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*Full Length Research Paper*

## Job Embeddedness and Employee Performance of Selected Commercial Banks in Anambra State

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### **Abstract**

**As a result of employees not being well fitted to the kind of jobs they do, this study was necessitated to identify how job embeddedness affects employee performance in selected commercial banks in Anambra State. Correlation Survey Research Design was employed for the study. The population of the study was 404 and sample size was 197 determined using Krejcie and Morgan formula. Multiple Regression analysis was adopted in analyzing the data. The findings of the study revealed that a 94% variation in employee satisfaction was explained by changes in job fit. The study concluded that job embeddedness plays a crucial role in determining the performance of employees in the organization which will also have an impact on the organizations in general. It was therefore recommended among other things that recruitment requirements should not just be focused on the academic qualification of prospective employees but also look at their interest and discipline so as to hire employees that are fitted to the organization.**

**Key Words:** Job Embeddedness, Employee Performance, Job Fit and Employee Satisfaction.

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### **INTRODUCTION**

Business organizations are established for a purpose, it could be to produce goods or offer service or to do both in some instances. The goods producing organizations or manufacturing firms depend heavily on their production machinery because their performance could be measured by the effectiveness and efficient their machineries. This however does not play down the sterling role played by people who operate these machines.

Supporting this claim, Yasir (2011) posits that in today's working environment, a company's human resource is a truly sustainable competitive advantage. For service offering organizations that depend on the effectiveness of service delivery to customers for their survival, the role of their workforce is even more important. This is owing to the fact that it is the employees that come in contact more with customers and their effectiveness and efficiency in service delivery will determine the survival of the firm.

The studied organizations; commercial banks in

Anambra State find themselves in these categories of organizations that are heavily dependent on the proficiency of services delivered by employees to their customers for survival. Babakus, Yavas, Karatepe, & Avci (2003) opine that delivery of service quality is a key to organizational success and survival, and many empirical studies have centred upon service quality due to its implications and consequences within organizations. In the view of Babakus *et al.*, (2003), frontline employees play crucial roles in service quality and service excellence.

This is possibly why banks go through rigorous stages in the recruitment processes of employees. They search for the best in the labour market through their educational requirement and level of experience. It is however ironic that despite the role played by employees in the banks and the effort made to keep their best employees by empowering them through training and welfare packages, the turnover level still appears to be on the high side. This has propelled researchers to studying the reason

employees leave their organization considering the huge cost of attrition to the organization.

Sagie, Birat, & Tziner (2002) are of the view that the total cost of employee withdrawal from organizations (including turnover, absence, lateness, and withholding of effort, as well as new hire recruiting selecting and training costs) is 17% of pre-tax annual income. Griffith, Hom & Gaertner (2000) opine that given the fact that personal and organizational costs of leaving a job are often very high, organizational turnover has received substantial attention in the literature. Researchers, experts in management, organizations and banks as a result of these costs have channelled attention into studying things that will keep employees in the firm. Mitchell, Holtom & Lee, (2001) posit that one of the constant challenges faced by managers is the development and retention of talent.

This led to Mitchell, Holtom, Lee, Sablinski & Erez (2001) to creatively turn their attention from “the factors which causes employee turnover” to “the factors which encourages employee to remain with an organization”, and developed a Theoretical System of Job Embeddedness (JE). Mitchell *et al.*, (2001) construes JE as the totality of forces that solidify staying in an organization. JE reflects employees’ decisions to participate broadly and directly, and it moves scholarly attention beyond dissatisfaction-induced leaving. More aptly, JE is a retention or “anti-withdrawal” construct (Dong-Hwan & Jung-Min, 2012).

The amalgam of theories invoked to define the JE construct yielded three key dimensions. In particular, employees’ formal or informal ties to other individuals or groups at work or in the community (links) keep them from departing. In addition, people stay due to their fit or overall compatibility with the job or surrounding environment. Further, sacrifices embed people who would otherwise forfeit material or psychological benefits when leaving organizations or communities. Therefore, they described JE as a net or a web in which an individual can become stuck (Mitchell *et al.*, 2001).

