, "is an individual's persistent, positive, scientific state of well-being which stems from reoccurring cognitive and affective appraisals of various job and organizational situations; which results in steady, beneficial work intentions and behaviors".

Work Preference

Konrad, Ritchie, Lieb, and Corrigan (2000) and Yürür, and Mengenci (2014) defined work preferences as the outcomes individuals' aspire for from their commitment in paid work. Studies have shown that the term, work preference is not a tightly defined psychological construct because it overlaps and is related to work values (Rounds & Armstrong, 2005; Yu, 2016), job attributes (Unal, 2014), interests (Umoh, Mamm, & Mnim, 2014), and practical work-related considerations (Dowd, 2006). Individual work preference focuses on constructs such as responsibility, exposure to job hazards, physical activity, decision making, repetitiveness, competition, and time pressure. An individual will feel fulfilled and committed if the work involves the constructs listed earlier. Similarly, scholars have proposed that people are attracted to and stay in organizations that share similar values and preferences to enable individuals to attain their goals (Armstrong, 2016; Kim, 2012). More so, such individuals are ready to carry out job demands, fully utilize abilities and skills in their current job; and perceive the job as an opportunity in practicing their best skills. Hence according to Therasa and Vijayabanu (2016), there is job congruence between the worker's abilities and job demands.

Normative Commitment

Meyer and Allen (1997) and McCallum, Forret, and Wolff (2014) posited that normative commitment is related to a sense of responsibility to continue employment with a specific organization and specific role based on an employee having internalized the values and goals of the organization. The internalized normative behavior against responsibility and commitment allows employees' feel more appreciated to continue membership in a specific organization (Ortiz, Lau, & Qin, 2014). More so, individuals think morally about their rights to remain in the organization (Somers, 2009); therefore, normative commitment is a sense of moral obligation to stay with the organization (Armstrong, 2016; Oludeyi, 2015; Umukoro, Egwakhe, & Akpa, 2020). For instance, a worker may feel a responsibility to put forth endeavor on the job and continue with the organization because of resources in training invested by the organization. It may also reflect other reasons not limited to an internalized standard developed through family or other socialization processes on being loyal to the

organization or if an organization is loyal to the workers (Nawab & Bhatti, 2011; Yusuf & Metiboba, 2012). Hence a win-win situation can be achieved between the organization and the workers.

Job-fit (work interest, work preference) and workers' normative commitment

Studies regarding job-fit are theorized interchangeably as person-organization environment fit (Bogler & Nir, 2014; Kristof-Brown et al., 2005; Kulik, Oldham, & Hackman, 1987). More so, results from these studies have been inconclusive. For instance, some scholars have established that while both affective commitment and person-organization fit positively correlates (Bogler & Nir, 2014; Muhammad, 2015), other results suggest that the relationship between person-organization fit and organizational identification reduces when normative commitment is introduced (Suwanti et al., 2018; Unal, 2014). On the other hand, Sethela and Rosli (2011) study revealed that job-fit has a significant relationship with the job performance of employees. This position aligns with Fletcher and Robinson (2014) that individuals would engage in good working behavior if such individuals can interact well with the job environment and job-fit. Building on Fletcher and Robinson (2014) findings, Farzaneh, Farashah, and Kazemi (2014) hypothesized that a dilemma for researchers on job-fit is that besides the interaction, what aspect of the individual or organization for commitment should be examined is paramount.

Behery (2009) claimed that previous findings by scholars maintained that a significant correlation existed between person-job fit with various variables associated with employee commitment. Additionally, regarding job-fit and commitment, Bogler and Nir (2014) found that the perceptions of the fit between the job demands and abilities predicted both types of commitment (organizational and professional). In addition, Therasa and Vijayabanu (2016) found that the major factors responsible for creating work commitment are relationships, HR policies and strategies, pay and benefits, work autonomy, and employee growth. Thus, the finding that perceived job-fit could be a predictor of commitment, and job satisfaction reinforces the position that best practices in recruitment and placement processes are significant in determining professional conduct.

