

Impact of Person-Job Fit, Person-Organization Fit, Information Sharing and Empowerment on Organizational Commitment of Moroccan Banks Managers.

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Abstract

Human resources are considered to be the most important factor within the organization to gain a competitive advantage. Develop organizational commitment of human resources is imperative to stimulate a long-term relationship with them. The primary objective of this study, on one hand, is to explore the relationship between the person-job fit, person-organization fit, information sharing and empowerment and organizational commitment working managers in head offices of Moroccan banks, on the other hand, is to identify the practice which is more likely to generate a great significant impact on organizational commitment. A total of 380 questionnaires distributed, 207 questionnaires were selected, representing a 54.47% response rate. The results of this study reveal that person-job fit, person-organization fit, information sharing, and empowerment are positively correlated with organizational commitment. Furthermore, the person-job fit contributes more to the latter.

Keywords: Person-Job fit, Person-Organization Fit, Information Sharing. Empowerment, Organizational Commitment.

Introduction

Through the review of the literature, it became apparent that the implementation of certain resource management practices in a company allows to develop attitudes and behaviors favoring the organizational commitment, performance or retention of employees (Bartol 1982, Grover and Crooker, 1995, Meyer and Smith, 2000). Organizations are increasingly interested in promoting employee commitment (Lew, 2011) because of the various benefits associated with it, such as improving employee performance and reducing turnover (Yew , 2013).

In the literature, although many studies have been carried out on the development of organizational commitment (Ahmad Kawsar et al., 2011, Mohd H. R, Shruti, 2013), the impact of HRM practices on organizational commitment is less paid attention to what it deserves (Soltani, 2014). The results of some studies in this area indicate that the organization can have an impact on the organizational commitment of employees through HRM practices. More importantly, the results indicate that the rate of such an impact is determined by employees' perceptions of these practices (Meyer and Smith, 2000).

This study aims to explore the relationship between certain practices of human resource management: (person-job fit, person-organization fit, information sharing and empowerment) and organizational commitment. According to Wright & McMahan (2011), HRM researchers have continuously used social exchange theory to explain how HR practices stimulate crucial employee attitudes and behaviors. In fact, this theory explains the reciprocity of exchange example organizations that successfully manage HR practices benefit from positive exchange relationships that encourage employees to reciprocate by adopting attitudes and behaviors such

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as affective commitment and employee job satisfaction that are vital to achieve organizational goals.

Indeed, the first section describes the literature review, the research methodology, the hypotheses and the measurement of the variables. The results, the discussion and the conclusion, the limits of the research and the way of future research are dealt with in the final section.

Literature review

Organizational commitment

Study of organizational commitment has been interesting subject among researchers and practitioners for several decades. Several studies have shown that organizational commitment predicts important variables, such as work performance, job satisfaction and turnover.

Organizational commitment can be described as the employee's long-term attachment, characterized by the intention to remain in the workplace, a sense of identification with the goals and objectives of the organization, and a willingness to achieve these objectives (Mowday et al., 1979). We adopt the approach of Meyer et al. (1997) describing that organizational commitment includes three dimensions: Affective commitment (the psychological feeling and the willingness of an employee to remain in the social and organizational workplace), calculated commitment (cost-benefit assessment of the opportunity to remain or leave), and normative commitment (the feeling of being forced to remain in the organization because of moral factors) (Meyer & Allen, 1997).

Meyer et al., (1993) state that these dimensions represent a psychological state that characterizes the relationship between employees and the organization and affects their decisions to stay or leave. Also, members of the organization develop an affective commitment remain with the organization because they want and that is their choice, those whose calculated implication is dominant remain because they must and those committed employees how are normatively committed continue because they consider it morally right to do so (Meyer and Allen, 1991).

Person- job fit and organizational commitment

According to Lauver and Kristof-Brown (2001), Person-Job fit is defined as the correspondence between the individual's knowledge, skills and abilities and the requirements of the job. The Person-Job fit model can be explained by the labor adjustment theory (Dawis et al., 1968). According to this theory, the more the correspondence of an individual's abilities with the requirements of the job role or organization, the greater the likelihood that the individual will perform the job better.

As a result, it is expected that employees who are able to relate to tasks positively are more likely to be more comfortable performing tasks and getting involved in their organization.

