

Person-Job Fit and Employee Creativity: The Moderating Role of Leader Support

Abstract

The concept of person-job fit is characterized as the degree of collaboration between both the worker and the work. It is connected to the communication between interaction for further development of job as well as relevant employee organization. Employee creativity is the capacity to come up with concepts or ideas that can result to new services, products, production methods, or modus operandi. This study was aimed to examine the extend person-job fit influence employee creativity and to examine how the effect is being moderated by leader support. The study investigates the connections between person-job fit and employee creativity and the moderating effect of leader support. Using a quantitative research approach, data were gathered from 245 respondents who worked in Nigerian Ecobank at the time of this research. Surveys and questionnaires make up the research design. SPSS was used for the analysis. The research examined the relationship between person-job fit (PJF) and employee creativity (EC): the moderating role of leader support (LS) in Ecobank of Oyo State, Nigeria. The study also explains the relationship of the variables, person-job fit (PJF), employee creativity (EC), and the moderating variable, the role of leader support (LS). The data was gotten from employees both male and female who are staffs working in Ecobank of Oyo State during the time of the study. The result of analysis supported all the hypotheses (H_1 & H_2). The findings indicate that all the hypotheses were all supported.

Keywords: Employee creativity; Person-job fit (PJF); Role of leader support

Introduction

Considering the concept, Person-job fit; is a huge idea that includes tightening up a person's knowledge, gifts, and capacities with the prerequisites of work. Person-job fit is typically considered a significant figure in the work environment. Workers who fit the requirements of occupation better have adequate assets to go after their positions, in this way enhancing position energy and expanding position commitment (Zhao & Han, 2016). The satisfaction and efficiency of workers are possibly achieved at work if the person is the best fit for the job. (Gabriel et. al., 2014).

As posited by Boon and Biron (2016) people want the suitable objectives, values, and interests. The fit to each certain occupation is viewed as worth. Also, tolerating the target of the specific occupation is the objective. The actual needs of an individual expected for working on a task which comprises the degree of safety of the workspace are mental requirements. Total concentration on the work carried out and partaking in the task and figuring out the task and results of work carried out are the desire of a worker. Though request capacities fit is how much individual abilities satisfy the need for work. Request capacities fit methodology includes information, abilities, mastery, and different characters to perceive how well the individual can get done with the responsibility for their work. More so, the more an individual suits his or her work, the more noteworthy the level of people's innovative work conduct as far as information and abilities connected with the position. It is, as a matter of fact, expected that specialists whose gifts are immovably in accordance with their work necessities have more than adequate information and abilities to satisfy their work needs and a more prominent inclination to deal with the process of innovation (Zhao & Han, 2016).

Consequently, the improved match between the individual and their organizational climate advances imaginative thoughts and backing for the use of imaginative contemplations to other people, and such employees profoundly participate in creative work conduct. Individuals having the desired fit levels add to their responsibility and decency to and towards the organizations by redressing, the model of imaginative work conduct with regards to useful work encounters.

Furthermore, there is a new way to the scene general agreement that a worker's creative way of behaving is critical in everyday exercises and commitments in the event that an organization wishes to protect its upper hand and corporate existence and thriving in the current complicated

business world (Herrmann & Felfe, 2013). A significant rate of creative work conduct of employees can make them to respond rapidly and precisely to the working environment, propose original ideas, and give items and administrations (Afsar et al., 2018).

Like the inventive conduct of employees has been viewed like a critical factor of organizational achievement, upper hand on the part of the organization and its sustainability, various research work has inspected ways of managing it (Afsar et al., 2015). There is also a rising group of writing on the meaning of the creative way of behaving in the labor force. However, not very many examinations have surveyed the creative way of behaving of commercial bank staff productively in Nigeria especially Ecobank of Nigeria which will be our core center of the investigation. Besides a couple of explorations that research the creative way of behaving of commercial bank workers just explored the impact of transformational authority as well as empowerment on employee creativity, (Knol & Van Linge, 2009).

