

THE DETRIMENTAL EFFECTS OF PERSON-ORGANIZATION MISFIT ON CAREER SUCCESS: MEDIATING EFFECT OF STRAIN

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ABSTRACT

The complex relationship between person-organization misfit and professional success is examined in this article, with a focus on the mediating function of strain. The compatibility of a person's values, abilities, and preferences with the expectations of the company in the dynamic and competitive work market of today is essential for professional advancement. People may feel greater psychological and physical strain when there is a mismatch between their values, abilities, and preferences and the organizational culture and requirements. In turn, this strain adversely affects the career success of the people. Author thoroughly reviewed the prior research on this phenomenon and conducted this study in an effort to shed light on it and add to the expanding body of work on the relationship between person-organization misfit and career success. Additionally, the practical implications for individuals and organizations are discussed. Individuals are urged to conduct self-evaluations to gain a better understanding of their preferences, abilities, and values and to look for companies that align with their characteristics, for making more informed decisions, eventually fostering more fulfilling and successful careers. Organizations, on the other hand, should place a higher priority on evaluating cultural fit throughout the hiring process and put policies in place to lessen the negative impacts of person-organization misfit, thereby producing a more amicable and productive workplace. The study also contributes in the person-environment fit theory by adding the outcomes caused by the misfit.

Keywords: Person-Organization Misfit (PO Misfit), Strain (ST) and Career Success (CS).

INTRODUCTION

The concept person-organization misfit, often known as "PO misfit, has received a great deal of attention in the fields of organizational psychology and management. It deals with the compatibility (or incompatibility) between a person's values, abilities, and traits with the culture, expectations of the organization they work for (Chi et al., 2020). It has been acknowledged that PO fit is a key element in determining a person's career success within an organization (Choi et al., 2020). People are always looking for the best fit between themselves and the organizations they work for in the ever-changing environment of the modern workplace. The

compatibility or lack thereof between a person's values, abilities, and aspirations with those of their organization can have a significant impact on both their career success and general well-being (Spurk et al., 2021). When people do not adhere to the culture, expectations, or values of their organizations, it can have a number of negative effects, such as strain (Ma et al., 2023; Schantz, 2018). This study investigates the intricate interaction between career success and person-organization misfit and how strain functions as a mediator in this dynamic process.

It is widely acknowledged that people are an organization's most important asset and that they

serve as a strategic instrument for fitness. Therefore, it's important to distribute work to staff members that are most matched to their skills and competencies. The current study will add to the body of knowledge by demonstrating how person-organization misfit is related to causing strain and negatively impacting the career success.

Fit between the person and the organization is significant both on the surface and in conscious and unconscious psychological processes. A significant number of people must find a fit for defense, even though some people will find it more suitable than others. People choose a company where their ingrained unconscious notions of power, leadership, and interpersonal relationships are compatible (Hoffman et al., 2011; Saleem et al., 2023). Performance improves and resistance to change decreases when employees' activities "fit" well with other organizational activities (Van Vianen, 2018). Significant correlations between Person-organization misfit and career success point to the importance of Person-organization misfit for companies. According to (Chong et al., 2018), organizations need workers who can switch between tasks and teams with ease. It is more crucial that employees' personalities fit with the culture of the company as a whole than with the requirements of any particular job.

Theoretical Perspective

This study used the person-environment fit theory to develop the model. The person-environment fit theory states that it is the similarity among the persons and the environment that occurs when characteristics of a person and environment stay associated (Jansen & Kristof-brown, 2005). Provided a detailed model for person-environment fit theory and described that the individual characteristics, which include, personality traits and personal values; and characteristics of environment, that include, organizational supplies and organizational values, play a vital role in forecasting of the individual and the organizational level outcomes through the strain (Edwards, 2009).

Problem Statement

The research problem of the current study is to examine the relationship between the two study constructs, career success of the employees and

person-organization misfit, which have been combined in this particular work. The current study examines the relationships between the research variables among Pakistani banking industry personnel, looking at both public and private institutions. Furthermore, there is a critical need to investigate this association in the aforementioned context because no specific relevant study using the same model has ever been carried out before.

Study Objectives

This study focuses to investigate the relationship of Person-organization misfit, strain and career success. Present work encompassed the following research objectives:

- To assess the association between person-organization misfit and career success.
- To assess the association between person-organization misfit and strain.
- To assess the association between strain and career success.
- To assess the association between person-organization misfit and career success with strain as a mediator.