It was observed in Access Bank, Zenith Bank and First Bank in Anambra State that in order to make sure they get the best from a labour market in Nigeria which in many occasions have been said to be full of half-baked graduates, go through rigorous process in recruiting the best that there is. They do this not minding the educational background and the educational discipline of the prospective employees. It is a known fact that the banks train their employees to be proficient in handling all sorts of assignment and jobs, but what they seem to forget is the employee personal joy and interest in doing the job assigned to him/her.

Most engineers in the banks may want to be handling equipment, supervising construction works and agriculture graduate may want to be in the farm producing food, but because of scarcity of jobs that fit their educational qualification and personal desire, they

go for whatever job on offer. The employee may have been performing optimally if they are well fitted to the jobs they are assigned because that is where their interest lies, but as a result of handling jobs they are not well fitted to; it affects their job satisfaction which also affects the overall performance of the organization. These issues of seeming job mismatch propelled the researcher to embark on this study to identify the type of relationship that exists between JE and employee performance.

### **Objective of the Study**

The broad objective of the study is to identify how job embeddedness affects employee performance in selected commercial banks in Anambra State. Specifically, the study seeks to identify the extent of relationship that exists between employee job fit (career path, career goal) and employee satisfaction in the selected commercial banks in Anambra State.

### **Research Question**

To what extent does job fit (career path, career goal) and employee satisfaction relate in the selected commercial banks in Anambra State?

### **Research Hypothesis**

H<sub>a1</sub>: Employee job fit (career path, career goal) significantly relate with employee satisfaction in the selected commercial banks in Anambra State.

## **REVIEW OF RELATED LITERATURE**

### **Conceptual Review**

#### **Job Embeddedness (JE)**

Drawing from the perspectives of embedded figures and field theory by Lewin (1951), Mitchell *et al.* (2001) develop the concept of job embeddedness (JE) which describes the factors that keep an individual from leaving an organization, in spite of experiencing situations that might lead to thoughts of leaving. The concept of embeddedness was used by Granovetter (1985) for the first time. JE has to do with what keeps hold and entangles an employee in an organization that even if the employee wants to leave, the elements entangles and holds the employee back. Yasir (2011) opines that JE is the rate at which employees or firms are entangled in a social network. It is the combined forces that keep a person from leaving his or her job’ (Yao, Lee, Mitchell, Burton, & Sablinski, 2004). Lee *et al.* (2004) state that JE involves at-work and away-from-work factors that impact both performance and the decision to stay in a job. JE is seen as the totality of forces both at and away from work

that support the continuing tenure of an employee and his or her efforts to improve performance (Mallol *et al.*, 2007; Mitchell *et al.*, 2001). It suggests that there are numerous strands that connect an employee and his or her family in a social, psychological, and financial web that includes work and non-work friends, groups, then on-work, and the physical environment in which he or she lives (Mitchell, *et al.*, 2001).

JE embodies elements of attachment to an organization; those factors that make a person very attached to a firm that such a person would not want to lose such attachments. It captures components of one's attachment to his or her job, similar to the proposed role of engagement in attachment (González-Roma, Schaufeli, Bakker & Lloret, 2006). Both work engagement and JE have grown out of the movement toward positive psychology, yet researchers have not carefully examined the similarities and differences between the two constructs (Maslach, Schaufeli, & Leiter, 2001; Mitchell *et al.*, 2001). The idea behind JE is that it is a force attracting the individual towards surviving in the organization (Mitchell, *et al.*, 2001). It focuses on a set of forces that attract the individual towards the survival in the organization, as JE depends on the prediction of the reasons of the individual belonging to the organization and his desire to leave it (Cho & Son, 2012). It encompasses the total forces on an individual that cause the person to remain at his/her current job. JE has been empirically demonstrated to impact work-related behaviours such as turnover, performance, absenteeism and citizenship behaviours (Ng & Feldman, 2009).

JE has been conceptualized to consist of two dimensions: on-the-job (organizational) embeddedness and off-the-job (community) embeddedness. On-the-JE refers to the degree to which individuals are immersed in their organizations, while off-the-JE represents the degree to which individuals are immersed in their communities. On-the-JE better predicts employee job performance than does the off-the-JE. Furthermore, the On-the-JE better predicts employee retention than does the off-the-JE and it is composed of three facets: fit, links, and sacrifice (Allen, 2006). Mitchell *et al.*, (2001) conceptualized JE as including one's links to other aspects of the job (people and groups), perceptions of person-job fit, and sacrifices involved in leaving the job.