Materials and Methods

This study employs a quantitative research method. The study was led to research on the topic; “person-job (PJ) fit and employee creativity: The moderating role of leader support” using ECOBANK of Nigeria as a case study. By PJ fit, we mean a type of prosperity shift in their enactment as well as valence, varying in regard to energy-related excitement notwithstanding whether they are negative or positive. Those distinctions recommend the need to refine customary suppositions that a destitute person-job fit causes lower prosperity. More initiated types of prosperity were proposed to be related to less fortunate, instead of better, need genuine fit, since more prominent inspiration raises needed degrees of occupation includes and may consequently decrease fit with genuine levels. As anticipated, enacted prosperity which is represented by work commitment and more peaceful prosperity was viewed as related to a poor fit in inverse bearings decidedly and adversely. Speculations and organizational practices need to oblige the most differentiating ramifications of various types of prosperity (Warr & Inceoglu, 2012). Meanwhile, employee creativity alludes to the age of novel and helpful thoughts (Amabile, 2012). With the continuous business rivalry and dynamic global monetary climate, development has been broadly used to upgrade administration conveyance (Biljohn & Lues, 2019), and employee creativity has been generally perceived to be fundamental for organizational advancement, sustainability, and long-haul execution (Antwi et al., 2019). More so, the role of leader support in provoking proactive

conduct has been guessed and analyzed in a few examinations. A focal contention for this interaction is that having support from a leader encourages a higher identity assurance and supports workers' feeling of capability and ability to start future-centered change (Oldham & Cummings, 1996).

The present study employs the quantitative design since it gives the primary relationship between variables and a mathematical explanation of quantitative associations. This means that this research took on a quantitative examination strategy. The review was directed to explore the effect of the independent variable, person-job fit (PJF) on the dependent variable, employee creativity (EC), and to examine the moderating role of leader support (RoLS) in their relationship at Ecobank of Nigeria in Oyo state, Nigeria. A distinct examination plan and multiple regression investigations were utilized to give the speculative supporting idea to perceive how person-job fit affects employee creativity and how the role of leader support could moderate such effect in Ecobank of Nigeria, Oyo State, Nigeria.

In addition, the information accumulated in the past chapter two allows the distinctive verification of the association between different existing models. Along these lines, prescribe an applied construction to assist with concluding the effect of person-job fit on employee creativity and how the role of leader support could moderate such effect in Ecobank of Nigeria, Oyo State, Nigeria. The assortment of information was conceivable by sharing a questionnaire online to a sample of 165 workers from 20 different branches of Ecobank of Nigeria chosen via convenient sampling. As per the sample population, which is 165, one hundred and sixty-five questionnaires were disseminated online to bankers in Ecobank of Nigeria in Oyo state. And only 155 questionnaires were returned which forms 93.9% of the total sample. In this way, the target populations are workers in Ecobank of Nigeria Oyo State Nigeria.

Results

Validity and Reliability Test

Table below (1) show items for PJF1-PJF9 are reliable since the items represents the independent variable “person-job fit (PJF)” and is 0.954 reliable, this implies that 9 items associate with the Person-job fit (PJF) variable. Also, the group of items EC1-EC7 is reliable like the items associated with the dependent variable which is “employee Creativity (EC)” which 0.730 reliable by 0.730 this implies that 7 items stand for the Employee Creativity (EC) variable.

In addition, the items from LS1 to LS9 items represents the moderating variable “leader support (LS)” and is reliable by 0.871 which means that 9 items stand for leader support (LS).

Furthermore, each of the variables has a factor loading more than 0.5 since person-job fit, employee creativity, and leader support are represented by factor loading more than 0.5 and they were all significant in accordance to Anderson and his co-author Gerbin, (1988). Meanwhile, person-job fit has a composite reliability score of 0.975, employee creativity has a composite reliability of .928, and leader support has a composite reliability of 0.913. this implies that composite reliability is confirmed since all the observed values has a composite reliability more than 0.6. And the average variance extracted of the observed variables are 0.848, 0.652, and .573 respectively for each of them which are person-job, employee creativity, and leader support respectively.

Thus, the reliability analysis reveals Cronbach’s alpha afore provided according to Table below (1) exceeds 0.6 and the factor loading greater than 0.5 this means the data gathered is valid and reliable.

Table 1 Results of Validity and Reliability Analyses

Factor	Num. of items	Factor loading intervals	Variance	α	CR	AVE
Person-job fit	9	.864 - .968	84.854	.954	.975	.848
Employee Creativity	7	.643 - .878	65.496	.730	.928	.652
Leader support	9	.527 - .880	66.997	.871	.913	.573

α ; Cronbach's Alpha, CR; Composite Reliability, AVE; Average Variance Extracted

Descriptive Analysis

Here this research work comprises of data gathered from the participants; it is the result from descriptive analysis of relationship between person-job fit and employee creativity including the moderating role of leader support in Ecobank, Oyo State of Nigeria. It put into consideration the social demographic of the single independent variable of “person-job fit” (PJF) and the dependent variable “employee creativity” (EC) including the moderating variable of role of leader support in Ecobank, Oyo State of Nigeria and the dependent variable, employee creativity (EC).