Significance of Study

The current study is significant due to various reasons mentioned below:

First, the current study enabled examination of the connection between the person-organization misfit and a few other constructs in the banking industry. Second, this study is extremely important since it fills a gap in the management sciences literature by using person-organization misfit, strain and career success as combined study variables. Third, managers and decision-makers may gain better insight into occupational psychology and learn how to address concerns with Pakistan's banking sector employees related to person-organization misfit, strain and career success. Fourth, this research work will enable the policy makers to frame out the prolific plans based on the study results regarding the banking sector of Pakistan. Fifth, this study will contribute in the body of knowledge of person-environment fit theory.

LITERATURE REVIEW

Person-Organization Misfit (PO Misfit)

Employees typically favor organizations where their competencies and skills are effectively utilized and where their individual appearance is in keeping with the work environment (Chi et al., 2020). According to earlier research, person organization fit is essential and crucial for ensuring a committed workforce in a competitive corporate environment (Merecz-kot & Andysz, 2017). The organizations need such individuals that are eagerly gifted to execute a variety of duties, work well in teams, and tackle challenges in a dynamic and changing environment to conform to any challenges (Avey et al., 2010). The organizational culture as a whole must complement the individual personalities of the employees (Basile & Beauregard, 2018).

Over the past several years, scholars' attention has shifted to distinct types of fit or congruence, though at first they did not distinguish between them (Wright & Cooper-thomas, 2013). According to (Van Vianen, 2018; Ahmad et al., 2022), the harmony between employees and organizations, where the entity that offers what other needs is stated to be the person organization fit. The main element for improving chances of career success of employees and lowering strain is the substantial association between person and organization (Talbot, 2014).

Strain

High workload and few opportunities for decision-making at work combine to cause job strain (Rigotti et al., 2020). Employee strain is thought to cost businesses in lost productivity each year, and conflicts with coworkers are a major contributor to workplace strain (Carnevale & Hatak, 2020). Everyone who has ever worked has experienced the pressure of work-related strain at some point (Schantz, 2018). Inconsistency in power distance orientation makes it harder for subordinates to do their jobs and causes strain. Inconsistency between supervisors and subordinates increase work-related strain, which in turn decreases the job performance (El-sakka, 2016). One of the main factors contributing to inefficiency, illness, and absence at work is employee stressors and the strain they produce (Richard et al., 2022; Ghani et al., 2022).

Strain is defined as the condition of a system where too much demands are made and it has a significant negative impact on both employees' well-being and

the financials of businesses (Bakker et al., 2020). According to (B. Li et al., 2023), employees' personal needs, preferences and personal abilities keep changing with time and a point comes when they are no longer in sync with the organizational demands creating the misfit that leads to work-related strain.

The current study looks on the aspect of employee strain brought on by "people issues," and in particular, strain brought on by having values that are at odds with those of one's organization. Because organizations have genuine authority over employees with regard to performance evaluation, salary, assignments, promotion and termination, hence concentration is on the person-organization fit and its relationship with strain. This is because employees who have conflict with their organizational values and demands may find this to be a significant source of strain (Khan et al., 2022; Sims et al., 2016).

Career Success

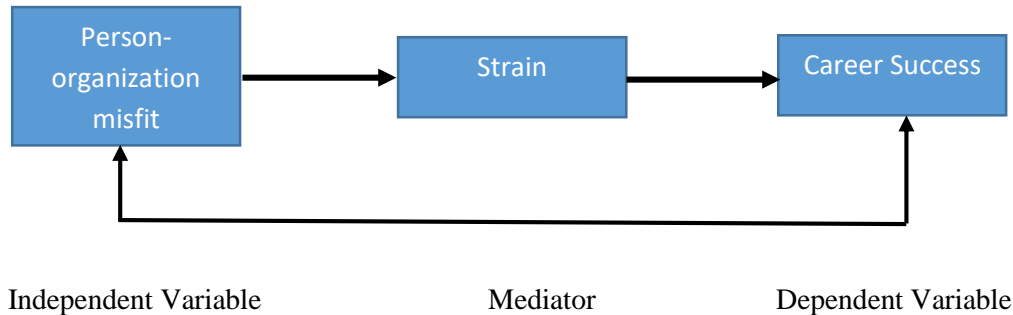
Career success is described as the achievement of desired work-related results over the course of a person's employment (Spurk et al., 2019). As a result of the modern economic climate, employees are increasingly required to display proactive behavior in order to successfully achieve both organizational outcomes and individual career success (McCormick et al., 2019).

Even the most agentic professional actors nevertheless experience limitations in their career paths and career success due to a variety of structural constraints, including social class, organizational policies, labor market segmentation, industry features, and demographic background as well as government rules (Guan et al., 2018).

