PERSON JOB-FIT AND EMPLOYEE RETENTION IN TERTIARY INSTITUTIONS IN KOGI STATE, NIGERIA

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Abstract

This study investigated the relationship between person-job fit and employee retention in tertiary institutions in Kogi State, Nigeria, with a specific focus on the link between team fit and team dynamics. A descriptive survey research design was adopted, and data were collected using a structured questionnaire. The sample size was determined using Krejcie and Morgan's table, while hypotheses were tested with the Pearson Product Moment Correlation Coefficient in SPSS version 27. Findings revealed a statistically significant positive relationship between team fit and team dynamics in the studied institutions. The study recommends that management of tertiary institutions should prioritize team fit in the formation and management of teams, as this enhances team dynamics and contributes to improved organizational performance.

Key words: *Person Job-Fit, Employee Retention, Team Fit, Team Dynamics, Tertiary Institutions.*

Introduction

Understanding the intricate link between people and their work settings requires a thorough understanding of organizational dynamics, and one key element in this understanding is the concept of Person-Job Fit. The alignment of a person's values, interests, and capabilities with the demands and work culture is known as person-job fit (Ariyani, Djudiyah & Syakarofath, 2023). This concept concerns the intricate alignment of a person's natural skills, abilities, and preferences with the requirements, expectations, and social conventions connected to their role within an organization. This harmonious integration becomes an essential component in enabling people to realize their full potential and creating an atmosphere in which they feel empowered to grow, develop, and make a substantial contribution to their organization. Higher degrees of purpose, job happiness, and fulfillment are significantly more common among people who find themselves in roles that reflect and connect with their unique strengths and values. Because of this alignment, employees are more deeply engaged and committed to their work, which improves output and the general health of the

company (Maloba & Pillay-Naidoo, 2022).

Employee retention is the ability of an organization to keep its valued employees from leaving and staying with the organization over a long period of time (Nzewi & Audu, 2023). With ramifications that go far beyond headcounts, employee retention is a significant concern for firms. Poor team cohesion, interrupted workflows, and higher expenses for hiring and onboarding new employees are just a few of the negative ripple effects that high turnover rates may have on a company as a whole. The desire to retain top personnel has grown increasingly important as companies try to navigate the changing landscapes of contemporary work environments. A variety of factors, including job satisfaction, chances for professional and personal development, a work-life balance, and the general organizational culture, are closely linked to employee retention, making it impossible to attribute it to a single component. These components work together to influence the employee experience, which in turn affects the decision of the employee to choose a long-term employer. Employees are more likely to build enduring relationships with their companies when they are recognized, encouraged, and appreciated in their roles. This leads to improved business outcomes and helps the company achieve long-term success and excellence (Yusliza, Ali & Fawehinmi, 2021).

Tertiary institutions refer to higher education establishments that provide academic, vocational, or professional training beyond secondary school, such as universities, colleges, polytechnics, and technical schools. Universities, polytechnics, and colleges make up Kogi State's tertiary institutions, which are vital hubs for knowledge dissemination, skill development, and character development within this larger organizational framework. Because they are educating the next generation of leaders, inventors, and social reformers, these institutions play a crucial role in determining the future of a nation. But in addition to the constant threat of brain drain, chronic underfunding, and deficiencies in vital infrastructure, these institutions also confront a number of particular difficulties. Faced with these obstacles, the ability of Kogi State's tertiary institutions to attract, retain, and develop top academic and administrative talent becomes paramount. The quality of education provided, the depth of research conducted, and the overall prestige of these institutions are directly tied to their capacity to maintain a motivated and engaged workforce (Orga & Dedobojoma, 2022). Drawing on the researcher's experience within Kogi State's tertiary institutions, there seems to be a disturbing trend: numerous employees struggle to find meaning and alignment in their roles, leading to pervasive dissatisfaction, disengagement, and high staff turnover rates. This observational insight has instigated the researcher's pursuit of evidence-based strategies to mitigate employee disengagement, dissatisfaction, and turnover, to achieve enhanced well-being and productivity of staff.