The instrument; questionnaires were disseminated electronically using Email and WhatsApp.

The table 2 below shows the mean and standard deviation of the variables under consideration which shows the main inclinations in the participants responses to the items of the questions and where most responses occur. But standard deviations describe the deviation from the mean. It also contains not only the mean, standard deviation, but also minimum and maximum values of the studied variables where a bigger mean explains participants answer to incline with the questions while smaller mean explain disagreement of the participants.

Table 2: Participants descriptive Statistics of the scores on the Scales (n= 155)

Variable	N	Min.	Max.	Mean	SD
Person-job fit	155	1.00	5.00	3.1465	1.11503
Creativity	155	1.57	5.00	3.4857	.72963
Leader support	154	1.25	5.00	4.0398	.83513

Where; PJF = Person-Job Fit, EC = Employee Creativity,

LS = Leader Support

Looking at the above table 2, it is regard to the independent variable person-job fit (PJF) indicate a mean of 3.1465 and a standard deviation of 1.11503, with a minimum value of 1 and a maximum value of 5 on the scale. These results suggest that the participants had some disagreement with the questions regarding PJF. Similarly, for the dependent variable employee creativity (EC), the respondents reported a mean of 3.4857 and a standard deviation of 0.72963, with a minimum value of 1.57 and a maximum value of 5. This implies that those figures given above in Table 2 reveals that the participants agree with the items of the questionnaire.

And for the third one which is the moderating variable, the mean and standard deviation of the role of leader support (LS) is 4.0398 and .83513 respectively and the minimum point from the scale was 1.25 whereas the maximum was 5. This means that the participants agree with the items of the questionnaire.

Hypothesis Testing

Multiple correlations and regression analysis has been conducted by using the single independent variable, person-job fit (PJF), the single dependent variable, employee creativity (EC), and the moderating variable, the role of leader support (RoLS) to test the two hypotheses which are listed below:

H₁: There is a significant effect of Person-job fit on an employee's creativity;

H₂: The relationship between person-job fit and employee creativity is moderated by the role of leader support.

Correlation Analysis

Looking at the analysis for correlation, all the three variables (one explanatory, one explained, then another moderating variable) all examined to determine whether there correlation and significance.

The result indicates Table 3 displays the analysis correlation conducted on all the variables examined in the study. This section provides information on the connections between the variables, based on the figures presented in Table 3.above, the result shows that the correlation between person-job fit (PJF) and employee creativity (EC) is .780 and it is significant. This means that there is a high positive correlation between person-job fit (PJF) and employee creativity (EC) in Ecobank

of Nigeria, Oyo State, Nigeria (H₁). This means that the degree of the employee creativity will increase with an increase in person-job fit

Table.3: Correlations among the Variables Included in the Study (n=245)

Variable	1	2	3
1.Person-job fit	1		
2.Creativity	.780**	1	
3.Leader support	.318**	.251**	1

** p<0.01 (two-tailed)

Where; PJF = Person-Job Fit,

EC = Employee Creativity,

RoLS = Role of Leader Support

Besides, the result in the above table 3 shows a correlation (PJF) and leader support (LS) is 0.318. This means that there is a weak positive correlation between person-job fit (PJF) and roles of leader support (LS) in Ecobank of Nigeria, Oyo State. This means that for an increase in leader support to occur, there must be a slight positive increase in person-job fit

And lastly, the correlation analysis in the above table 3 also shows that the correlation between employee creativity (EC) and roles of leader support (LS) is 0.251. This means that there is a weak positive correlation between employee creativity (EC) and roles of leader support (LS) in Ecobank of Nigeria, Oyo State and is significant. Therefore, the correlation analysis in table 3 above shows that there is a weak positive relationship between employee creativity (EC) and role of leader and it is significant since its p-value is 0.000 less than 0.05.

Regression Analysis

Since there is a correlation between each of the variables and it was verified that each of the hypotheses was supported in the correlation analysis as shown in table.4. However, the regression analysis for all the hypotheses was also tested to check if satisfied.