Theoretical framework

The theoretical framework for this paper was the Person-Environment (P-E) Fit Theory (French et al., 1974) since the strength of the theory is based explicitly on the match or congruence between individuals and their environments as a key determinant of job fit, effectiveness and commitment (Kristof-Brown, Zimmerman, & Johnson, 2005). Recognizing the importance of this congruency, Arthur, Bell, Doverspike, and Villado (2006) and van Vianen (2018) noted that, theoretically, the relation between fit and attitudes is predicated on the reasoning that when there is fit, the environment affords individuals the opportunity to fulfill their needs. Further, van Vianen (2018) added that the strength of P-E fit is based on the premise that, the person and the environment together predict human behavior better than each of the construct does separately; and outcomes are most optimal when personal attributes such as, needs, values, and environmental attributes such as, supplies, values, are compatible, irrespective of whether these attributes are rated as low, medium, or high; and

the direction of misfit between the person and the environment does not matter. As such the theory was considered suitable for this paper as intrinsic motivational factors could enhance workers obligation to stay and add value to the organization aside extrinsic factors because, workers commitment may not only be as a result of the organization type and benefits. Therefore, when the job fits based on interest and preference, workers feel positively motivated to deliver on the job when the job is designed in a way that increases the opportunities to experience feelings of responsibility, growth, learning and achievement (Amabile & Kramer, 2013; Magaji, 2015). This is expressed mathematically as: $WNC = \beta_0 + \beta_1WI_i + \beta_2WP_i + \mu_i$

Methodology

This paper applied the cross-sectional survey research design to fathom participants motivations, and behavioral patterns (Oyelere, Opute, & Akinsowon, 2015; Umukoro & Egwakhe, 2020). The core of this design is based on a previous similar study by Umukoro and Egwakhe (2020) on twofold approach to workers’ commitment. The population of this study comprised 2,604 regular non-academic staff in selected private universities in Ogun State, Nigeria. This group of participants were selected based on the submission of Madukoma and Opeke (2013) and Mamedu (2016) that both academic and non-academic staff constitutes the group of human resources in the university system through whom the goals of building relevant, excellent, and qualitative labor force for the development of both economic and human capital are attained. However, Scott (2011) laments the rare studies conducted on administrative workers in higher institutions, despite their significant influence on faculty, students, and the public.

The multi-stage sampling techniques were applied to ensure representativeness and generalization of study results. The paper used six (6) private universities out of the eleven (11) private universities in Ogun State representing 55 percent of the private universities in the State. The universities are Babcock University in Ilishan-Remo, Covenant University in Ota, Bells University in Ota, McPherson University in Sotayo, Seriki, Crescent University, Abeokuta, and Crawford University in Igbesa, Ogun State, Nigeria. Applying Krejcie and Morgan (1970) sample size determination 430 sample size was obtained. The research instrument was a well-structured questionnaire. Question items in the questionnaire were adopted and adapted. The validity and reliability of the instrument were established through a pilot test. The construct validity recorded as follows: for Job-Fit, Work Interests (α) =

0.77; Work Preference (α) =0.89; and Workers’ Normative Commitment (α) = 0.79 (Allen & Meyer, 1990; Cable & DeRue, 2002). The Cronbach’s alpha coefficients from the internal consistency; for Job-Fit, Work Interests (α) = 0.85; Work Preference (α) =0.79; and Workers’ Normative Commitment (α) = 0.86. The paper used primary data sourced from the sampled private universities in Ogun State and analyzed by using multiple regression analysis. Accordingly, the multiple regression equation was established based on the dimensions of job-fit dimensions (work interest, work preference).

Y = f(X)ⁿ that is:
 $Y = f(x_1, x_2)$
 $Y = \alpha_0 + \beta_1x_1 + \beta_2x_2 + \mu_i$eq. 1

Where: Y = Workers’ Normative Commitment (WNC)
 X = Job-Fit Dimensions (JFD)

Where:
 x_1 = Work Interest (WI)
 x_2 = Work Preference (WP)

The functional relationship of the model is presented as:

$\Sigma(WI+ WP) = JFD$

Hence: $WNC = \alpha_0 + \beta_1WI_i + \beta_2WP_{ii} + \mu_i$eq. 2

Where:
 β_0 = Constant term
 β_1 = Coefficient of work interest
 β_2 = Coefficient of work preference
 μ = Error term (Stochastic variable).