The links aspect of embeddedness suggests that employees have formal and informal connections with other entities on the job and, as the number of those links increases, embeddedness is higher (Holtom, Mitchell, & Lee, 2006). Fit refers to the match between an employee's goals and values and those of the organization; higher fit indicates higher embeddedness (Holtom *et al.*, 2006). Finally, sacrifice concerns the perceived costs of leaving the organization, both financial and social. The higher the perceived costs, the greater the embeddedness (Holtom *et al.*, 2006). Embeddedness is the idea that individuals can become enmeshed in their

surrounding and situation to such an extent that they have a difficult time separating from it (Ng & Feldman, 2009).

### Job Fit

Job fit has gathered momentum over the years in management literatures and other related fields. The desirability of fit to job has long been a research interest in organizational behaviour, industrial psychology and human resource practice (Chuang & Sackett, 2005). Fit to job reflects the compatibility between an individual's knowledge, skill, and abilities with the demands of the job or the needs or desires of an individual and what is provided by the job (Carless, 2005; Edwards, 1991; O'Reilly, Chatman & Caldwell, 1991).

Personal job fit exists as workers' desires (needs, goals, values, interests, and preferences) are fulfilled by what the job supplies (occupational characteristics and job attributes) and/or as the demands of the job (performance requirements) are met by the employees' abilities (Holtom & Inderrieden, 2006). It is defined as an employee's perceived compatibility or comfort with an organization and its environment. The better the fit, the higher the likelihood that an employee will feel tied to organization, thus the lower the possibility to turnover and increase job satisfaction (Wang & Ye, 2013).

It is said by researchers that organizational members are more successful in their jobs when the jobs are compatible with their interests, values, and abilities (Chuang & Sackett, 2005; Edwards, 1991; Gregory & Albritton, 2010; Kahya, 2009). It is conceived that when employees feel adequate on their jobs their psychological burden will be released; therefore, they will be more confident when they are capable of performing higher work achievement. Empirically, personal job fit (PJF) was mostly studied in relation to job stress, job performance, and promotion at the workplace. PJF was found to be positively related to performance (Caldwell & O'Reilly, 1990), and job satisfaction (Saks & Ashforth, 1997; Silverhart & Hinchliffe, 1996), and negatively related to job stress (Cable & Judge 1996; Chatman & Barsade, 1995).

Fit is the individual's perceived compatibility with the organization and with the organization. The employee's personal values and career goals needs to be in line with the overall organizational culture, allowing the employee to feel connected to the organization. The individual needs to feel a fit between his or her family, the local community and the career paths of the employee (Felps, Hekman, Mitchell, Lee, Harman & Holtom, 2009). There is an important determinant of the employee's ability to comply with the work environment, including the extent of the availability of the basic requirements, which enable him to perform its functions successfully, whether those requirements pertain to the employee himself (package of skills, knowledge and experience) or they belong to the

organization (to provide a suitable working environment for the establishment of individual tasks entrusted out) (Mitchell *et al.*, 2001). The level of the individual agrees with the external environment representing an important dimension of embeddedness job, but the results of many previous studies indicate the weakness of its impact on the level of the individual's embeddedness within the organization (Lee, Mitchell, Sablinski, Burton & Holtom, 2004).

### **Employee Performance**

Employee performance is one of the most studied constructs in management sciences that determine organizational performance as a whole. Armstrong & Baron (1998) opine that individual performance has become a topical issue in today's business environment, so much so that organizations go to great lengths to appraise and manage it. Kahya (2009) states that one of the most important dependent variables in industrial and organizational psychology is perhaps employee job performance. Employee performance is a function of knowledge, skills, abilities, and motivation directed at role prescribed behaviour, such as formal job responsibilities (Campbell, 1999). It is a multidimensional construct consisting of task dimension and contextual dimension (Borman & Motowidlo, 1993).