Literature has typically looked at how specific career strategies, such as networking and frequent organizational changes, can help people gain career success, how various personal characteristics, such as personality traits, gender, and race are related to career success, and what makes people feel low or high determination for career success (Spurk et al., 2018).

Conceptual Framework

This study shows the relationship between person-organization misfit, strain and career success in the following conceptual framework.



Direct Relationships

Person-organization misfit and strain

People are prone to perceive greater obstacles and fewer challenges and resources at work due to perceived role conflict generated by person-organization misfit, which results in strain (Wright & Cooper-thomas, 2013).

Workplace job expectations that place a strain on a person's capacity (i.e., when demands outweigh capacity) can eventually result in physical and mental strain (Sims et al., 2016). It is presumable that job resources will motivate employees to devote themselves in their role performances and lessen strain (Schantz, 2018). Due to their compatibility with the organization, people with high person-organization fit have less conflict at work, whereas people with low person-organization fit experience more conflict (Ford, 2012).

From the above discussions, this research work suggests that person-organization misfit is positively correlated to stress. Hence proposed hypothesis is as follows:

H1: Person-organization misfit has a significant and positive relationship with strain.

Person-organization misfit and career success

The shock, or unexpected event, and the quantity of psychological evaluations that come before the turn over action are the main elements of the unfolding model (Chi et al., 2020). Employees act differently during the career progression depending on their perceived fit or misfit with the present organization or employment (Guan et al., 2018). Research explains how a shock makes workers reevaluate their fit with the organization in terms of analyzing the

compatibility between the shock and their image; if a shock results in a judgment of misfit, workers frequently depart without looking for job alternatives, with reduced morale for career success (Lauring et al., 2019). However, employees are much more likely to decide to leave impacting negatively on their career success, when they feel mismatched with the company in the form of person-organization misfit or that rival organizations better reflect their preferences or image (Spurk et al., 2021; Khan et al., 2023). From the above discussions, this research work suggests that person-organization misfit is negatively correlated to career success. Hence proposed hypothesis is as follows:

H2: Person-organization misfit has a significant and negative relationship with career success.

Strain and career success

According to this study, workers must overcome a range of challenges during their careers, each of which can lead to strain for workers and impair their perception of their career success (Ng & Feldman, 2014). Career paths for employees are rarely straightforward and uneventful; people frequently face a number of challenges along the way (Zacher, 2014). As a result, it's critical to comprehend how individuals deal with career losses, from feeling more pressure and strain at work to experiencing its detrimental effects on performance, attitude, and psychological wellbeing (Maggiori et al., 2013).

The success and well-being of an individual can be significantly impacted by strain, especially in the context of job or career (Kimura, 2014). Physical

health issues can result from too much strain, which can be brought on by excessive work hours, demanding surroundings, or a poor work-life balance (Graves et al., 2012). These conditions can impair a person's ability to concentrate, perform well, make wise judgments, and be creative, all of which are essential for career success (Sims et al., 2016). Employees that are under a lot of strain could find it difficult to perform to their full potential that may lead to missed deadlines, low quality work, and a decrease in job satisfaction, and these performance problems may eventually impede career success (Wehmeyer et al., 2018). From the above discussions, this research work suggests that person-organization misfit is negatively correlated to career success. Hence proposed hypothesis is as follows:

H3: Strain has a significant and negative relationship with career success.

Mediating Relationship

Strain as a mediator

The degree to which a manager has unpleasant and potentially hazardous psychological reactions (such as depression or anxiety) at work shows their level of strain, which is a sign of poor psychological functioning (Schmitt et al., 2016). In the association between person-organization misfit and career success, strain plays a key mediation function (Maggiori & Johnston, 2015). An individual is more likely to feel strain when they are a substantial misfit for their organization (J. Li et al., 2021). How person-organization fit affects career success and can be explained by the mediating effect of strain (Rigotti et al., 2020). Workplace fulfillment and performance typically suffer when strain levels rise, which affects career success (Schantz, 2018). Additionally, those who are under strain may be more prone to quit their professions or organizations, which could have a negative impact on their career success in the long run (Richard et al., 2022). From the above discussions, this research work suggests that negative association between person-organization misfit and career success is mediated by strain. Hence proposed hypothesis is as follows:

H4: Strain mediates the significant and negative relationship of person-organization misfit and career success.