Statement of the Problem

Tertiary institutions in Kogi State are increasingly challenged by poor person-job fit, which manifests in limited job-sharing opportunities and inadequate cross-functional training. These deficiencies may foster employee dissatisfaction, disloyalty, and high turnover rates, ultimately undermining institutional productivity, innovation, and the delivery of quality education. The implications of these challenges are far-reaching. High turnover and brain drain deprive institutions of skilled academics, thereby reducing research output, weakening collaboration, and hindering innovation. Disengaged employees deliver suboptimal teaching, which compromises students' learning outcomes, employability, and long-term career prospects. At the macro level, these institutional weaknesses ripple into broader societal issues, including reduced national competitiveness, slower economic growth, and threats to social stability. Despite the urgency of these challenges, existing literature inadequately addresses the role of critical variables such as team fit and team dynamics in shaping employee retention and institutional success. This study therefore seeks to fill this gap by examining how team fit and team dynamics influence employee well-being, productivity, and retention in tertiary institutions in Kogi State.

Objectives

The main objective of this study is to explore the relationship between person job-fit and employee retention in tertiary institutions in Kogi State, Nigeria. The study specifically sought to:

1. Ascertain the relationship between team fit and team dynamics.

Research Question

1. What is the relationship between team fit and team dynamics?

Hypothesis

H_{O1}: There is no significant relationship between team fit and team dynamics.

Literature Review

Person Job-Fit

Person-job fit refers to the state of harmony that arises when an individual's natural abilities, skills, and interests mesh with the expectations, demands, and work culture of their line of work. This leads to a smooth and easy match between the individual's personal qualities and the demands of the job, which improves job satisfaction,

productivity, and general well-being. It also includes the alignment of an individual's values, beliefs, and motivations with the goals, mission, and vision of (Pranatha, Budiharjo & Milasari, 2024). Person-job fit does not only refer to how well an individual's expectations, goals, and career aspirations align with the job's prospects, growth opportunities, and advancement possibilities; it also describes how well an individual's strengths, talents, and passions align with the demands, opportunities, and challenges of the job, which fosters fulfilment and a sense of flow. Easy, productive, and efficient work is produced when an individual's habits, preferences, and work style complement the workflow, pace, and culture of their place of employment (Rajper, Ghumro & Mangi, 2020).

In the words of Saleem, Rasheed, Malik and Okumus (2021), in order to improve job performance, job satisfaction, and overall quality of life, an individual's cognitive abilities, emotional intelligence, and behavioural tendencies must dynamically interact with the cognitive demands, emotional requirements, and social dynamics of their job. This process also involves integrating their personal values, motivations, and goals with the organisational culture, mission, and vision, which creates a sense of direction, meaning, and purpose. This is known as person-job fit. Person-job fit is the alignment of an individual's skills, knowledge, and experience with the job's requirements, challenges, and opportunities, resulting in a sense of confidence, competence, and mastery, as well as the congruence of their personality traits, interests, and preferences with the job's characteristics, demands, and culture, resulting in a feeling of comfort, enjoyment, and fulfillment (Yahaya, Ahmad, Dutse & Yi, 2023). The matching of an individual's career aspirations, expectations, and goals with the job's prospects, growth opportunities, and advancement possibilities, resulting in a sense of excitement, challenge, and achievement (Okolie, 2022).

Person-job fit is a good relationship between an individual's personal attributes, skills, and experiences and the job's requirements, expectations, and culture, leading to the awareness of belonging, engagement, and commitment, as well as the alignment of their values, beliefs, and motivations with the organizational goals, mission, and vision, leading to a sense of purpose, meaning, and direction (Mulyani & Pareke, 2024). It can be seen as the congruence of an individual's personality traits, emotional intelligence, and behavioral patterns with the job's emotional demands, social interactions, and work environment, fostering a sense of comfort, authenticity, and flow, as well as the matching of their strengths, talents, and passions with the job's requirements, challenges, and opportunities, leading to a sense of excitement, fulfillment, and growth (Kurniawan, 2023). The dynamic interaction between a person's work style, habits, and preferences and the workflow, pace, and culture of the job leads to a sense of ease, effectiveness, and efficiency. It also integrates a person's expectations, goals, and career aspirations with the job's prospects, growth opportunities, and advancement possibilities. This is known as person-job fit (Dalgic, 2022).