Viewing the concept of employee performance differently, Babin & Boles (1996) posits that it has to do with job related behavioural outcomes, employees' productivity and the achievement of a company's expectations and requirements such as efficiency and awareness. It is related to that which an individual is hired do in fulfilling his/her duties and the activities that can be examined and measured. An organization needs high performance of its employees, so as to meet its goal and be able to achieve competitive advantage (Frese, 2002). Nadem, Naud, Zeehan, Vumna & Quratul-ain (2013), note that the psychological and social environment of the organization helps the employees to achieve the organizational objective. The psychological, involves behaviours such as helping colleagues and subordinate, especially when a supervisor has a relationship with his subordinate while the social environment involves organizational ties and friendship. Other determinant could also do with the remuneration, motivation, compatibility to the organization, the job and the community.

### **Employee Satisfaction**

Employee satisfaction (ES) can be defined as the level of satisfaction regarding employee's jobs and work conditions (Gohel, 2012). Crossley, Bennett, Jex & Burnfield (2007) define it as the degree to which people like or dislike their jobs. Strong predictors for job satisfaction are autonomy, meeting career expectations,

maintaining a work-life balance and departmental leadership (Chung *et al.*, 2010). It is an employee's effective reaction to a job, based on a comparison between actual outcomes and desired outcomes (Mosadeghrad, 2003). It is relevant to employees' expectations about job itself. Therefore, if employees' satisfaction as to job expectations is provided, it is likely that it may increase employees' level of job satisfaction (Yang, 2010). It can be described as an affective case as a result of evaluation of individual's own work experience or an attitudinal phenomenon that individuals assess their job satisfaction as regarding past events and current impressions (Ko, 2012; Al-Jenaibi, 2010).

EJS is a subjective affective response related to employees' impressions toward their jobs. Therefore, it is not seen, but it can be observed through individual's behaviour. It can be stated as the extent to which outcomes meet expectations. It occurs when employees try to get the rewards that they believe in or exceed their achievements (Islam *et al.*, 2012). It includes many attitudinal objects connected with each other. These objects are relevant to job itself, wage, career facilities, management style, colleagues, and the like (Çetin & Basım, 2011).

ES is generally recognized as a multifaceted construct that includes employee feelings about a variety of both intrinsic and extrinsic job elements. It encompasses specific aspects of satisfaction related to pay, benefits, promotion, work conditions, supervision, organizational practices and relationships with co-workers (Misener *et al.*, 1996). Aryee, Budhwar & Chen (2002) conceptualized job satisfaction as a multi-dimensional construct composed of five factors: "the job on its own, interactions with co-workers, supervisor quality, promotion prospects, and pay", which according to them have their function as regards employee emotion and predicts job satisfaction. Furthermore, more satisfied employees have more innovative activities in continuous quality improvement and more participation in decision-making in organizations (Kivimaki & Kalimo, 1994). It is also found to be positively related to customer's satisfaction (Rad & Yarmohammadian, 2006).

### **Theoretical Framework**

This work was anchored on the Person-Environment fit (P-E Fit) credited to French & Caplan in (1972). P-E Fit theory argues that stress can be due to lack of fit between the individual's skills, resources and abilities on the one hand and the demand of the work environment, on the other hand. The theory makes explicit the interaction between the individual and the environment in shaping their response to work situation and events, but also highlight the importance of the individual's perception of the environment, and the interaction between them. According to the theory, logically this lack of fit can take three forms:

- 1). The demands of the work-environment exceed the employees abilities
- 2). The employees needs consistently fail to be met by the work environment
- 3). A combination of the two situations exists (i.e where an employee's needs are not being met while at the same time their abilities are over-stretched).

This theory has relevant to this work in the sense that employees in the banks sometimes find their duties and responsibility not properly fitted and aligned to their personal career goals, career path and personal aspiration coupled with the fact that being over stressed and over-worked could affect their job satisfaction, commitment and loyalty to the firm.

### Empirical Review

Dong-Hwan & Jung-Min (2012) studied small and medium construction IT workers in Korea. To this end a field survey was performed and 200 copies of questionnaire were distributed after which 177 copies were collected. The instrument was validated using an empirical factorial analysis and analysis was carried out using correlation and hierarchical regression. The results show that three hypotheses were supported: the more sacrifice, the higher career satisfaction, and the higher job satisfaction the employees have, the less turnover intention they have. However, the other two hypotheses were rejected: the higher fit and the higher links the employees have, the less turnover intention they have.