Previous study empirically found out the linear relationship between Person- job compatibility factors and work commitment and also find out the most important factors which predict the level of work commitment of employees (Farzaneh et al. 2014; Taghrid S. 2015; Vijayabanu, 2016).

1. Accordingly, the following hypotheses were formed:

2. H1: Person- job fit is positively related to Affective Commitment
3. H2: Person- job fit is positively related to Continuance Commitment
4. H3: Person- job fit is positively related to Normative Commitment

Person-organization fit and organizational commitment

Person-Organization fit is agreed as a match between individuals and employing organization and is defined as a value or goal correspondence (Kristof 1996; Hoffman 2005). The concept of Person-Organization fit is a part of the Person-Environment fit theory, which says, that correspondence between the individual and the environment has a profound effect on well-being and human functioning in work environment (Edwards 2000).

Person-Organization fit was defined by Chatman (1989, p. 339) as the “correspondence between the norms and values of organizations and the values of persons”. Conceptually, when assessment of fit is determined and established, behavioral outcomes, organizational changes, values, and norms can be predicted (Chatman, 1989). The P-O fit model considers the extent of agreement between the person and the organization and, based on fit, identifies determinants of behavior within the organization.

According to Farzaneh et al. (2014), the adjustment of the person to the organization entails various positive organizational results such as satisfaction and individual commitment. In their studies of 800 participants, they found that recruiting a person to optimal employment and adhering to the organization's values was significantly and positively related to organizational commitment.

1. Indeed, the following hypotheses were formed:
2. H4: Person-organization fit is positively related to Affective Commitment
3. H5: Person-organization fit is positively related to Continuance Commitment
4. H6: Person-organization fit is positively related to Normative Commitment

Information sharing practices and organizational commitment

The information sharing process includes a set of practices established by organization to disseminate and receive symbolic, operational and strategic information. Several means of communication have been established in organizations to disseminate and set up communication mechanisms (e.g, open door, information sessions, company journal, survey-feedback, suggestions system, hot line) Disseminated information on (mission, financial performance, productivity, major changes, problems at work).

According to Tremblay et al. (2000) and Guzley (2001), information sharing practices can have positive repercussions on organizational commitment, the employee will be more mobilized because he feels that the organization listens to its concerns, opinions, recommendations and, consequently, seeks to respond adequately. Sharing information would be perceived by individuals as a mark of trust and transparency that would contribute to the development of a psychological state stimulating attachment to the organization (Qiao et al., 2008). Jean-Maurice Trudel et al., (2005) in their study of 980 executives in the health and social services sector in Quebec suggest that practices related to the transmission of information on the company's operational results as well as information Strategic needs to fill a perceived need among executives to be actively involved in the organization's decisions. Finally, information sharing practices have a positive influence on affective commitment (Tremblay et al. 2000; Allen et al., 2009; Özgan, 2011).

1. In fact, the following hypotheses were formed:

2. H7: Information sharing is positively related to Affective Commitment
3. H8: Information sharing is positively related to Continuance Commitment
4. H9: Information sharing is positively related to Normative Commitment

Empowerment and organizational commitment

Empowerment is supposed as a solution to favorably regulated workplaces where creativity was quiet and workers were alienated (Preeti S. Rawat, (2011)). Empowerment has been defined in several different ways due to varied definitions in the literature.

Kuo et al., (2010) viewed that employee empowerment approaches can vary among organizations in different countries or even those in the same industry working on dissimilar business models. Michailova, (2002) indicates that empowerment refers to the degree which employees are encouraged to make the decisions related to his work without taking the consultation of their managers. Further, empowerment is a way of decentralizing the power by involving employees in decision making (Carless, 2004) that supports employee to use their own judgment to make quick decisions (Humborstad et al., 2008). empowered employee feels like that it is their own business, they will act more responsibly and do their job more willingly (Pelit et al., 2011). empowered employees associate himself with the goals and objectives of their organization and often spend more time to work and feel honored of being part of the organization (Kuo et al., 2010).

In a study conducted by Joo & Shim (2010), empowerment practices had a positive influence on organizational commitment, and in another study of 40 technology companies in Taiwan et al. (2010) have shown similar results linking empowerment and organizational commitment. Similarly, Yang (2011) in his study conducted on a sample of 172 restaurant employees in Taiwan revealed that HRM practices tell that empowerment was positively and directly related to affective commitment.