Team Fit

The concept of team fit refers to the harmonious combination of an individual's work style, values, and personality with the dynamics, culture, and expectations of the team. This leads to a smooth integration of the individual's contributions, ideas, and perspectives, enhancing collaboration, creativity, and productivity. Additionally, team fit is the alignment of an individual's communication style, emotional intelligence, and conflict resolution skills with the team's social interactions, emotional demands, and problem-solving approaches, fostering a sense of camaraderie and a sense of belonging (Hajarolasvadi & Shahhosseini, 2022). It is the resonance that occurs when an individual's strengths, talents, and passions complement the team's skills, expertise, and workload, resulting in a sense of balance, efficiency, and effectiveness, as well as the congruence of their personal values, beliefs, and motivations with the team's values, norms, and expectations, leading to a sense of authenticity, commitment, and engagement (Covin, Rigtering, Cheng & Bouncken, 2020). Team fit is the dynamic interplay between an individual's adaptability, flexibility, and resilience and the team's adaptability, flexibility, and resilience, resulting in a sense of agility, responsiveness, and growth (Abdulfatai, 2021).

In order to create a sense of ease, efficiency, and productivity, an individual's work style, habits, and preferences must match the team's workflow, pace, and culture. Additionally, their ideas, perspectives, and contributions must be integrated with the team's ideas, perspectives, and contributions in order to create a sense of innovation, creativity, and progress. Finally, their emotional intelligence, empathy, and social skills must be synchronised with the team's emotional demands, social interactions, and relationships in order to create a sense of empathy, understanding, and connection (Burch & Anderson, 2023). Team alignment occurs when personal goals, aspirations, and expectations harmonize with team objectives, fostering shared purpose, direction, and achievement. This convergence also involves the alignment of individual values, motivations, and beliefs with team values, norms, and expectations, leading to authenticity, commitment, and engagement. Additionally, when individual strengths, talents, and passions complement team skills, expertise, and workload, a synergistic balance emerges, yielding efficiency and effectiveness (Devadhasan, Meyer, Vetrivel & Magda, 2021).

Team fit is the dynamic interplay between an individual's personality, values, and work style and the team's culture, dynamics, and expectations, resulting in a sense of belonging, engagement, and commitment, as well as the alignment of their communication style, emotional intelligence, and conflict resolution skills with the team's social interactions, emotional demands, and problem-solving approaches, fostering a sense of trust, respect, and camaraderie, and the synchronization of their goals, motivations, and expectations with the team's objectives, mission, and vision,

leading to a sense of shared purpose, direction, and achievement (Akanni & Oduaran, 2022). Team fit happens when an individual's adaptability, flexibility, and resilience perfectly harmonize with the team's adaptability, flexibility, and resilience, fostering a dynamic environment of agility, responsiveness, and growth. This convergence also involves the profound alignment of individual values, beliefs, and motivations with the team's values, norms, and expectations, leading to a deep sense of authenticity, commitment, and engagement. Team fit is achieved when an individual's unique strengths, talents, and passions seamlessly complement the team's skills, expertise, and workload, yielding a harmonious balance of efficiency, effectiveness, and productivity (Al-Nawasrah & Alafi, 2021).

Employee Retention

Employee retention encompasses the ongoing pursuit of creating a work environment that fosters a sense of value, support, and empowerment, enabling individuals to optimise their performance, growth, and development. This, in turn, cultivates engagement, commitment, loyalty, and a long-term affinity with the organisation, underpinned by an inclusive culture that promotes belonging, diversity, and community. By providing opportunities for continuous learning, advancement, and personal fulfillment, organisations can cultivate a stable, dedicated, and high-performing workforce (Ghani, Zada, Memon & Araya-Castillo, 2022). It can be seen as the intentional effort to understand, address, and meet the evolving needs, expectations, and aspirations of employees, recognizing their unique experiences, perspectives, and strengths, and providing personalized support, resources, and opportunities to enhance their well-being, satisfaction, and success, leading to a strong sense of trust, respect, and reciprocity (Elsafty & Oraby, 2022). Employee retention is the strategic integration of policies, practices, and programs that promote work-life balance, flexibility, and autonomy, allowing individuals to manage their personal and professional responsibilities with ease, and to pursue their passions, interests, and values, both within and outside the organization (Aman-Ullah, Aziz & Ibrahim, 2020).