Research Methodology

Data Collection

The study contained three variables namely person-organization misfit, strain and career success. Combination of questionnaires was adapted from previous research endeavor to measure these variables. The data was gathered from the employees in banking sector of twin cities (Islamabad and Rawalpindi) of Pakistan that included both public and private commercial banks. The self-administered questionnaires were distributed among bank employees to get the total response of 540 in total, out of which 493 returned, denoting the 91.29% response rate from the respondents.

Measurement Scale

Quantitative research has been applied in this work to achieve its goals. The study was carried out to gather information from respondents via adapted questionnaire.

Seven-item assessment tool devised by the authors to measure the employees' perceptions of the person-organization fit was from (Chuang et al., 2016). Scale items such as "How would you describe the match between your emphasis and your organization's emphasis on the following values?" with four items (1) Honesty, (2) Achievement, (3) Fairness, (4) Helping others, were included. Responses were solicited from respondents on a five-point Likert scale for each of the statements.

Strain was measured through eight-item scale called "The irritation scale" from (Mohr et al., 2006). The responses were asked on the five-point Likert scale for every statement. Scale items such as "I have difficulty relaxing after work" are included.

Career Success was measured on a tool called the "Subjective Career Success Index (SCSI)" from (Shockley & Allen, 2018) containing a five-point Likert scale. The 24 items scale included the items such as "my supervisors have told me I do a good job".

Interpretation of Results

Descriptive Statistics of Socio-Economic Variables

In Table 1, mean of the designation is 2.19, which implies that most of the respondents in the study belong to 2 management level which is manager. Mean education of the respondents is 1.50 implying that most of the respondents are having the education level 2 which is masters, respectively. Mean experience of the respondents is 2.74, which implies

that most respondents have the experience at 3 that is less than 15 years. Mean of gender is 1.28, which implies that most respondents belong to the category 1 that is they are male. Marital status has the mean of 1.39 which shows that most respondents are in category 2 which is they are married. Mean age of

the respondents is 2.58 implying that they fall in category 3 that is mostly their ages are between 36 to 45 years. Mean income of the respondents is 3.12, which implies that most of the respondents are in category 3 that is their monthly earning is less than Rs. 60,000.

Table 1. Descriptive statistics of Socio-Economic Variables

Variables	Mean
Designation	2.19 (1.111)
Education	1.50 (0.554)
ExperienceYrs	2.74 (1.155)
Gender	1.28 (0.449)
MaritalStatus	1.39 (0.487)
AgeYrs	2.58 (0.913)
IncomeRs	3.12 (0.897)

Source: Own Data

Descriptive Statistics of Dependent and Independent Variables

Mean states the on-average responses received from the respondents of the study, against any question or variable. Whereas, standard deviation show that how much the members of a specific group differ from the mean value of that group.

Table 2 shows that the mean values for the independent variables Person-organization Fit (PO) and Strain (ST) are 2.0449 and 2.3945, respectively. For the dependent variable Career Success (CS), the mean value is 2.1372. This indicates that most of the respondents chose category 2 that is “2=disagree” for independent variables and “2=little” for dependent variable.

Table 2. Descriptive Statistics of Dependent and Independent Variables

Variables	Mean	Standard Deviation
Person-organization Fit (PO)	2.0449	.51493
Strain (ST)	2.3945	1.10886
Career Success (CS)	2.1372	.65634

Source: Own Data

Reliability

On the basis of selected sample, the reliability and internal consistency was examined through the Cronbach's Alpha. Researchers have identified the Cronbach's Alpha as an accurate and careful method for measuring the internal consistency of the variables individually. The acceptance value of Cronbach's Alpha lies between 0.708 and 0.95.

In Table 3, it can be seen that the Cronbach's Alpha value of the dependent variable Career Success at 0.893 with 24 items indicates the highest reliability. The independent variable Strain has the Cronbach's Alpha value of 0.889 with 8 items, making it higher reliable in comparison to the other independent variable. The independent variable Person-organization Fit has the Cronbach's Alpha value of 0.839 with 7 items.

Table 3. Reliability Statistics

Variables	Cronbach's Alpha	Number of Items
Person-organization Fit	0.839	7
Strain	0.889	8
Career Success	0.893	24

Source: Own Data

Data Normality

The normality of data in this study is checked through the Skewness and Kurtosis. Acceptable ranges for them are between +2 and -2 for normal

distribution. Table 4 shows that all the variables have the Skewness and Kurtosis values falling within the acceptable range, hence the data of this study is normally distributed.