H₁: There is a significant effect of Person-job fit on an employee's creativity;

H₂: The relationship between person-job fit and employee creativity is moderated by the role of leader support.

To start with a linear regression analysis was conducted in order to test Hypothesis 1 which was:

H₁: There is a significant effect of Person-job fit on an employee's creativity.

This type of analysis gives us the best linear relationship between the dependent variable and the independent variable. And as referenced before, the dependent variable for the regression is the employee creativity (EC) while the independent variable is person-job fit (PJF) as indicated in hypothesis one.

Table.4: The Mediating Role of P-J-Fit on the Relation between Training and Development and Turnover' Regression Results

	Model-1 (Employee Creativity)	Model-2 (Employee Creativity)
Gender	-.119**	-.121**
Age	-.063	-.065
Experience	.125**	.126**
Person-job fit	.860***	.861***
Leader support	.354***	.353***
Interaction		.209***
F	84.622***	70.121***
R Sq.	.741	.792

Where; PJF = Person-Job Fit,

EC = Employee Creativity,

Results in Table.4 above shows that person-job fit and leader support positively affect employee creativity and as shown on Model 2, interaction term has significant effect. Thus, leader support moderates the relationship between person-job fit and creativity in Ecobank of Oyo state, Nigeria. More so, table 4 above showed that the R² is 0.792 which implies that the dependent variable, employee creativity (EC) is explained by the independent variable, person-job fit (PJF) by 79.2%.

The regression coefficient .861*** in Table 4 above show that there is a positive impact of person-job fit (PJF) on employee creativity (EC) in Ecobank of Oyo state, Nigeria since F (1, 154)

=70.121, $p=0.000<.05$. This result revealed that hypothesis one was supported and there is a positive impact of person-job fit (PJF) on employee creativity (EC) in Ecobank of Oyo state, Nigeria. Therefore, H_1 is accepted.

More importantly, the coefficient result in Table 4 above indicates that beta weight (β) of the interaction between PJ fit as well as leader support on employee creativity is 0.209*** and it is significant which suggests that the leader support moderates the relationship between person-job fit and creativity in Ecobank of Oyo state, Nigeria.

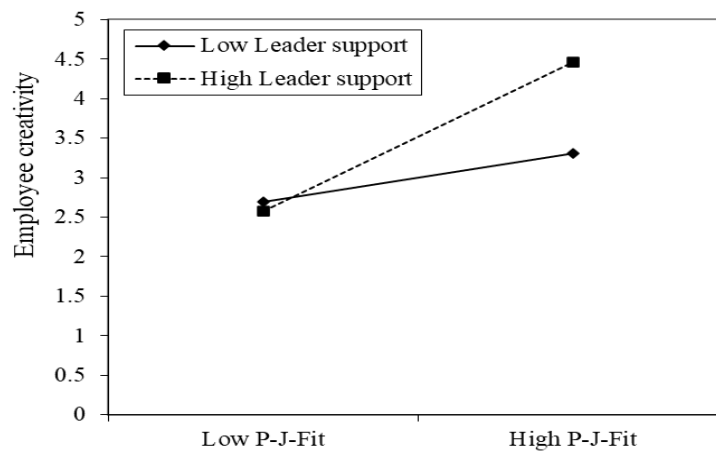


Figure 1: Interaction of Person Job Fit and Leader Support on Employee Creativity

To understand how the interaction happens we draw a simple slope diagram. The diagram shows that low leader support group employees even they perceive high P-J fit, their creativity does not change but for high leader support employees the creativity increases when P-J- fit increases. Thus, we can say there is a positive impact of person job fit on creativity is conditional depending on leader support.

Discussion

This research's first hypothesis (H_1) is aimed at explaining the significant effect of Person-job fit on an employee's creativity at Ecobank of Oyo State, Nigeria. To be honest, person-job fit (PJF) has a significant effect on employee creativity (EC) at Ecobank of Oyo State, Nigeria. The analysis revealed, that hypothesis (H_1) was confirmed, which affirms the position of Samson (2020). This outcome demonstrates that person-job fit and employee creativity have a huge and positive relationship. These results are also based on and upheld by past literature. The aftereffect of this present study is also viable to the perceptions of Suwanti et al. (2018), which laid out the impact of PJ fit on employee creativity. Person-job fit depends on the private level and ensures that workers hold the professional abilities to do the necessary duties and produce overhauled endeavors (Werbel & De Marie, 2005). Consistency between the impression of workers and the circumstances under which they work and their particular inclinations decides the impacts of advancing position advancement (Kim, Crant & Hon, 2009). Afsar et al. (2018) expressed that person-job fit assumes a significant part in molding employee creativity.