Employee retention is the strategic process of cultivating enduring relationships with employees, grounded in reciprocal respect, trust, and transparent communication. This relationship is characterised by a profound understanding of employees' aspirations, concerns, and career objectives, coupled with a commitment to their continuous growth, development, and well-being. This approach fosters a culture of recognition, appreciation, and celebration, encouraging employee engagement, accountability, and ownership. By providing opportunities for feedback, input, and influence, organisations can ensure employees feel valued, secure, and invested in the organisation's mission, vision, and succes (Kurdi & Alshurideh, 2020). The continuous process of gathering, analyzing, and acting on employee feedback, concerns, and suggestions, using data-driven insights to inform decisions, policies, and practices that promote retention, and

addressing the root causes of turnover, such as inadequate support, lack of challenge, or unsatisfying work, leading to a significant reduction in turnover rates, and a substantial increase in employee satisfaction, productivity, and loyalty is employee retention. It is also a strategic investment in employees' future, providing opportunities for advancement, professional growth, and personal development, and recognizing their contributions, achievements, and potential (Chatzoudes, 2022).

Maintaining a long-term connection with the organisation while fostering a culture of innovation, creativity, and progress, as well as providing opportunities for collaboration, knowledge-sharing, and learning, all contribute to employee retention. Employee retention is the result of the dynamic interplay between organisational culture, leadership, and management practices, employee experiences, expectations, and aspirations, and the broader social, economic, and environmental context (Nguyen, 2020). Employee retention is the intentional effort to create a work environment that is inclusive, equitable, and just, recognizing and valuing diversity, promoting equal opportunities, and addressing systemic barriers, biases, and inequities, leading to a sense of belonging, trust, and respect, and a desire to contribute to the organization's mission, vision, and success. Moreover, employee retention is the strategic integration of technology, tools, and resources that enhance employee experiences, streamline processes, and improve productivity, efficiency, and effectiveness (Mahadi, Woo, Baskaran & Yaakop, 2020).

Team Dynamics

Team dynamics is the web of relationships, interactions, and influences that exist within a group. It is shaped by the personalities, values, and experiences of the individual members as well as by patterns of communication, collaboration, and conflict. These patterns create a unique culture, climate, and collective identity within the group and can either promote or inhibit growth, innovation, and creativity depending on the strength of the bonds, degree of trust, and degree of alignment around shared values and goals (Elyousfi, Anand & Dalmasso, 2021). This is the dynamic interplay between individual and collective energies, motivations, and aspirations, influencing the team's capacity for adaptability, resilience, and learning, and shaping the way members work together, support each other, and manage differences, leading to a sense of belonging, engagement, and commitment, or isolation, disengagement, and turnover. Furthermore, team dynamics is the continuous process of negotiation, influence, and power dynamics, as team members navigate their roles, responsibilities, and boundaries, and work to achieve a shared understanding of their mission, vision, and objectives (Diaz-Granados, Woods, Wilder & Curtis, 2023).

Team dynamics refer to the complex dance of human interactions, emotions, and behaviours. It is marked by moments of harmony, discord, and transformation as individuals bring their distinct perspectives, strengths, and weaknesses to the table and work to create a cohesive, effective, and high-performing unit that is capable of accomplishing far more together than it could alone and that fosters a sense of pride, ownership, and accomplishment (Whiting & Bernstein, 2020). Team dynamics is the tension between task-focused and relationship-focused behaviors, as team members balance the need for productivity, efficiency, and results, with the need for connection, empathy, and understanding, leading to a sense of flow, synergy, and collective intelligence, or frustration, burnout, and disengagement. Moreover, team dynamics is the ongoing process of sense-making, meaning-making, and narrative-building, as team members work to create a shared understanding of their experiences, challenges, and successes (Manata, Garcia, Mollaoglu & Miller, 2021).