Akinyele (2007) examined the impact of Nigerian training programmes on employee performance in an international institute Ibadan, Oyo state. The study examined whether staff training has any implication in job performance behaviour, attitudes, skills, knowledge and achievement of the goals of a business organization in Nigeria. Purposive sampling technique was used in selecting respondents who were made up of three categories. The total sample size was 70 respondents. Data were collected using copies of structured questionnaire and chi –square was used to analyze the data. The finding revealed that effective training leads to acquisition of skill and knowledge required for employee to perform effectively on the job. It was also discovered that mentoring and coaching of employees as training techniques helps to increase acquisition and skills of employees as compare to other method of training.

Wageeh (2015) studied Commercial Banks in Egypt to provide empirical evidence on the relationships between job embeddedness (JE), employee attitude (EA) and employee performance (EP). The paper also sought to present the theoretical development of JE, Job Satisfaction (JS), organizational commitment (OC), EP and their application to employees at Egyptian Commercial Banks (ECB) practices. To achieve this purpose, 382 copies of questionnaire were distributed

and 315 usable questionnaires were returned, a response rate of 82%. The results indicated a significant positive relationships between JE, JS, OC and EP. In other words, fit, links and sacrifice significantly correlated with EA and EP. The results also supported the hypothesized model. The study findings support the view that JE, JS, OC, EP are related constructs. The study suggested that ECB can improve EA and EP by influencing its JE, specifically, by developing fit, links and sacrifice. The study provided that it is necessary to pay more attention to the dimensions of JE as a key source for organizations to enhance the competitive advantage which is of prime significance for EA and EP.

Studying banks in Anambra State, Nnabuife (2015) determined the relationship between emotional intelligence and employees' performance. The work was anchored on the Contingency Theory of Management, an employed Correlation Research Design. The sample size which was arrived at using Taro Yamane Formula was 109. Pearson's Product Moment Correlation Co-efficient was used to analyze the data. The findings revealed that Empathy has a strong negative relationship with Employee Turnover and recommended among other things, that management should institute policies that will ensure employment of emotionally intelligent workers as well as create avenues within the organization that will enhance the inter-personal relationship of employees.

Afolabi & Ibikunle (2014) studied staff training, development and Nigerian banks performance. The aim of this study was to evaluate bank human resource programmes of activities with special reference to training, development and staff productivity. A sample of 384 employees of Nigerian Banks was selected for the study. The hypothesis was tested using Z-Score and t-score. The findings of revealed that there was a link between staff training, staff development and organization performance. It was also discovered that staff training increases skill and effectiveness of employees. It was reported that good human resource practices would lead to greater loyalty to organization by the staff.

Examining the impact of organizational commitment on job satisfaction Adekola (2012) studied Nigerian employees in public and private universities. Data were collected from 150 employees consisting of academic and Administrative and technical staff from both the public Universities and the Private Universities. The results revealed that employees in Public Universities have greater degree of organizational commitment in comparison to Private Universities. Also, job satisfaction increases or decreases based on increase or decrease in organizational commitment. Obtained results were in the line of the hypotheses. In terms of organizational commitment; a significant difference was noticed between Public and Private Universities. Against expectation, employees of Public Universities exhibited higher degree of organizational commitment as compared

to those of Private Universities. Most importantly, organizational commitment is being proven as the catalyst for enhancing job satisfaction level of employees.

Bambacas & Kulik (2013) explored the process by which human resource (HR) practices embed employees in organisations and reduce turnover intentions in China. The study specifically investigated the mediating effects of the organisational job embeddedness dimensions (links, fit and sacrifice) in the relationship between HR practices and employee turnover intentions. Hypotheses are tested using data from 308 professional staff in China. As predicted, performance appraisal and organisational rewards increased fit and decreased turnover intentions. Employee development activities increased employees' perceptions of sacrifice but greater awareness of sacrifice was associated with greater turnover intentions. The results suggest that organisations hoping to use HR practices to deter turnover may experience the greatest success by using performance management and reward systems to increase perceptions of organisational fit.