It was studied; PJ fit connects with consistency of workers' ability and requests of work. On the off chance that experts are furnished with the right abilities in the gig, they would be locked in with happiness in the gig which adds to improved brings about the work. In the event that workers have a more noteworthy level of PJ fit, will make them expand their occupation's productivity while feeling guaranteed their activities may convey desired goals looking like corporate motivations (Astakhova & Porter, 2015).

Furthermore, another hypothesis which is hypothesis two was also supported. The hypothesis stated that the connection among PJ fit as well as employee creativity is moderated by leader support role (H_2). Hypothesis two was also supported and it concurs in accordance with past investigations of various researchers that role of leader support can emphatically impact or moderate the connection among person-job fit and employee creativity (Axtell et al., 2000). Leaders are consistently and foreman who releases the expected ability in his/her workers and subordinate to accomplish the ideal result or accomplish the specific organizational objectives. There are numerous hypotheses and strategies that are introduced in many years ago however, one of the most arising hypotheses is the role of leader support, which is viewed as key for the leader's victory.

More so, the analysis revealed that all the hypotheses were all supported i.e., H₁ and H₂. likewise, the coefficient results in the above Table.4 indicates that beta weight (β) is 0.884 thus implying that the independent variable, person-job fit (PJF) contributed to the dependent variable, employee creativity (EC) in Ecobank of Oyo state (H₁), Nigeria by 79.2%. And it is significant since the F-statistics is 70.121 with a p-value of 0.000 less than 0.05. And the results of the coefficient in Table 4 indicates that beta weight (β) is 0.209 this implies that the more the moderating variable, Role of Leader Support (LS), the more the increase in strength of the independent variable's relationship between person-job fit "PJF" and the dependent variable, employee creativity "EC" (moderating). Also, the correlation between person-job fit (PJF), and employee creativity "EC" is significant since the $p=0.000<0.05$.

Theoretical Implications

Subsequently, (Woodman et al. 1993) stated a connection point model of development, and the problem of why and how person-job fit influences employee creativity evolves to a major subject. PJ fit has displayed to presciently affect employee creativity, as an essential component of individual climate. In any case, the impact component of PJ fit on employee creativity has acquired less academic consideration. The interceding impact of the role of leader support in this relationship has not been widely analyzed. Subsequently founded on the person-job fit hypothesis; we analyzed the effect component of PJ fit and employee creativity.

The intervening job of mental significance between the constructive outcome of PJ fit and employee creativity was upheld by this examination. The discoveries not just extend the literature on person-job fit and employee creativity yet, in addition, the moderating effect of role of leader support fortify person-job fit hypothesis. The role of leaders supporting in administration demonstrates a necessity on how much employee creativity might be raised and fortified. The outcomes present a hypothetical starting point for opening the concept in regards to person-job fit and employee creativity hence giving a clearer comprehension of the moderating impact of the role of leader support on the relationship between person-job fit and employee creativity.

Managerial Implication

Person-job fit is vital for every company. Organizations should concentrate more in enlistment and choice of those workers which are exceptionally fit for the job.

Workers turn out to be bound to be proficient and give the organization his best when his gifts and capacities suit the requirements of the association. Supervisors should form work by considering the experience, mastery, abilities and character qualities of individuals doing those particular positions. Equilibrium between employee's plight as well as company assets and people's discernment of job and abilities ought to be kept up by managers. This match guarantees positive results, and one of the outcomes found in this study is employee creativity. Person-job fit might sub for wide-range space-related capacities that (Amable, 1996) claims as preliminary to creativity. Nonetheless, managers anticipate their workers not exclusively to deliver ideas, however to carry out their inventive methods. Our discoveries demonstrate that a solid match between the people and their work would conceivably improve employee creativity that combines incitement with performance of imaginative ideas. Measures ought to be taken to acquire information about workers very own advantages and assumptions and integrate them into positions that will empower them and convey themselves optimally. Besides, managers ought to utilize leader support to find a decent person-job fit yet additionally to deliver impending workers to assist with improving coordination with partners and their assumptions. The meaning of adjusting the individual convictions of employees with the responsibility and corporate standards has expanded the practical interest of exploration on the employee creativity and its predecessors. This guarantees that the managers moderate advancement in employee creativity by picking and keeping up with specific person-job fit best into the standards and organizational environment.