The living, breathing thing that results from people coming together to form a team is called team dynamics. It is defined by the members' interactions, relationships, and experiences as well as by their distinct personalities, cultures, and spirits. Depending on the level of leadership, communication, and collaboration as well as the degree to which each member's needs, aspirations, and values are recognised, respected, and in line with the team's goals and objectives, team dynamics can either (Piplani, Grosser & Borgatti, 2022). It can be viewed as an interplay between the individual and the collective, the personal and the professional, and the rational and the emotional, influencing the team's capacity for creativity, innovation, and growth, and shaping the way members work together, support each other, and manage differences. It is also the continuous process of learning, adaptation, and evolution, as teams navigate the complexities, uncertainties, and challenges of their environment (La-Torre, Colapinto, Durosini & Triberti, 2021).

Theoretical Framework

This study is anchored on Job Embeddedness Theory (JET) which was introduced by Terence Mitchell and Thomas Lee in 2001. This theory offers a comprehensive explanation for the complex dynamics underlying employee retention and turnover. This innovative theory provides a nuanced understanding of the factors that influence an employee's decision to either remain with or depart from their organization. The theory posits that an employee's decision to stay or leave is significantly influenced by their degree of "embeddedness" within three critical spheres: the organization, the community, and the job itself (Mitchell and Lee, 2001).

Key components of Job Embeddedness Theory:

1. Organizational Embeddedness: connections to colleagues, supervisors, and organizational culture.
2. Community Embeddedness: ties to the local community, family, and social networks.
3. Job Embeddedness: fit with job responsibilities, skills, and values.

Factors influencing Job Embeddedness:

1. Links: formal and informal connections within and outside the organization.
2. Fit: alignment between individual values, needs, and job requirements.
3. Sacrifices: perceived costs of leaving the organization, community, or job.

Outcomes of Job Embeddedness:

1. Retention: increased likelihood of staying with the organization.
2. Turnover: decreased likelihood of leaving the organization.
3. Performance: improved job performance and engagement.

Implications of Job Embeddedness Theory:

1. Organizations can increase retention by enhancing organizational and community embeddedness.
2. Employees with high job embeddedness are more likely to stay and perform well.
3. Understanding individual differences in embeddedness can inform recruitment and retention strategies.

Relevance of Job Embeddedness Theory to the Present Study

The Job Embeddedness Theory (JET) is crucial to the study on person-job fit and employee retention in tertiary institutions in Kogi State, Nigeria because it highlights the importance of employees' connections to their jobs, organizations, and communities in predicting retention outcomes. By exploring the embeddedness of tertiary institution employees in Kogi State, the study can uncover how person-job fit influences their sense of belonging, commitment, and retention. JET's focus on the interplay between individual and contextual factors can also help identify organizational and community-level strategies to enhance person-job fit and reduce turnover, ultimately improving employee retention and institutional performance in Nigeria's tertiary education sector.

Empirical Review

Pranatha, Budiharjo and Milasari (2024) examined the influence of person job fit, workplace spirituality, person organization fit and job satisfaction on intention to stay at hotel Nirwana Pekalongan in Indonesia. The number of samples taken were 40 respondents. The type of data used in this research was primary data. Collecting data by distributing questionnaires offline. The analysis technique used was Instrument Test, Classical Assumption Test, Model Fitment Test, Multiple Linear Regression Analysis and Partial Test (t test). The results of this study indicated that Person Job Fit had a positive and not significant effect on Intention to Stay, Workplace Spirituality had a positive and not significant effect on Intention to Stay, Person Organization fit had a positive and not significant effect on Intention to Stay, Job Satisfaction had a positive and significant effect on Intention to Stay.

Mulyani and Pareke (2024) investigated the effect of person-job fit and job embeddedness on a teacher's task performance in Indonesia. The method used in this research was descriptive quantitative. The data were then analyzed descriptively to answer the research questions. One hundred and fourteen respondents from various public junior high schools in Bengkulu City were taken randomly. The data collection tool used was a questionnaire instrument. Simple linear regression analysis was used. Results revealed a noteworthy positive correlation between person-job fit and job embeddedness, as well as a significant positive effect on the task performance of teachers. Conversely, job embeddedness did not significantly affect teacher task performance.

