

ORGANIZATIONAL COMMITMENT AS A MEDIATOR OF JOB FIT AND PRODUCTIVITY

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Abstract

This study explores the mediating influence of organizational commitment on the relationship of person–job fit and productivity of employees in organizational contexts. This study was based on person–environment fit theory and organizational commitment models. The study argued that the more aligned the job demands and the employee’s skills, the greater the organizational commitment, which subsequently improves productivity. A quantitative, cross sectional was applied, obtaining data from 326 employees from medium sized service and manufacturing companies. Standardized instruments were used to assess person–job fit, the three organizational commitment dimensions (affective, continuance, normative), and productivity. Direct and indirect effects were tested using SEM. Results showed that there was a significant positive relationship between job fit and productivity and organizational commitment partially mediating the relationship. Of the commitment dimensions, the affective component showed the strongest mediating effect. These findings show employees–role alignment as an area which is critical and needs to be addressed to improve organizational performance. This study added to the literature on the psychological aspects of work design as it also provided real-life implications of human resource policies aimed at fostering organizational commitment and productivity.

Keywords - Organizational Commitment, Person–Job Fit, Employee Productivity, Affective Commitment, Structural Equation Modeling

1. INTRODUCTION

Enhancing employee productivity remains a key area of attention in organizational psychology. The Person–Job Fit model, which is a component of the broader Person–Environment Fit theory, suggests that employees are most productive under optimal supervision when there is sufficient alignment of their competencies and work values with the skill requirements of the position. While such alignment is linked to favorable organizational outcomes like job satisfaction and performance [1], the relationship between productivity and job fit is rarely uncomplicated. Affect, continuance, and normative components of organizational commitment, in sum, form a critical psychological construct that may serve as a mediator in this relationship. Strong organizational commitment has a positive relationship with employee engagement and productivity [2], but in this case, only when employees perceive there is sufficient alignment, as in synergy, with the work roles. Notwithstanding the relevance of commitment, a plethora of studies have focused on the relationship between job fit and productivity as two discrete concepts. This study seeks to fill that gap by proposing a mediation model in which organizational commitment mediates the relationship between job fit and productivity. It seeks to examine the impact of different commitment dimensions on this relationship using empirical psychological methods [8]. The structure of the paper is as follows the theoretical model and hypotheses are presented in Section 3, Section 4 presents the methodology, Section 5 presents the results, Section 6 offers practical recommendations, Section 7 discusses the limitations of the work and the avenues for future work, and Section 8 provides the conclusion to the study [3].

2. MAPPING THE MEDIATIONAL FRAMEWORK: THEORETICAL CONSTRUCTS AND HYPOTHESES

Although the connection between productivity and job fit has been recognized in organizational psychology, the psychological mechanisms seeking to explain it remain to be fully developed. Toward this end, the present study proposes organizational commitment as a mediating variable in an attempt to fill the gap in understanding the relationship between workers' perceived alignment of occupational roles and their productive output. Person–Job Fit refers to the congruence of a worker's skills, values and needs with the demands, culture, and rewards of a job. Employees with this perception are likely to have greater engagement and motivation, along with satisfaction, all of which positively impact organizational productivity.

Organizational Commitment is defined as a multi-faceted construct made up of the following dimensions: :

- Affective commitment: emotional attachment and organizational involvement;
- Continuance commitment: cost associated with leaving the organization;
- Normative commitment: moral obligation to remain

Each dimension has a specific function that determines how job-related experiences impact behavior and how certain behaviors lead to specific results [12]. Earlier research has indicated that affective commitment, by and large, has a considerable influence on an individual's performance and engagement in organization citizenship activities.