They should be careful however that choosing of workers based on their organizational match just will not guarantee employee creativity. Managers should endeavor to empower significance effective work plan. The study outcomes additionally demonstrate that employing the best worker for various work positions would expand significantly. In addition to the relationship between person-job fit and the role of leader support guarantees employee creativity at work yet in addition the climate of divided certainty among an individual and their leader. While staff believes their leader for support and motivation, uncertainty and anxiety toward pressure with respect to workers will conceivably decrease. Managers can empower workers to carry out creative contemplations

and not ponder the results of those advancements. Workers are normally hesitant to communicate in associations on account of the way that assuming the idea was fruitless; the leader may condemn and undermined it. Managers ought to render their employees support to trust them, and should assume the liability promptly on the off chance that the solution does not yield the necessary result. Similarly, workers frequently will not talk when the arrangement is fruitful; the motivating forces could discourage people instead of innovation. Constructing and saving trust in managers is a critical way by which employees might be propelled to work.

This certainty benefits the company in terms of making positive and successful energy that further develops the work effectiveness of workers. Keeping up with workers to cultivate innovation is important to get to the greatest creative limit of our workplaces (Shipton et al., 2005). Thus, the pragmatic ramifications of this exploration connect with the job of associations, and specifically human resource managers, in fostering a propelling, educated, and creative climate at work.

Limitations and Suggestions for Future Research

Despite the significant contribution of this study to literature, there are some limitations that have been identified.

To begin with, the sample size is only moderate, consisting of 165 participants, which could potentially affect the analysis results. Nonetheless, since the online survey method does not permit interpersonal interaction with participants, it does aid in comprehension of the research questions and topic. Future researchers can therefore conduct analysis with a larger sample size and if feasible, gather data through manual or physical means. This could either corroborate or challenge the findings of this study.

Secondly, since this research is carried out only in Oyo state, particularly the Ecobank of Nigeria, the research provided a response for only one state out of 36 states and only one bank with several branches out of different banks in Oyo state State, Nigeria. The considered connection linking PJJ and EC including the moderating variable, role of leader support (RoLS) at Ecobank of Nigeria, Oyo State should be interpreted with caution due to concerns about only one source. Future research should consider more than one bank in Oyo State such as Stanbic, GT bank, Access, among others in Oyo State, Nigeria.

Moreover, as previously mentioned, the investigation has faced limitations such as time and financial constraints. If the research were to challenge conventional thinking, it would require a more comprehensive and detailed study. Due to the limited timeframe and resources available for this university project, the scope and impact of the research have been affected.

To sum up, the data collection for this study is relatively limited, and the sample size is small, which could compromise the findings objectivity as well as accuracy.

Conclusion

This research targeted assessing the effect of person-job fit (PJF) on employee creativity (EC): the moderating role of leader support (RoLS) at Ecobank of Nigeria Oyo State. The review uncovered that there is an effect of person-job fit on employee creativity at Ecobank of Nigeria, Oyo State. Thus, reveals that person-job fit plays a vital role in employee creativity at Ecobank of Nigeria, Oyo State, no matter what their practices are.

Lastly, the study of these two variables of person-job fit (PJF) as the independent variable and employee creativity (EC) as the dependent variable at Ecobank of Nigeria, Oyo State precede the expansion of study that the introduction of role of leader support results to an increase in EC which is best elaborated by R^2 in theory 2 which increases from 0.741 in model 1 to 0.792 in model 2.

In the meantime, in the areas listed below, effort will be made to: create more opportunities for career development, increase employees' commitment to their roles, prioritize the wellbeing of workers, provide equal opportunities for workers to advance based on the merits of their work, encourage employees to fully utilize their skills and abilities at work, improve job security for workers, and ensure fair distribution of salaries based on their level of expertise and education. Most importantly, there will be a focus on expanding the PJ fit in relation to employee creativity, and the moderating effect of the role of leader support will expand the worker's empowerment, and apply an expert workspace.

Abbreviations

PJF	(Person-Job Fit)
EC	(Employee Creativity)
RoLS	(Role of Leader Support)

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