Sreehitha (2024) studied on aligning fits: Enhancing employee engagement and retention in the information technology sector of India. This study focused on understanding what can be assed to enhance the Intention to stay by exploring the relationships between Person-Job (PJ) Fit, Person-Organization (PO) Fit, Person-Technology (PT) Fit, Employee Engagement (EE), and their impact on Intention to Stay (ITS) among IT professionals. Utilizing a cross-sectional research design, primary data were collected through an online survey of 495 IT employees in India. The data were analyzed using Structural Equation Modeling (SEM). The findings demonstrated that Person Job Fit, Person Organization Fit, and Person Technology Fit positively influence Employee Engagement, which in turn significantly impacts Intention to Stay.

Ariyani, Djudiyah and Syakarofath (2023) investigated the effect of person-job fit and job crafting on contract employees' turnover intention in Indonesia. The participants were 135 contract employees of state-owned (BUMN) and private enterprises (BUMS) in Palangkaraya Raya city. Quota sampling technique was used. Three scales were deployed, namely the person-job fit scale, job crafting scales, and turnover intention scales. The collected data were analyzed using multiple linear regression. The result indicated that person-job fit and job crafting affect the employee's turnover intention.

In other words, contract employees with adequate job fit levels and good crafting exhibited low turnover intention. The turnover intention was affected by person-job fit and job crafting.

Nzewi and Audu (2023) explored job embeddedness and employees' retention in deposit money banks, Kogi State, Nigeria. The study adopted a descriptive research survey design. Pilot study was conducted using a test-retest method and tested using Cronbach alpha to establish the reliability of the instrument. Validity of the instrument was also tested. Population of the study was 872 which cut across the five deposit money banks in Kogi state, Nigeria. However, considering the large size of the population the study adopted Godden sample size statistical formula no to reach respondents numbering 267 through a structured questionnaire but only 246 respondents completed and returned their questionnaire given 92% retrieval rate. The statistical tools used comprised descriptive and inferential statistics and hypotheses were tested using linear regression analysis. Findings revealed that there is a significant positive relationship between fit, link, sacrifice and job satisfaction, self-efficacy and workplace flexibility.

Krishnan, Satheeshkumar and Arundathi (2023) investigated impact of employee communication and person organization fit on employee retention in India. Structured Questionnaire was deployed to contain Employee Communication Scale-ECS, Person Organization Fit Scale-POFS and Employee Retention Scale-ERS using Likert Scale. The sample of 125 was drawn from the employees across the industry over LinkedIn. The hypothesized relationships were then analysed using ANOVA, Regression Analysis in IBM SPSS. Results revealed a significant relationship between employee communication, person organization fit and employee retention strategies and also found that there is significant impact on employee retention.

Methodology

This study utilized a descriptive survey research design to gather pertinent data from the targeted respondents through a structured questionnaire. This survey is justified by its ability to efficiently collect data from a diverse sample, while minimizing bias and ensuring reliability. This study adopted primary source of data through a structured questionnaire administered to target respondents, yielding original and context-specific insights. The population of this study is 1,638 staff of tertiary institutions in Kogi State. A sample size of 313 was derived from Krejcie and Morgan table. The study used cluster sampling technique so as to ensure proportional representation of these institutions, allowing for accurate and reliable estimates, while also controlling for variability within each institution, thereby maximizing the precision of the findings.

A structured questionnaire was used as the instrument for primary data collection with a five-point Likert Scale. The data were analyzed using descriptive statistics and the hypotheses were tested using Pearson Product Moment Correlation Coefficient with the aid of Statistical Packages for Social Science (SPSS version 27) at 5% level of significance.

Decision Rule:

Accept the alternate hypothesis (Ha) if calculated P-value is less than 0.05 (p-value < 0.05); otherwise accept the null hypothesis (Ho).

Results

Questionnaire Distribution and Collection

The study was met with a remarkable 95% response rate, with 296 respondents meticulously completing and submitting their questionnaires, significantly exceeding typical response rates and showcasing the effectiveness of the distribution strategy that reached 313 potential participants.