Multiple regression analysis was implemented; while the hypothesis was tested at a 95% confidence interval. The paper assumes job-fit dimensions will have a positive and significant effect on workers’ normative commitment. The researchers adhered strictly to the ethics of research. Likewise, previous scholars’ works sourced in this paper were duly acknowledged

RESULTS AND DISCUSSIONS

Prior to the presentation of results of the descriptive statistics to show the distribution of respondents profile selected for this research and multiple regression analysis, the researchers carried out data processing as presented in Tables 1 - 3.

Data Processing Result

The data retrieved back from respondents from the field were subjected to pre-estimation test like skewness and kurtosis test and variance inflation factor (VIF) in order to

confirm that the data gotten were suitable for conducting analysis. The researchers presented the processed test for the retrieved data for linearity (Pearson Correlation), normality test, and absence of multi-collinearity.

Table 1: Result for the Linearity Test

		Workers Normative Commitment	Conclusion
Work Interest	Pearson correlation	0.550**	Linear Relationship
	Sig. (2 tailed)	0.000	
	N	377	
Work Preference	Pearson correlation	0.411**	Linear Relationship
	Sig. (2 tailed)	0.000	
	N	377	

Source: Researcher's Model, 2021

Results in Table 1 revealed the strength of the variables. It showed that job fit dimensions had a positive and significant relationship with workers' normative commitment at $p < 0.05$ significance level. In addition, the Pearson correlation coefficients between predictor variables ranged between ($r=0.411$ to $r=0.550$) and the relationships were positive though moderately strong. The results also indicated that all the correlation co-efficient of the dependent variable and the sub-independent variables showed values higher than 0.300

which showed that the model is linear and satisfied the assumption (Mertler & Reinhart, 2017).

The Multi-Collinearity or Collinearity Test

To determine the level of correlation among the independent variables the Multi-collinearity tests using Tolerance and VIF Values were conducted. The findings are presented in Table 2.

Table 2: Tolerance and VIF Values

Model	Collinearity Statistics	
	Tolerance	VIF
1	(Constant)	
	Work Interest	0.629
	Work Preference	0.581
Average		0.605
		1.4875

Source: Field Survey, 2021

Table 2 reveals that the calculated variance inflation factor (VIF) was less than 1, and between 1 and 10, indicating that the results of multi-collinearity test values of all the independent sub-variables of job fit were less than 10 ($VIF < 10$). Therefore, it can be resolved that there were no severe multi-collinearity issues among the independent sub-variables of the paper. Additionally, the tolerance value for the model was greater than 0.10 ($Tolerance > 10$) implying that the residuals were normally distributed and had a goodness of fit (Mertler & Reinhart, 2017).

symmetry of a distribution about the mean referred to as skewness and the degree of peakedness of a distribution as kurtosis of the data was used to ensure the goodness-of-fit for sampled data. Based on the general rule of thumb; if skewness is less than -1 or greater than 1, the distribution is highly skewed. If it is between -1 and -0.5 or between 0.5 and 1, the distribution is moderately skewed. If it is between -0.5 and 0.5, the distribution is approximately symmetric. Consequently, for a normal distribution, skewness and kurtosis values will be close to zero but can range between -1 and +1 (Mertler & Reinhart, 2017). The summary of results for Skewness and Kurtosis in this study is presented in Table 3.

Normality Test

To determine the normality of the retrieved data, the skewness and kurtosis levels were calculated. The degree of

Table 3 Summary of Skewness and Kurtosis Result

Sections	Skewness	Kurtosis	Decision
Work Interest	0.259	-1.172	Moderately normal
Work Preference	0.269	-0.328	Moderately normal
Workers Normative Commitment	0.207	0.055	Moderately normal

Source: Source: Researcher's Model, 2021

Analysis of Demographic Characteristics

This section focuses on the identity of respondents grouped by demographic characteristics of gender, age,

educational qualification, length of service in university and job title. The result is presented in Table 4.