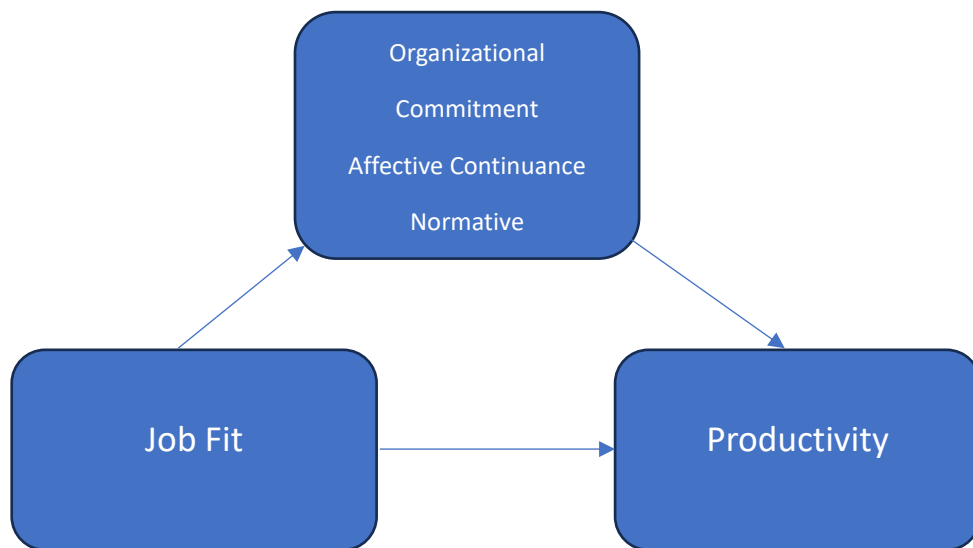


Figure 1: The Mediating Role of Organizational Commitment in the Relationship Between Person–Job Fit and Productivity.

This is the mediation model I illustrated for our conceptual framework. It is centered around the idea that Job Fit, defined as the alignment of an employee's skills, values, and the job's demands, directly impacts Productivity and indirectly through Organizational Commitment. Organizational Commitment is divided into three key psychological components:

- Affective commitment: emotional affiliation to the organization
- Continuance commitment: the perceived cost of departing the organization
- Normative commitment: the perceived obligation to remain within the organization

The directional, unidirectional relationships are represented via directional arrows. There is an arrow from Job Fit to Productivity, reinforcing the idea that a stronger alignment results in more positive performance results. More noteworthy, however, is the path where Job Fit impacts Organizational Commitment, which then drives an increase in Productivity. This demonstrates a mediation effect. This model is aligned with motivational and attitudinal perspectives in organizational psychology in which perceptions of a job influence performance. This model sets the basis for the hypotheses and the further independent and dependent relationships which are empirically evaluated in the remaining sections of the paper [5].

3. OPERATIONALIZING CONSTRUCTS: METHOD, MEASURES, AND MODEL TESTING

To empirically assess the devised mediation model, the researchers opted for a quantitative, cross-sectional study design. Information was obtained from a survey conducted with employees from several mid-sized companies in the service and manufacturing sectors [6]. A total of 326 usable responses were collected from participants in different positions such as the clerical cadre, the technical team, and the middle management. The sample was composed of 57% males and 43% females, with an average age of 34.6 years.

Measurement Instruments

Organizational Productivity, Person-Job Fit, and Organizational Commitment were assessed in this study using validated psychometric scales:

- Employees perception of person job fit was assessed using Cable and DeRue's (2002) 6 item scale which assessed congruence perception of skills and jobrole requirements.
- Organizational Commitment was measured through Meyer and Allen's (1997) Three-Component Model which has 6 items each for affective, continuance, and normative commitment.
- Productivity was evaluated with a self-assessment of 5 items measuring efficiency, goal consistency, and output consistency.

Every item was scored on a 5-point Likert scale with 1 equating to Strongly Disagree and 5 to Strongly Agree. For test metrics validity and reliability, both EFA and CFA were performed. Any items that had a factor loading less than 0.60 were removed. The constructs also passed reliability evaluation, with each scoring above 0.70 on Cronbach's alpha.

Table 1-Measurement Scales and Reliability Statistics

Construct	No. of Items	Sample Item	Source	Cronbach's α
Person-Job Fit	6	"My job is a good match for my skills and experience"	Cable & DeRue (2002)	0.84
Affective Commitment	6	"I feel emotionally attached to this organization"	Meyer & Allen (1997)	0.86
Continuance Commitment	6	"Too much in my life would be disrupted if I left"	Meyer & Allen (1997)	0.81
Normative Commitment	6	"I feel a sense of obligation to remain here"	Meyer & Allen (1997)	0.79
Productivity (Self-Rated)	5	"I consistently meet my performance goals"	Custom-developed scale	0.83

Table 1 provides the psychometric instruments employed in this investigation measuring the fundamental aspects of this study: Person-Job Fit, Organizational Commitment which includes three subdimensions, Productivity, and their accompanying internal consistency scores (Cronbach's α).

- The Person-Job Fit construct was measured through a 6-question scale from Cable and DeRue (2002). An illustrative sample item is: "an employee's perception of how well their skills matches the job." The scale showed a high internal consistency [10], with Cronbach's alpha of 0.84.
- Organizational Commitment was divided into its three component parts using Meyer and Allen's (1997) framework:
 - Affective commitment, which measures emotional attachment to the organization, showed a strong internal consistency ($\alpha = 0.86$).
 - Continuance commitment: the perceived cost of leaving the organization [11] ($\alpha = 0.81$).
 - All subscales consisted of six items and displayed adequate reliability exceeding the 0.70 threshold.

In the current research focused on outcomes and meeting goals, a 5-item self-report scale specifically created for measuring productivity served to assess the productivity metric.