1. Consequently, the following hypotheses were formed:
2. H10: Empowerment is positively related to Affective Commitment
3. H11: Empowerment is positively related to Continuance Commitment
4. H12: Empowerment is positively related to Normative Commitment

Method

Participant

The study population concerns managers working at the head offices of Moroccan banks. Each manager was invited to complete the questionnaire either by face-to-face interview or individually. A total of 380 questionnaires were distributed and 207 questionnaires were selected, with a response rate of 54.47%. Analysis of the study data is performed using SPSS 17 software.

The majority of respondents are men (67.1%). (49.8%) of managers are between 35 and 45 years old. Almost all respondents have a level of Bac +5 (89.9%). Their seniority in the position and in the company is between 10 to 15 years (29.5%) and 7 to 10 years (28.5%) respectively. The shows that all respondents have an open-ended contract with their companies.

Instruments

Person-Organization fit: is measured by 4-items scale developed by Netemeyer et al. (1997), researchers like Farzaneh et al. (2014) and Taghrid S. (2015) used this instrument. **Person-job fit** is measured by 9-items scale developed by Brkich et al., (2002). Şenay et al.

(2013) and Nevin Deniz et al. (2015) used this scale.

Information sharing: the scale developed by Lawler et al., (1992) is adopted, is used by Michel (2013), included 6 items measuring the participation of workers in the communication process.

Empowerment practices: the scale adopted by (Sawalha et al., 2012) is used include three items measuring the level of autonomy and freedom of employees in carrying out their work, an instrument developed by Tremblay et al. (1997).

For each of these practices, respondents were asked to rate their perceptions of these practices in their firms on a five-point Likert scale, ranging from "totally disagree" (1) To "totally agree" (5).

Organizational commitment: is measured by the scale developed by Allen and Meyer (1997) and used by several researchers (Weng et al., 2010) to measure affective commitment (8 items), normative commitment (8items) and calculated commitment (6items) of the employees.

Respondents are positioned on 5-level Likert scale ranging from "totally disagree" (1) to "totally agree" (5).

Resultats

Table 1(see Appendix) shows the Cronbach Alpha Reliability coefficient of the variables. The coefficient values of our study are reliable, acceptable and represent the same phenomenon since they are between 0.69 and 0.89.

The correlation matrix shown in Table 2 (see Appendix) indicates that the variables (person-organization fit, person-job fit, information sharing and empowerment) are positively and significantly correlated with organizational commitment. Person-organization fit present a significant positive relationship with affective and normative commitment ($B = 0.67$, $p < 0.05$) and ($B = 0.627$, $p < 0.05$) respectively, in addition, is positively correlated but not significantly with calculated commitment ($B = 0.366$, $p < 0.05$). Person-job fit is correlated to the same level with affective and normative commitment ($B = 0.718$, $p < 0.05$) and ($B = 0.718$, $p < 0.05$) respectively. Equally person-job fit is correlated positively but not significantly with calculated commitment ($B = 0.363$, $p < 0.05$). Information sharing is correlated positively and significantly with affective commitment ($B = 0.417$, $p < 0.05$). and positively but not significantly with normative and calculated commitment ($B = 0.379$, $p < 0.05$) and ($B = 0.35$, $p < 0.05$). respectively. Empowerment is correlated positively but not significantly with organizational commitment dimensions (affective commitment ($B = 0.366$, $p < 0.05$) normative commitment ($B = 0.366$, $p < 0.05$). calculated commitment ($B = 0.366$, $p < 0.05$)).

The analysis of the regression is chosen to examine the effect of the independent variables (personal-organization fit, person-job fit, information sharing and empowerment) on the dependent variable, namely organizational commitment. The results of this analysis are shown in Table 3 (see Appendix).

Variance Inflation Factor VIF indicates that the regression model used in this study is free of multicollinearity, since all VIFs are less than 5, and all tolerances are greater than 0.05. The correlation coefficient value of Pearson (r) equals (0.793) which indicates a strong

correlation between the variables of the study. R^2 equals (0.628) which means that all human resource management practices predict about 62% of the variance of organizational commitment, the level of significance is better (0.000), which makes it possible to say that the independent variables contribute very significantly in the scores of the dependent variable. Moreover, the standardized beta coefficient of (0.501) with P less than 0.05 measuring the person-job fit is the highest coefficient which shows that this practice is the one that contributes positively the most to the organizational commitment of banking managers, this contribution is average. Followed by person-organization fit ($B = 0.242$, $p < 0.05$), Empowerment and information sharing contributes weakly ($B = 0.168$, $p < 0.05$) ($B = 0.073$, $p < 0.05$) respectively to organizational commitment.

