



Impact of Person-Job Fit and Facilitating Conditions on Information Technology Employees Job Performance in Bauchi State Tertiary Institutions

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ABSTRACT

The utilization of Information and Communication Technology (ICT) presents numerous opportunities for service providers across various sectors such as communication, banking, education, security, and more. In Nigeria, the adoption of Internet-based transactions is increasingly gaining popularity and acceptance. Extensive research has been conducted to investigate the positive impact of Internet usage on service quality. This study aims to assess the effects of Job Fit and Facilitating Conditions on the Job Performance of Information Technology (I.T) Employees in tertiary institutions located in Bauchi state, Nigeria. To gather data for this study, questionnaires were distributed among skilled staff and administrators working in all I.T units within the designated study area. A total of 95 questionnaires were collected and subsequently analyzed using SPSS version 23.0. Descriptive statistics were employed to address the research questions, while linear regression was employed to test the hypotheses. The findings indicate that both Job Fit and Facilitating Conditions significantly and positively influence the job performance of I.T employees. Furthermore, the study reveals that the Internet has significantly enhanced the quality and effectiveness of job performance. However, it also identified some notable challenges, such as poor internet connectivity hindering the completion of even simple tasks. To address these issues, the study recommends periodic training to encourage I.T staff to remain focused on their responsibilities. Additionally, there is a need for improvement in facilitating conditions, including the provision of uninterrupted power supply and increased bandwidth subscription, among other factors.

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INTRODUCTION

Public service in Nigeria has been described by Ewim and Igbokwe-Ibeto (2016) as poor, inefficient and ineffective. It is often subject of ridicule because of its rigidity. There are problems of corruption, transparency and accountability, high cost of administration and wastage. The deployment of Information and Communication Technology (ICT) in the public service has now made much difference. Today, Information Technology (IT) offers many

opportunities for service providers. In terms of communication, banking, travel, retail, education, records, security, etc. Internet enables direct, two-way-communication without the need of going to the service outlet. But, in the word of Durdana and Vatroslav (2004) beneficiaries must be motivated, willing and capable of using the Internet in their activities, decision making and processes. Nair (2018) explain that it is impossible to think of a world without computers because our day to day activities are dependent on it.

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Statement of the Problem

This study is intended to determine the Impacts of Person-Job fit and facilitating conditions on the I.T Employees Job Performance in Bauchi state tertiary institutions. Notably: The Universities, Polytechnics, Monotechnics and the Colleges of Education located in the state. In the institutions there are designated centres such as the Digital Centres, Management Information Units, Directorate of Information and Communication Technology (DICT) that are specifically established for number of purposes which include: (i) providing facilities for carrying-out high quality research, (ii) development activities, (iii) demonstration programs, (iv) trainings, (v) assessment and sharing of information in related disciplines for sustainable national development, (vi) students semester registration, (vii) processing of semester results, records keeping, etc.,. The operation of these centres depends so much on the use of Internet and capable staff who would properly handle the equipment and manage the activities in the centres.

However, there are researchers that carried out studies on individual factors such as job satisfaction (Ziegler, Hagen, & Diehl, 2012), self-efficacy (Khurshid, Qasmi, & Ashraf, 2012), attitude (Omolayo & Oluwafemi, 2012) and motivation (Abdulsalam & Mawoli, 2012). In sum, there are many factors that have significant influence on job performance but very few have looked into the person-job fit and facilitating conditions on job performance. Therefore, this study aims to examine whether person-job fit and facilitating conditions have significant influence on job performance of I.T employees.

Objectives of the Study

Specifically, this study intends to:

- i. Determine the effect of perceived job fit on I.T Employees Job Performance
- ii. Determine the influence of facilitating conditions on I.T Employees Job Performance

Research Questions

The following research questions were formulated to guide the study:

- i. What is the effect of perceived job fit on I.T Employees Job Performance?
- ii. What is the influence of facilitating conditions on I.T Employees Job Performance?

Hypotheses

The following alternative hypotheses were formulated to guide the study:

- H₁: There is a significant relationship between perceived Job fit with Internet and I.T Employees Job Performance.
- H₂: There is a significant relationship between facilitating conditions for Internet use and I.T Employees Job Performance.