Table 4: Respondents Demographic Characteristics

Variables	Characteristics	Student Respondents in this study N= 377	
		Frequency (N)	Percentage (%)
Gender	Male	151	40.1
	Female	226	59.9
	Total	377	100.0
Age	18-25yrs	37	9.8
	26-35yrs	134	35.5
	36-45yrs	152	40.3
	46-55yrs	49	13.0
	56 & above	5	1.4
	Total	377	100.0
Educational Qualification	Primary School Leaving Cert.	19	5.0
	O'Level/Diploma Certificate	42	11.1
	A'Level/OND/NCE	96	25.5
	HND/First Degree	191	50.7
	Postgraduate Degree	29	7.7
	Total	377	100.0
Years of Experience in University	0-2 years	89	23.6
	3-5 years	194	51.4
	6 years & above	94	25.0
	Total	377	100.0
Job Title	Administrative Officer	122	32.4
	Auditor	9	2.4
	Budget & Expenditure Control & Treasurer	16	4.2
	Caterer & Food Supervisor	14	3.7
	Chief Clerical Officer	14	3.7
	Computer Scientist	31	8.2
	Counsellor	11	2.9
	Executive Officer & Advisor	3	0.8
	Hall Administrator	36	9.6
	HOD Works & Services	9	2.4
	Library Officer	31	8.2
	Mass Communicator	16	4.2
	Secretary	65	17.2
	Total	377	100.0

Source: Field Survey, 2021

The profile of respondents by gender revealed that 151 (40.1%) are male while 226 (59.9%) are female. This indicated that more of the respondents that participated in the research are female. Summary of respondents by age revealed that, 37 (9.8%) are between 18 – 25 years, 134 (35.5%) are between 26-35 years, 152 (40.3%) are between 36-45 years, and 49 (13.0%) are between 46-55 years, while 5 (1.4%) are 56 years and above. This shows that more of the respondents are between 36-45 as depicted by 40.3%; although a combined figure reveal that 75.8% of the total respondents were between 26-45 years. Implying that respondents have worked either somewhere else before or would have been exposed to commitment issues.

The profile of respondents by educational qualification revealed that, 19 (5.0%) of the respondents have primary school leaving certificate, 42 (11.1%) have O'Level/Diploma Certificate, 96 (25.5%) have A'Level/OND/NCE and 191 (50.7%) have HND/First degree while 29 (7.7%) have postgraduate degree. Indicating that majority of the respondents has HND/First degree and prone to be influenced by some of the variables of this paper's variables. Information in Table 4 further revealed that as regards years

of experience in university, 89 (23.6%) respondents have 0-2 years and 194 (51.4%) have 3-5 years while 94 (25.0%) have 6 years and above. Indicating that majority of the respondents have between 3-5 years of experience in the university which could imply that respondents would have had and may still have commitment issues based on the demands of their job and resources made available by management.

Regarding respondents' job title, 122 (32.4%) are Administrative Officers, 9 (2.4%) are Auditors, 16 (4.2%) are Budget & Expenditure Control & Treasurers, 14 (3.7%) are Caterer & Food Supervisor, 14 (3.7%) are Chief Clerical Officer, 31 (8.2%) are Computer Scientists, 11 (2.9%) are Counsellors, 3 (0.8%) are Executive Officers & Advisors, 36 (9.6%) are Hall Administrators, 9 (2.4%) are HOD Works & Services, 31 (8.2%) are Library Officers and 16 (4.2%) are Mass Communicators, while 65 (17.2%) are Secretaries in Academic Department. Indicating that majority of the respondents were Administrative Officers and Secretaries in Academic Department.

Table 5: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Work Interest	377	2.00	5.80	4.1767	.85134
Work Preference	377	1.80	6.00	4.5011	.75371
Normative Commitment	377	2.60	5.60	4.0950	.57446
Valid N (listwise)	377				

Table 5 presented the descriptive statistics (mean, maximum, minimum, standard deviation) of respondents' answers to job fit dimensions and workers normative commitment. The mean scores (M) based on answers to a Six-point Likert Type scale were interpreted as follows: between 1.00 and 1.49 as disagree; 1.50 and 2.49 as strongly disagree; 2.50 and 3.49 as partially disagree; 3.50 and 4.49 as partially agree, and 4.50 and 5.49 as agree; while between 5.50 and 6.00 as strongly agree. Therefore, based on the mean scores, respondents agreed and partially agreed that work preference and work interest respectively affects their obligation to stay on the job in

their institution. Also, participants partially agreed that they will stay in their organization even if another opportunity arises. The analysis was facilitated using SPSS 22th Edition

Further, to determine the hypothesis, multiple regression analysis was applied. Data from three hundred and seventh-seven (377) respondents were gathered and analyzed. The independent variable was job-fit dimensions (work interest, work preference), while the dependent variable was workers' normative commitment. Extracts from the multiple regression tables is presented in Table 6.