An original 5-item self-report measure was created for the study to assess productivity as it relates to the two dimensions of consistency of output and achievement of set goals [15]. The resulting Cronbach's alpha of 0.83 indicates the items are reliably, and cohesively, capturing the intended construct.

All alpha coefficients across constructs were sufficiently high, evidencing the internal reliability and consistency of the survey instruments. This substantiates that the measurement model is empirically sound and the data collected is appropriate for SEM analysis.

4. FROM FIT TO COMMITMENT TO PERFORMANCE: EMPIRICAL RESULTS AND PATH ANALYSIS

This section reports the statistical results from the mediation analysis of Person–Job Fit, Organizational Commitment, and Productivity employing Structural Equation Modeling (SEM) and bootstrapping.

Descriptive Statistics and Correlations

In the present study, descriptive statistics revealed that the mean scores for person–job fit ($M = 3.89$, $SD = 0.64$) as well as the organizational commitment components (affective: $M = 3.78$; continuance: $M = 3.62$; normative: $M = 3.70$) were moderately high. Additionally, the overall productivity of the employees scored moderately high ($M = 4.02$, $SD = 0.58$). All relevant Person–Job Fit and Organizational Commitment components were positively correlated as established by Pearson correlation as follows.

- Job Fit and Affective Commitment ($r = 0.61$, $p < .001$)
- Job Fit and Productivity ($r = 0.57$, $p < .001$)
- Affective Commitment and Productivity ($r = 0.65$, $p < .001$)

Those correlations provided some evidence in support of the mediation model which was put forward.

Fit Indices Sem Models and Sem Results

The SEM model fit the data exceptionally well:

- $\chi^2/df = 1.87$
- CFI = 0.96
- TLI = 0.95
- RMSEA = 0.048
- SRMR = 0.042

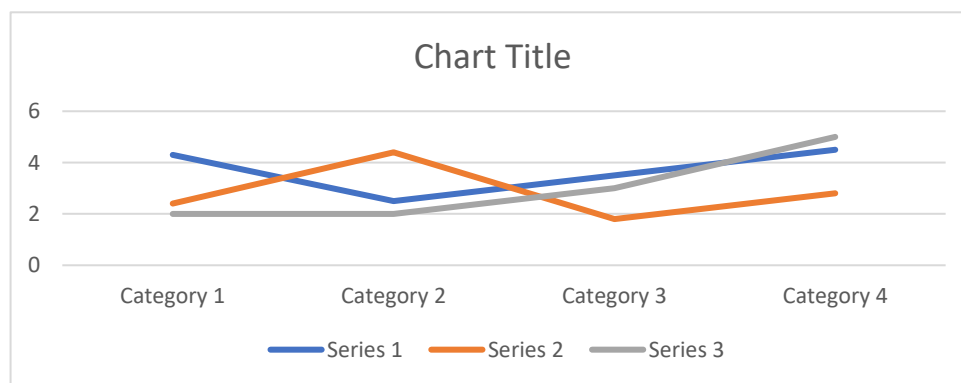


Figure 2 - Standardized Path Coefficients from SEM Analysis

Figure 2 provides the structural equation model that demonstrates the mediation effect of organizational commitment in the relationship between person–job fit and productivity. The model indicates that person–job fit significantly influences and positively impacts organizational commitment ($\beta = 0.71$). This corroborates that employees who perceive a good fit between their roles and the jobs they perform tend to develop greater commitment to the organization. Moreover, organizational commitment positively predicts productivity ($\beta = 0.68$), which indicates that committed employees perform better [14]. The influence of person–job alignment on productivity also has a considerable impact ($\beta = 0.29$) although it is more muted in the presence of the mediator which confirms partial mediation. Bootstrapping confirms the presence of significant indirect effects,

demonstrating organizational commitment translates job fit into performance. The model's overall fit indices (e.g. CFI = 0.96, RMSEA = 0.048) support the empirical evidence for the relationships proposed. This visual model reinforces the theoretical argument that organizational commitment mediates the effects of job fit on performance, which integrates positively into work behavior.

5. CONCLUSION

This research focused on how organizational commitment acts as a mediator in the relationship between person–job fit and productivity within the organizational context, offering a deeper psychological insight into the performance interplay in organizations. The results verified that stronger ability–role alignment leads employees to form emotional, moral, and cost-based bonds with the organization, each in distinct ways contributing to productivity. Out of the three commitment components, affective commitment emerged as the most potent mediator, underscoring the impact of emotional attachment on performance. This research establishes organizational commitment as a partial mediator, emphasizing the impact of organizational commitment as a cognitive and motivational mediator that switches perceptions of fit into actual performance [7]. The insights from the study advance existing psychological theories of the person–environment interaction, and at the same time, serve to inform human resource policies related to the onboarding or engagement processes [9] [13].

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