LITERATURE REVIEW

Job fit

The term job refers to the work for which one receives regular payment. Somebody without a job or trying to find one is called a job seeker. Before an individual qualifies for a particular job, the employer finds out important information about the job seeker. These include: Where and who will they be working with, what is the person expected to do, what is the person expected to achieve and what is given to the person at what cost to enable the employer judge whether the employee is fit for the job. According to Lovelace and Rosen (1996) job fit is "the degree to which a person believes that using a particular system would enhance his or her job performance". Also, Thompson, *et al.* (1991) describe job fit as "the extent to which an individual believes that using a technology can enhance the performance of his or her job". Therefore, job fit is considered as the degree to which a person's cognitive abilities, interests and personality dynamics fit those required by the job. It is a concept that refers to how well an employee is suited for his or her position. Hiring employees who are the best fit for their positions is a great way for an organization to decrease turnover (both voluntary and involuntary) and to improve employee retention rates.

Jobs or services that are delivered through the use of Internet requires the recruitment of staff who are trained in the relevant area and have acquired the certificates and experience on the job to be offered. Such experience as put by Cable and Parsons (2001)

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include: using the system to perform a given job effectively, at the time needed, and the capabilities of using the system to enhance individual's job performance and maintenance.

According to Anderson, Peterson, *et al* (2012) the personality-job fit theory postulates that a person's personality traits will reveal insight as to adaptability within an organization such that if the Individual displays a high Personality-Organization (P-O) fit, it can be said that the Individual would most likely be able to adjust to the company environment and work culture, and would be able to perform at an optimum level. Individuals adjust better and are more satisfied with jobs that correspond to their own career related personality types (Tinsley, 2000).

Job-fit is one of the Core Constructs refined by Thompson *et al.* (1991) to assess "the extent to which an individual believes that using a technology can enhance the performance of his or her job". In the context of this work, job-fit is considered a determinant to find out how well an employee is suited for his or her position. Since, hiring employees who are the best fit for their positions is a great way for an organization to decrease turnover and improve employee retention rates.

Facilitating Conditions

Facilitating conditions are objective factors in the environment that, observers agreed, make an act easy to be accomplish. In an Information System context, provision of support for users of Internet service may be one type of facilitating conditions that can influence system utilization.

Facilitating conditions is also one of the base constructs of Unified Theory of Acceptance and Use of Technology (UTAUT) Model by (Venkatesh, *et al*, 2003). The authors noted that the construct represents the degree to which an individual believes that an organisational and technical infrastructure exists to support the use of a system. In this context, facilitating conditions are described as the extent to which the skilled staff of the I.T Units in the tertiary institutions in Bauchi state believe that technical infrastructure exists to enhance the use of digital services. Facilitating conditions radically improved digital centres

(DICTs, MIS, ICTs, and Resource Centres) by introducing a new paradigm which has strong implication on the use of the system. The paradigm thereby makes facilitating conditions (infrastructure) to remain as technological solutions deployed and maintained by trusted organisations which guarantee their sustainability and quality of the services offered to the users, including the provision of computer support, logistics and technical aids needed to use the facilities in the I.T units which facilitate the realisation of digital services in the institutions to some extents.

Job Performance

Generally, job performance is linked with individuals' abilities toward the individual and organization goals, their expectation for fulfilling job targets, environment and the standards set by the organization (Whitaker and Levy, 2012). Job performance assesses whether a person performs a job well. Job performance can be viewed from multidimensional perspective. It is the act of doing a job. It includes an analysis of the employee's attendance at work, attitudes, effort, knowledge, behaviours and skills. Performance theory denotes that "tantamount with behaviour in which people do actually something; can be measured" (Kristof-Brown, 2005). The job performance can be influenced by stream of factor that include: Job satisfaction, Employee engagement, Training and development, Company culture and work environment and Using right tools for the job among others. Whitaker & Levy (2012) states that employee job performance can be measure through these three ways: Employee feedback, Peer feedback and Manager Feedback. Employees will only be considered as good performers if their job performance has achieved the standards. Hence, job performance should be quantifiable and measurable based on quantity and quality of work done by the employees.

Research Framework

Based on the literature reviewed, the proposed model for this study was developed by adapting PC utilization model initially developed by Thompson, *et al.* (1991) due to its relevance to Information Technology. The proposed

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hypotheses aim at finding the effects of person-job fit with internet and facilitating conditions for internet use on employees' job performance.

Figure 1 indicates the structure of the research framework.