Table 6: Summary of multiple regression analysis for job-fit dimensions and workers' normative commitment in selected private universities in Ogun State Nigeria

Model	B	Sig.	T	ANOVA (Sig.)	R	R ²	Adjusted R ²	F (df)
(Constant)	2.513	0.000	18.172					84.622
Work Interest	0.321	0.000	8.807	0.0000 ^b	0.558	0.312	0.308	(2, 374)
Work Preference	0.092	0.026	2.232					

Predictors: (Constant), Work Interest, Work Preference; Dependent Variable: Workers' Normative Commitment
Source: Field Survey, 2021

Interpretation

The overall results of the analysis revealed that job-fit dimensions (work interest, work preference) had a positive and significant effect on workers' normative commitment (*adjusted R*² = 0.308 (*F* (6, 525) = 84.622, *p* = 0.000). Additionally, the goodness of fit model presented in Table 6 showed that with *Adjusted R*² = 0.308, implies that about 30.8% variation in workers' normative commitment is explained by variations in job-fit dimensions. This weak association is attributed to the fact that job-fit dimensions failed to yield equivalent results in terms of workers' normative commitment. The model failed to explain 69.2% of the variation, meaning that there are other factors associated with workers' normative commitment which were not fitted in the model. This is subject to further studies. In addition, the results for individual effect revealed that work interest [$\beta = 0.321$, $t = 8.807$, $p = 0.000$] and work preference [$\beta = 0.092$, $t = 2.232$, $p = 0.026$] had positive and statistically significant effect on workers' normative commitment. More so, work interest was the best individual predictor.

The model equation for Job-Fit dimensions (work interest, work preference) and Workers' Normative Commitment is therefore;

$$WNC = 2.513 + 0.321WI + 0.092WP$$

Where:

WNC = Workers' Normative Commitment
WI = Work Interest
WP = Work Preference

The regression model equation indicates that β_0 was 2.513 when $X = 0$. The value 2.513 implied that statistically holding job-fit dimensions to a constant zero, workers' normative commitment would be 2.513 indicating that statistically without job-fit dimensions, about 2,513 workers' normative commitment can be assured. Further, the coefficient (parameter estimate) results also indicated that, for one unit increase in work interest and work preference as measures of job-fit; workers' normative commitment increases by 0.321, and 0.092 units respectively. Thus, 321 and 92 workers' normative commitment respectively could be assured for every one unit of job-fit introduced. Implying that statistically, based on data retrieved for this paper and analysed, job-fit dimensions (work interest, work preference) has a positive and significant effect on workers' normative commitment.

DISCUSSION OF FINDINGS

To discuss findings in Table 6 and results of the hypothesis that job-fit dimensions (work interest and work preference) have a positive and significant effect on workers' normative commitment; it is imperative to note that previous studies interchangeably theorized and discussed job-fit as person-

organization environment fit and person job-fit (Bogler & Nir, 2014; Kristof-Brown et al., 2005). The findings in this paper support the study by Sethela and Rosli (2011) that a significant relationship exists between person-job fit and workers' commitment. Hamid and Yahya (2011) hypothesized that individuals engage in good working behavior if such individuals can interact well with the job environment since an interaction exists between fit, the job, commitment, and the worker. Bogler and Nir (2014) supported previous researchers that job-fit predicted commitment.

Interestingly, Unal (2014) and Muhammad (2015) argued that previous works have been inconclusive. Yürür and Mengenci (2014) found that workers who have high person-job fit should act less when delivering service to their customer but, affectively and normatively committed employees do not prefer surface acting. However, Oludeyi (2015) found that when there is a job that fits an employee, the desire based on the obligation to stay (normative) in the organization increases. Oludeyi's findings supported the submission of Yusuf and Metiboba (2012) that when an organization has invested much in training and developing the worker to improve fit for the job, the worker feels a moral obligation to put forth effort on the job and stay with the organization to "repay the debt" (p.35). Such commitment is neither a result of emotional affinity nor a result of the perceived high cost of meeting certain targets but as a result of perceived obligation.