Chinomona, Dhurup and Chinomona (2013) investigated the influence of the fit components of job embeddedness (employee fit to job, fit to organization and fit to community) on employees' job performance. This cross-sectional study made use of a quantitative survey design. The target population comprised employees working in Zimbabwe's manufacturing sector (n = 452). Cronbach Alpha was used to test the reliability of the study. To analyse the profile data and to obtain descriptive statistics, the statistical package for social sciences (SPSS version 17.0) was used. However, to perform structural equation modelling (SEM), the analysis of moment structures (AMOS 7) statistical software was used. The results revealed that employee fit to job, fit to organization and fit to community positively influences employees' job performance.

From the reviews done, JE was first introduced Michel et al. in (2001) when they thought it wise to intelligently turn their attention from why people leave an organization and focus more on why people stay which has been described as a web that entangles employee and makes it difficult and painful to exit from the organization. JE has three dimensions: the first one is link which talks about the relationships and connections which one has in the organization.

The second one is fit which is concerned with how an employee job aligns with his job requirement, interest and career goals while the last dimension which is sacrifice deals more on what the employee stands to lose when he decides to leave the organization. It could be salaries and fringe benefits, employment status, friends, the job itself and the likes. All this have been found by previous authors to impact positively on employees commitment, job satisfaction, motivation, turnover intention and job performance. None of the works reviewed have studied fit and employee satisfaction in Commercial Banks in

Anambra State. This represents the lacuna this study filled.

## METHODS

Correlation Survey Research Design was adopted because the study elicited relevant data from sampled respondents that aided in analysis so as to come up with an empirical result. It is a design which seeks to establish what relationship exists between two or more variables and thus is best suited for this study because the relationship that exists between the variables of the study were determined.

The population of the study is four hundred and four (404) consisting of: Access Bank, thirty three (33), Zenith Bank, two hundred and thirty nine (239) and First Bank, one hundred and thirty two (132) employees.

The sample size of the study was 197 determined using Krejcie and Morgan (1970) formula. The formula is given thus:

$$s = \frac{x^2 NP(1 - P)}{d^2(N - 1) + x^2 P(1 - P)}$$

Where

s = Sample size

$x^2$  = Table value of chi-square for 1 degree of freedom @ 0.05% confidence level (3.84)

N = population size (404)

P = population proportion (assumed to be 0.5 since this would provide the maximum sample size)

d = Degree of accuracy expressed as a proportion (0.05)

$$s = \frac{3.84 (404)(0.5)(1-0.5)}{(0.05)^2(404-1) + (3.84) (0.5)(1-0.5)}$$

$$s = \frac{387.84}{1.0075 + 0.96}$$

$$s = \frac{387.84}{1.9675}$$

$$s \cong 197$$

Bowley's proportional allocation formula was used to allocate the questionnaire to the studied firms to reflect the population size of each of the Banks. The formula used is given below:

$$nh = \frac{nNh}{N}$$

Where n = total sample size.

Nh = No. of items in each stratum in the population.

N = population size.

- Zenith Bank =  $239 \times 197/404 = 117$
- First Bank =  $132 \times 197/404 = 64$
- Access Bank =  $33 \times 197/404 = 16$

**Table 1.** Regression for Hypothesis Two

Dependent Variable: EMPSAT  
 Method: Least Squares  
 Date: 10/07/16 Time: 08:06  
 Sample: 1 177  
 Included observations: 177

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.298221	0.268851	1.109242	0.2689
CARPATH	0.001947	0.093075	10.00915	0.0000
CARGOAL	1.503519	0.095072	15.81461	0.0000
R-squared	0.944216	Mean dependent var		12.76836
Adjusted R-squared	0.943575	S.D. dependent var		6.685935
S.E. of regression	1.588175	Akaike info criterion		3.779852
Sum squared resid	438.8800	Schwarz criterion		3.833685
Log likelihood	-331.5169	Hannan-Quinn criter.		3.801684
F-statistic	1472.590	Durbin-Watson stat		1.555958
Prob(F-statistic)	0.000000			

**Source:** Field Survey, 2016.

Computation: E-Views Ver. 7

Keys:

EMPSAT = Employee Satisfaction

CARPATH = Career Path

CARGOAL = Career Goals

Questionnaire was used to elicit relevant data for the study. The questionnaire was structured in a 5-point Likert scale (Strongly Agree (5), Agree (4), Undecided (3), Disagree (2) and Strongly Disagree (1) so as to help in transforming the hitherto qualitative responses into quantitative figures for easy empirical analysis. The instrument of data collection was subjected to content and face validity carried out by validators from Educational Foundation Department of Nnamdi Azikiwe University who made inputs and suggestions; they insisted the questionnaire items must be as personal to the respondents as possible and they restructured some of the items before confirming the instrument as valid. The study instrument was scrutinized for reliability using Spearman-Brown's Split-Half technique and the result obtained was .859 which is above the .7 benchmark of acceptance of an instrument as reliable.

### Data Analysis

Multiple Regression analysis was adopted in analyzing the data because of the multivariate nature of the objective and it was run with the aid of E-View Statistical Package Version 7.

### Hypothesis One:

H<sub>a1</sub>: Employee job fit (career path, career goal)

significantly relate with employee satisfaction in the selected commercial banks in Anambra State.

Employee satisfaction was regressed on career path and career goals from the OLS multiple regressions output in Table 1, and the result showed that:

$$\text{EMPSAT} = 0.298221 + 0.001947\text{CARPATH} + 1.503519\text{CARGOAL}$$

The Constant term obtained was 0.298221 and it was not statically significant with a p-value of 0.2689 (p-value > 0.05). The coefficient of CARPATH was 0.001947 and it was statically significant with a p-value of 0.0000 (P-value < 0.05). The coefficient of CARGOAL was 1.503519 and it was statistically significant with a p-value of 0.0000 (P-value < 0.05).

The coefficient of determination (R<sup>2</sup>) was 0.944216 which indicated that 94% changes in the dependent variable were accounted for by changes in the independent variables. Adjusted R<sup>2</sup> was 0.943575 (94%) showing that all the variables are highly correlated. F-Statistic obtained was 1472.590 and it was statistically significant with Pro. F-statistics of 0.0000 which shows the variables are cumulatively significant.

The value of Durbing-Watson Statistics obtained was 1.555958 which can be approximated to 2 and showed negative result for serial correlation between the variables,

and that the result is respectable.

## DISCUSSION OF FINDINGS

In the test of the second hypothesis, the result obtained indicated that a 94% variation in the dependent variable (employee satisfaction) was explained by changes in the independent variables (Career path and career goal) which led to the acceptance of the research hypothesis which states that Employee job fit (career path, career goal) significantly relate with employee satisfaction in the selected commercial banks in Anambra State.

This result implies that the more employees are fitted to their jobs and duties in the organization, the more satisfied they will become in the organization. Put differently, when employees envisages that their duties, job description and requirements in the organization is leading them to the part they desire in their career and is making get closer to their career goals and aspiration, the more satisfied they will become with their jobs in the organization.

This findings aligns with the findings of Bambacas & Kulik (2013) who explored the process by which human resource (HR) practices embed employees in organisations and reduce turnover intentions in China and the results suggest that organisations hoping to use HR practices to deter turnover may experience the greatest success by using performance management and reward systems to increase perceptions of organisational structure. Similarly, Chinomona, Dhurup and Chinomona (2013) who investigated the influence of the fit components of job embeddedness (employee fit to job, fit to organization and fit to community) on employees' job performance revealed that employee fit to job, fit to organization and fit to community positively influences employees' job performance.

The test of the hypothesis indicated that a 94% variation in the dependent variable (employee satisfaction) was explained by changes in the independent variables (Career path and career goal) as depicted by the coefficient of determination ( $R^2$ ) of 0.944216 and it was statistically significant with a probability of F-statistic of 0.0000.

## CONCLUSION

Drawing from the insight of the findings, the study concludes that job embeddedness decomposed with job fit has a significant positive relationship with employee performance decomposed with job satisfaction.

## RECOMMENDATIONS

The following advocacies are proposed:

1). The management while recruiting should not just

focus on the academic qualification of prospective employees but also look at their interest and discipline so as to hire employees that are fitted to the organization.

2). The focused firms management should also appraise the performance of employees and enquire how fitted they are to their present position as it will be showing on their performance, and make necessary adjustment when necessary.

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