Table 1: Analysis of Questionnaire

Questionnaire	**Frequency**	**Percentage**
Questionnaire returned	296	95.6
Questionnaire not returned	17	5.4
Total	**313**	**100**

Source: Field survey, 2024

Research Questions

Decision Rule:

The decision in the analysis section is determined by the average of the response of respondents. Strongly Agreed (5 points), Agreed (4 points), Disagreed (3 points), Strongly Disagreed (2 points) and Undecided (1 point). The average of the responses:

$$\frac{(5 + 4 + 3 + 2 + 1)}{5} = 3.0$$

Therefore, mean score below 3.0 would be considered as rejected and mean score of 3.0 and above will be considered as accepted.

Table 2: Research Question: What is the relationship between team fit and team dynamics?

S/N	Items	N	Mean	Remark
1	My skills and strengths are valued by my team.	296	3.62	Accepted
2	I am not comfortable collaborating with colleagues from different departments.	296	1.11	Rejected
3	My team provides constructive feedback to help me improve.	296	2.46	Rejected
4	I am not motivated to contribute to team success.	296	3.21	Accepted
5	My team handles conflict in a constructive way.	296	4.20	Accepted
6	My team encourages a culture of open dialogue and feedback.	296	3.10	Accepted
7	My team is not too good at adjusting to changes in our work environment.	296	2.41	Rejected
8	My team regularly evaluates its performance and seeks ways to improve.	296	3.27	Accepted

Source: Field Survey, 2024

Table 2 reveals the findings pertaining to the first research question, exploring the relationship between team fit and team dynamics. A thorough analysis of the data indicates a significant correlation, with a majority of respondents affirming the existence of a relationship. Specifically, five survey items (1, 4, 5, 6, and 8) yielded mean ratings surpassing the benchmark mean of 3.0, whereas items 2, 3, and 7 fell below this threshold. These results unequivocally suggest that static team fit has a pronounced relationship with team dynamics, thereby substantiating the hypothesis.

Hypotheses Testing

Decision Rule: Accept the null hypothesis if P-value < 0.05; otherwise accept the alternate hypothesis.

H_o: There is no significant relationship between team fit and team dynamics.

H_i: There is a significant relationship between team fit and team dynamics.

Table 3: Relationship between team fit and team dynamics.

		Team Fit	Team Dynamics
Team Fit	Pearson correlation	1	.714**
	Sig. (2-tailed)		.000
	N	296	296
Team Dynamics	Pearson correlation	.714**	1
	Sig. (2-tailed)	.000	
	N	296	296

Source: SPSS version 27 Outputs.

Result Summary

Table 4.3 shows that there is a significant positive relationship between team fit and team dynamics, with r = 0.714 n = 296 and p value of 0.000 ($p<0.05$). Therefore, the study accepted the alternate hypothesis and concluded that there is a significant positive relationship between team fit and team dynamics. This implies that when team members feel they fit well within their team, it fosters a positive and productive team dynamic, leading to enhanced collaboration, communication, and overall team performance.

Discussion of Findings

The hypothesis showed that there is a significant positive relationship between team fit and team dynamics, with r = 0.714 n = 296 and p value of 0.000 ($p<0.05$). Therefore, the study accepted the alternate hypothesis and concluded that there is a significant positive relationship between team fit and team dynamics. This finding is congruent with the results of Yahaya, Ahmad, Dutse and Yi (2023) in the study on impact of person-job fit and facilitating conditions on information technology employees job performance in Bauchi State tertiary institutions, Nigeria. The results also correspond with the findings of Ojokuku, Sajuyigbe and Dare (2022) in the study on person-job fit, affective commitment, psychological climate and employee engagement in the Nigerian telecommunication sector: Evidence from 9mobile Nigeria limited.

Conclusion and Recommendations

This study culminated in a profound finding, revealing a statistically significant and positive relationship between person-job fit and employee retention in tertiary institutions within Kogi State, Nigeria. This crucial discovery underscores the vital role that aligning employees' skills, interests, and values with their job requirements plays in fostering a stable and committed workforce within the education sector. The significant correlation suggests that when employees feel they are well-suited to their roles, they are more likely to experience job satisfaction, engagement, and loyalty, which can lead to reduced turnover rates and increased retention. The study thus recommends that management of tertiary institutions need to prioritize team fit to enhance team dynamics and overall performance. This can be achieved by implementing effective team-member selection processes, providing training on teamwork and communication, and fostering an inclusive team culture.

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