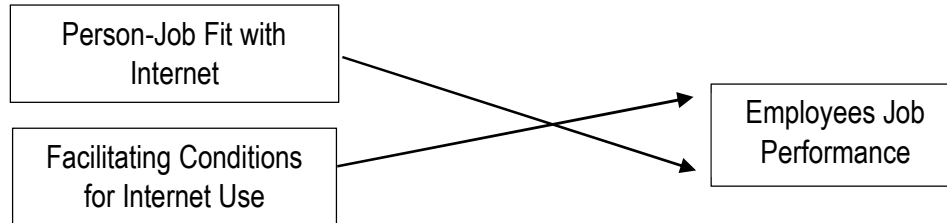


Figure 1: Proposed Research Framework

METHODOLOGY

The design adopted for the study was a descriptive survey. The population comprises of 142 skilled staff of the I.T units in all the institutions under study. 95 respondents obtained using cluster random sampling procedure (Ary *et al.* (2010) participated in the study. The items of the questionnaire adapted from the work of Thompson, *et al.* (1991) and Uloaku (2017) were used for data collection. The respondents were asked to rate the degree to which they agreed or disagreed with each statement, on a scale ranging from 1 (Strongly Disagree), to 5 (Strongly Agree). In order

to ensure validity of the items in the questionnaire, views from four experts in the Department of Management and Information Technology of the Abubakar Tafawa Balewa University, Bauchi was sought for face and content validation. The variables under study were: IVs (Person-Job fit and facilitating conditions) and DV (Employees Job performance). One contact person from each of the participating institutions was chosen as a research assistant who arranged for the distribution of the questionnaire to the respondents. The gross response rate of the questionnaires returned was 92%.

Table 1: Descriptive statistics of constructs

Constructs	N	Mean	Std. Deviation	Cronbach's Alpha
Job-fit with Internet	95	3.81	1.15	0.7910
Facilitating Conditions for Internet Use	95	3.79	1.15	0.7896
Job Performance	95	3.48	1.08	0.7934

RESULTS AND DISCUSSION

Research Question One: What is the effect of perceived job fit on I.T employee's job performance?

Table 2 shows the descriptive result of perceived job fit on I.T employee's job performance based on the respondents' view. The result shows that JBF3 has the highest mean of 4.4105 with the standard deviation of 0.93961, followed by JBF4 and JBF5 with the means of 4.3579 and 4.0526 and the corresponding values of standard deviation of 0.86191 and 0.97160

respectively. While, JBF1 and JBF2 have the lowest mean of 2.8211 and 3.4000 with the standard deviation of 1.60438 and 1.36366 respectively. This indicated that the respondents agreed with the questions on the table. 31(32.6%) of the respondents agreed that use of Internet have effect on their job performance, 32(33.7%) of them agreed that use of internet decrease their time needed for an important job to be accomplish, while 57(60.0%) of the respondents strongly agreed that Internet has increase the quality and effectiveness of performing their job.

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Table 2: Perceived job fit on I.T. employee's job performance

Item	SA	A	UD	D	SD	\bar{X}	S.D
JBF1: Use of internet will have no effect on the performance of my job.	21 (22.1%)	20 (21.1%)	6 (6.3%)	17 (17.9%)	31 (32.6%)	2.8211	1.60438
JBF2: Use of internet can decrease the time needed for my important job responsibilities.	24 (25.3%)	32 (33.7%)	7 (7.4%)	22 (23.2%)	10 (10.5%)	3.4000	1.36366
JBF3: Use of internet can significantly increase the quality of output of my job.	57 (60.0%)	29 (30.5%)	3 (3.2%)	3 (3.2%)	3 (3.2%)	4.4105	.93961
JBF4: Use of internet can increase the effectiveness of performing job tasks.	51 (53.7%)	32 (33.7%)	9 (9.5%)	1 (1.1%)	2 (2.1%)	4.3579	.86191
JBF5: Internet use can increase the quantity of output for some amount of effort.	38 (40.0%)	32 (33.7%)	18 (18.9%)	6 (6.3%)	1 (1.1%)	4.0526	.97160

Research Question Two: What is the influence of facilitating conditions on I.T employee's job performance?