Similarly, this paper's results corroborated Christiansen et al. (2014) findings that the misfit between personality and the job task resulted in higher dissatisfaction among the employees. Thus, when there is a misfit, workers become distressed when required to perform tasks that require personality traits that they do not excel in. For instance, previous studies conducted in universities and other sectors found that individuals high on work interest (attributes such as enthusiastic, dominant, sociable, energetic, and talkative) and work preference (attributes such as cooperative, friendly, trusting, and warm) have a positive association with normative commitment (Erdheim Wang & Zickar, 2006; Friedman & Schustack, 2012; Panaccio & Vandenberghe, 2012).. Likewise, Oludeyi (2015) and Ellis et al. (2017) submitted that people are attracted to and stay in organizations that share similar values and preferences because it enables the individuals to attain their goals.

The findings in Table 6 further corroborated Rodgers and Cobb (1974) theory that the degree to which individual and environmental characteristics match influences the performance and commitment of such individual. Yu (2016) echoed Rodgers and Cobb theory that, when there is a fit between workers' preferences and the actual situation in the organization, workers are likely to develop positive attitudes and behaviours such as strong commitment to the

organization. Yusuf and Metiboba (2012) position supports the person-environment fit theory that people have a fundamental need to fit the work environments and, the degree of fit between people and work environment is positively related to individual outcomes.

In light of these discussions, normative commitment which refers to worker's remaining in an organization because of internalization of the values and goals of the organization could enhance the performance of the institution in line with the interest and or preference of the job assigned to the worker. McCallum et al. (2014) asserted that normative commitment is the result of worker's feeling of obligation to be a part of the organization. Islam (2012) added that normative commitment involves employee's perceptions concerning their responsibility towards their place of work. For example, if an organization is loyal to the workers, the employees may reflect higher degrees of normative commitment. Hence a win-win situation can be achieved. Implying that the organization has a significant role to play in worker's normative commitment.

Therefore, the researchers concluded that despite the aggregated results which showed that job fit dimensions (work interest and work preference) had a positive and significant effect on workers normative commitment in selected private universities in Ogun State Nigeria, job fit only contributed to about 31.2% variation in workers normative commitment in the scope for this paper. Consequently other factors affect workers' normative commitment aside job fit which is not captured in this work.

CONCLUSION

The paper concludes that based on the results from the analysis, job-fit dimensions (work interest, work preference) had a positive and significant effect on workers' normative commitment. Equally, work interest was the best individual predictor of workers' normative commitment.

The computer slogan, garbage in garbage out, is used to refer to the fact that whatever is entered into a computer system is what it gives back. Management should not expect quality service and optimum performance if the job holder's capabilities do not match the job demands since this study found that the degree of fit between the worker and the job has a positive and significant effect on a workers' obligation to stay in the institution. Therefore, if an individual is not fit for the job, management should not engage; if management engages, then the individual should be trained but, if management engages and does not train, then, management should not blame the individual for either low or lack of loyalty. Consequently, the hiring process is paramount.

Implication for Management Practice

The paper has been able to establish the positive significant effect of job-fit dimensions (work interest, work preference) on workers' normative commitment. More so, all the dimensions had positive significant effect on workers' normative commitment hence, management should critically take into consideration the processes involved in determining the level of a worker's obligation to stay in the university. It should also consider the probable reason(s) for such commitment level based on the job resources provided to match the job demand and capabilities in the institution. Based on these finding, the concept that the degree of workers obligation to remain and add value to an organization varies and the strength of such normative commitment is influenced by different job factors is tenable.

Implication for Theory

Anchoring this study on Person-Environment Fit (P-E) theory provided an enhanced basis for understanding job-fit dimensions (work interest, work preference) and its effect on workers' normative commitment. Indicating that, to sustain and improve commitment of workers the capabilities (job fit) should match the workers abilities for enhanced goal actualization. Therefore, workers whose capabilities fit the demands of enriched jobs are predicted to feel good about the job, engaged at work, perform well and committed. This is so since normative (perceived obligation) commitment is mostly cultivated on the job (post-entry into institution).

It is recommended that organizations should provide the wisdom of meaning beyond simply making a profit. Organizations should provide independence and flexibility for individuals' growth, training, opportunities for collaboration and recognition, and a sense of connectedness with the job as a measure of enhancing commitment. Future studies should expand the unit of analysis, extend this research to other sectors, apply longitudinal design, and determine if other theories such as Job Demands-Resources (JD-R) model and Self-Determination Theory (SDT) could be used in theorizing the concept of job-fit and the dimensions of commitment

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