Discussion

This study examines the impact of certain human resource management practices (person-job fit person-organization fit, information sharing, and empowerment) on organizational commitment. It is based essentially on the point of view of the managers working in the central headquarters of the Moroccan banks concerning each practices. human resource management practices of this study (person-job fit person-organization fit, information sharing, and empowerment) are positively correlated with organizational commitment. Analysis of the correlation indicates that all human resource management practices are positively correlated with organizational commitment. Indeed, all the hypothesis are confirmed and in line with previous studies describing the linkage between human resource management practices and organizational commitment ([Şenay et al., 2013](#); [Nevin Deniz et al., 2015](#); [Farzaneh et al., 2014](#), [Taghrid S. 2015](#)).

The regression analysis shows that the adjustment of the person to his or her job contributes significantly and positively to organizational commitment, consistent with previous studies suggesting an impact between the person-job fit and organizational commitment ([Şenay et al., 2013](#); [Nevin et al., 2015](#)). Banks must indeed give more importance to the suitability of person employment.

The study suggests that practices associated with person-organization fit, empowerment and information sharing have an influence on the organizational commitment of banking managers. A banking institution must effectively integrate the practices outlined above to take advantage of the greater organizational commitment of its employees. Building an action plan to improve the organizational commitment of managers is essential for companies if they want to build a long term relationship with their managers.

Conclusion

Based on our results, human resources managers have a thorough knowledge of human resource management practices that best contribute to organizational commitment. Research shows that decision makers should focus on Person-Job fit and person-organization fit. These aspects are likely to favor the organizational commitment of managers, because they allow employees to know that the organization values them.

This study enabled professionals and decision-makers to be oriented towards the practices of human resources management most likely to have a positive impact on the organizational commitment of managers, based on a sample of 207 managers working in the headquarters Central banks of Moroccan banks. Nevertheless, this study has some limitations.

The first limit concerns the population of the study, the latter being exclusively a population of managers working in the central headquarters of Moroccan banks as already mentioned. An analysis of a different group of employees or different sectors of activity could possibly give different results. Finally, the second limitation concerns the practices studied. Our study has analyzed a large number of practices, but there may be other practices that can explain organizational commitment.

The results obtained open several avenues for future research. It would be interesting to carry out an identical study among the managers of different sectors of activity, in order to see if the same results apply. It would also be interesting to test other human resource management practices to examine their influence on the organizational commitment of managers.

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Appendix

Table 1 : Reliability Coefficients for Variables of the Study

Variable	items	Cronbach Alpha
Personne -Organisation fit	4	0.82
Personne- Emploi fit	9	0.84
Information sharing	6	0.87
Empowerment	3	0.79
Affective Commitment	7	0.83
Calculated Commitment	4	.069
Normative Commitment	5	0.89

Table 2 : Correlations Matrix Result

	1	2	3	4	5	6	7	8
1. Person-Organisation fit	1							
2. Person Job fit	.705**	1						
3. Information Sharing	.475**	.487**	1					
4. Empowerment	.319**	.203**	.114	1				
5. Affective Commitment	.670**	.718**	.417**	.344**	1			
6. Calculated Commitment	.366**	.363**	.305**	.181**	.363**	1		
7. Normative Commitment	.627**	.718**	.379**	.339**	.758**	.419**	1	
8. Organizational Commitment	.681**	.741**	.446**	.355**	.871**	.685**	.906**	1

** Correlation is significant at the 0.01 level

* Correlation is significant at the 0.05 level

Table 3 : Regression Analysis

Variable	β	T	Sig.	R	R-deux	R-deux ajusté	Tolérance	VIF
Constante			.000	.793	.628	.621		
Person-Organisation fit	.242	3.775	.000				.453	2.144
Person-Job fit	.501	7.935	.000				.466	2.206
Information Sharing	.073	1.456	.147				.737	1.357
Empowerment	.168	3.694	.000				.897	1.115

** Correlation is significant at the 0.01 level

* Correlation is significant at the 0.05 level