Table 3 shows the descriptive result about the influence of facilitating conditions on I.T employees' job performance based on the respondents' view. From the result, FTC3 has the highest mean of 3.8526 with the standard deviation of 1.15748, followed by FTC2 and FTC1 with the mean of 3.8316 and 3.8211 and the corresponding values of standard deviation of 1.16375 and 1.02084 respectively. While, FTC5 and FTC4 have the lowest mean of 3.7263 and

3.7128 with the corresponding values of standard deviation of 1.23290 and 1.17887 respectively. This shows that majority of the respondents have agreed with the questions on the table. 43(45.3%) of them have agreed that specific person or group of persons are available for assistance with software and network difficulties, while, only 2(2.1%) of them have strongly disagreed. 30(31.6%) of the respondents have agreed that guidance and related website addresses for selecting hardware and software for used were not available in the centres for assistance in case of network difficulties.

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Table 3: Influence of facilitating conditions on I.T employees job performance

Item	SA	A	UD	D	SD	\bar{X}	S.D
FTC1: Guidance is available to me in the selection of hardware.	25 (26.3%)	43 (45.3%)	14 (14.7%)	11 (11.6%)	2 (2.1%)	3.8211	1.02084
FTC2: Guidance is available to me in the selection of software	30 (31.6%)	40 (42.1%)	10 (10.5%)	9 (9.5%)	6 (6.3%)	3.8316	1.16375
FTC3: An experience person is available for assistance when there is software difficulties.	33 (34.7%)	35 (36.8%)	11 (11.6%)	12 (12.6%)	4 (4.2%)	3.8526	1.15748
FTC4: There is a specific person available for assistance when there is network issue in my place of work.	33 (34.7%)	29 (30.5%)	10 (10.5%)	20 (21.1%)	3 (3.2%)	3.7263	1.23290
FTC5: Specialized instruction concerning the popular website are not available to me.	30 (31.6%)	29 (30.5%)	16 (16.8%)	16 (16.8%)	3 (3.2%)	3.7128	1.17887

Table 4 shows the descriptive result of I.T Employees job performance which involve the items generated for the dependent variable in the research model based on the responses of the respondents. From the result, EJP2 and EJP5 have the highest mean values of 3.6105 and 3.6000 with the standard deviation of 1.10410 and 1.07585, followed by EJP3 with the mean value of 3.5474 and the standard deviation of 1.10392. EJP1 and IUL4 have the least mean value of 3.3368 and 3.3263 and the corresponding values of standard deviation of 1.10714 and 1.16182 respectively. This shows that most of the respondents have agreed with the questions on the table. Implying that 23(24.2%) of the

respondents have strongly agreed and 32(33.7%) of them have agreed that they were able to carry out their work efficiently, 45(47.4%) of the respondents have strongly agreed while 13(13.7%) of them have disagreed with the fact that they actively participated in training organized by their employers to update their skills. Also, 19(20.0%) of the respondents have strongly agreed and 40(42.1%) of them have also agreed that they complained about minor work-related issues at work such as having problem with the browser often, due to poor connectivity and lack of new knowledge on Internet utilization which at times hinders achievement of purpose.

Table 4: Job Performance of I.T employees

Item	SA	A	UD	D	SD	\bar{X}	S.D
EJP1: I manage to plan my work so that I finished it on time.	15 (15.8%)	31 (32.6%)	23 (24.2%)	23 (24.2%)	3 (3.2%)	3.3368	1.10714
EJP2: I was able to carry out my work efficiently.	23 (24.2%)	32 (33.7%)	23 (24.2%)	14 (14.7%)	3 (3.2%)	3.6105	1.10410
EJP3: I actively participated in training organized by my employer to update my skills.	12 (12.6%)	45 (47.4%)	23 (24.2%)	13 (13.7%)	2 (2.1%)	3.5474	1.10392

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Item	SA	A	UD	D	SD	\bar{X}	S.D
EJP4: I complained about minor work-related issues at work.	13 (13.7%)	38 (40.0%)	18 (18.9%)	19 (20.0%)	7 (7.4%)	3.3263	1.16182
EJP5: I talked to colleagues about the negative aspects of my work.	19 (20.0%)	40 (42.1%)	18 (18.9%)	15 (15.8%)	3 (3.2%)	3.6000	1.07585

Regression Analysis

A standard multiple regression was performed between the independent variables: Job Fit, and Facilitating Conditions, and the dependent variable as I.T Employees Job performance based on 0.05 level of significance. The analyses were performed using SPSS regression for evaluation of assumptions. Results of evaluation of assumptions confirmed that there were no outliers (an extreme deviation from the mean), the data have good normality and linearity.

N = 95. Table 5: model summary table expressed that the $R^2 = 0.569$. Table 6: ANOVA table indicated that the contribution of the independent variables was significantly different from zero, $F(1.896) = 89.251$, $p < 0.05$, respectively. $F(1.896)$ is the sum of square for the regression value. [total sum of the Standardized Coefficients (Beta) values as presented in table 7] taken as set Facilitating Conditions and Job Fit account for 56% of the variance in employee job performance.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.310 ^a	.569	.045	3.06834

a. Predictors: (Constant), Facilitating Conditions, Job Fit

Table 6: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	89.251	5	17.850	1.896	.031 ^b
	Residual	837.906	89	9.415		
	Total	927.158	94			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Facilitating Conditions, and Job Fit.

Hypothesis One: There will be a significant relationship between perceived Job fit with internet use and employees job performance.

Hypothesis one was formulated to find out whether there will be a significant relationship between perceived Job fit with internet use and employee job performance. This relationship was investigated using Pearson Product Moment Correlation Coefficient. Preliminary analyses were performed to ensure no violation of the assumption of normality, linearity and homoscedasticity. Result of the hypothesis shows that it has standard β value of $-.094$, a standard error of 0.128 and a t-value of $-.734$. This therefore

indicated that there was a moderate positive correlation between the two Variables [$r=.513$, $n=95$, $p<.05$].

This is in line with findings of Hoffman, *et al* (2011) who carried out a study on the impact of staff nurse empowerment on Person-Job fit and work engagement/burnout.

Hypothesis Two: There will be a significant relationship between facilitating conditions for internet use and employees job performance.

Hypothesis two was formulated to determine whether there will be a significant relationship between facilitating conditions for

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internet and employees job performance. The relationship was investigated using Pearson Product Moment Correlation Coefficient. Preliminary analyses were performed to ensure no violation of the assumption of normality, linearity and homoscedasticity. With a standard β value of 0.128, a standard error of 0.085 and a t-value of 1.505. The result indicated that there was a strong positive correlation between the two variables [$r=.792$, $n=95$, $p<.05$].

This indicates that specific person or group of persons are available for assistance with software and network difficulties. This finding is similar to that of Shuhaiber (2016) who reported a study on how facilitating conditions impact on students' intention to use virtual lectures which are popular live delivery of lectures via the Internet, adopted recently as an alternative to traditional lectures worldwide. This also signifies that the

employees would be more creative and have a high level of job satisfaction and commitment when their job characteristics abilities and basic needs match with the organizational demand and availability of resources (Hon, 2012, Kristof-Brown *et al.* 2005).

Table 7 displays the correlations between the variables, the unstandardized regression coefficients (β) and intercept, the standardized regression coefficients (Beta) which indicated the quantity of each independent variable towards the variability of the dependent variable (Employees Job Performance). Facilitating conditions appeared to be the best contributor or predictor of Employees job performance with the Beta value of 0.181, While all the independent variables have their $p<0.05$ which indicated a significant relationship between the IVs and the DV in the entire model.

Table 7: Regression Analysis

	Unstandardized Coefficients (β) (Std. Error)		Standardized Coefficients (Beta)	t-value	Pearson Corr (r)	Sig.	R/ship	Decision
(Constant)	11.97	2.484		4.823		.000		
Job Fit	-.094	.128	.081	-.734	.513	.003	Moderate (+) correlation	Accepted
Facilitating Conditions	.128	.085	.181	1.505	.792	.004	Strong (+) correlation	Accepted

a. Dependent Variable: Employees Job Performance

CONCLUSION AND RECOMMENDATIONS

The PJF and FTC are vital variables that leads employee job performance, evidence revealed from this study that job performance is indispensable, and there must be match between the assigned tasks and responsibilities of employees and their knowledge and competence. The mismatch between tasks and employee's abilities leads towards job dissatisfaction and this in turn affect job performance. The results of this study also, revealed that Employees shall feel more comfortable and dedicated in their job if organizational and technical infrastructure exist to enhance the use of digital services.

The results of present study will be useful as an insight in the process of hiring and retaining employees for optimum job performance.

The organisations will also hire those people whose priorities, values and abilities fit with organizational values. They will perform better and consistently show grater performance and mutual trust. The present study relied on I.T Employees working in tertiary Institutions for analyzing their job performance. Therefore, future researches might add other sectors to compare job performance,

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