Table 4: Data Normality

Variables	Skewness	Kurtosis
Person-organization Fit	.292	2.274
Strain	-.329	-1.305
Career Success	.617	1.534

Source: Own Data

Correlation Analysis

Correlation is considered a statistical technique that is used to measure and describe the direction and strength of relationship existing between two variables. This study has used Pearson's correlation 'r'. It has an acceptable range from -1 to +1. Criteria for correlation include:

$r < 0.1$ = no correlation among variables

r between 0.1 to 0.3 = Weak correlation

r between 0.3 to 0.5 = Moderate correlation

r between 0.5 to 1 = Strong correlation

According to table 5, the correlation of CS with PO Fit is positive and moderate correlation at 0.346. As

the study estimates the PO Misfit instead of PO fit hence the results would be taken inverse as negative correlation which implies that increase of one unit of PO Misfit will decrease CS by 0.346 units. The correlation between CS and ST is negative and moderate which shows that one unit increase in ST will decrease CS by 0.349 units. The correlation between PO Fit and ST is negative and very strong but here the inverse as positive correlation would be taken for evaluating the PO Misfit which implies that one unit increase in PO Misfit will increase the ST by 0.984 units.

Table 5: Correlation Analysis of Dependent and Independent Variables

Variables	PO Fit	ST	CS
PO Fit	1		
ST	-0.984**	1	
CS	0.346**	-0.349**	1

Source: Own Data

** indicate that the correlation is significant at 0.01 level

Regression Analysis

Multiple linear regression analysis is a statistical technique that is used to predict the outcome of the response (dependent) variable through various explanatory (independent) variables. It also enables

to estimate the variation of the model and also the contribution of each explanatory variable in that variance.

In table 6, all the variables are standardized for comparing them. Standardized coefficient with

negative sign shows that there is a negative relationship between variables, hence one unit increase in strain (ST) will cause 0.163 units decrease in career success (CS), holding the other independent variable fixed.

Standardized coefficient for person-organization fit (PO Fit) is 0.133 but since we are studying the

person-organization misfit (PO Misfit) hence the results would be taken as inverse and therefore, one unit increase in person-organization misfit (PO Misfit) will cause a 0.133 units decrease in career success (CS). ST contains the higher value which exhibits that it has more negative impact on the CS.

Table 6. Regression Analysis

CS	Coefficients	Standard Error	T value	P value	Standardized Coefficients	Standard Error
PO Fit	0.121	0.071	1.991	0.043	0.133	0.039
ST	-0.149	0.054	-1.982	0.040	-0.163	0.058
Constant	2.012	0.151	8.833	0.000		0.063

Source: Own Data

The t-values present the individual significance of the variables. Table 6 shows that the independent variables PO Fit and ST have t-values > 1.96, i.e. 1.991 and 1.982 respectively, hence it exhibits that both independent variables are individually significant to explain the dependent variable CS. The negative sign with t-value of ST shows the negative relationship among variables and since PO Misfit is examined instead of PO Fit hence its t-value is also taken as negative.

Fitness of Regression Model

Table 7 presents the goodness of fit of the estimated regression model with the actual regression model. Acceptable value for R-square is > 0.5, and Adjusted R-square is the modified form of R square with acceptable value > 5. In table 7, the value for R-square = 0.541, and for Adjusted R-square = 0.539, which implies that the estimated regression model of this study is nicely fitted with the actual regression model.

Table 7. Goodness of Fit

Measures	Values
R-square	0.541
Adjusted R-square	0.539

Source: Own Data

ANOVA Analysis

ANOVA is calculated to test the joint significance of the variables in a regression model, where, F-statistic is used to represent this. Acceptable value for F is > 4. In table 8, the F-value = 70.921 at significance

level $p < 0.05$ which implies that F statistic is significant, hence both independent variables are jointly significant to explain the dependent variable.

Table 8: ANOVA

Model	Sum of squares	F	Significance (P-value)
Regression	1114.375	70.921	0.000
Residual	97.570		
Total	211.945		

Source: Own Data

Discussion and Conclusion

The hiring of the right individual is one of the primary goals of human resource management departments in corporations. Determining the POF before making recruiting decisions is therefore crucial. When this is taken into account, there will probably be a pleasant atmosphere at work. This will assist to be more effective both individually and organizationally.

Employees are one of the most valuable assets in the banking sector. Organizations are always determining what hinders the performance of their employees. The current study evaluated the relationships among employees' person-organization misfit causing the strain and eventually adversely impacting the career success of the employees in the banking sector of the country Pakistan, particularly in the branches of its two cities Islamabad and Rawalpindi only.

First of all, on the basis of the performed analysis, it is confirmed that there is a strong and positive relationship between person-organization misfit and strain. Therefore, it can be stated that the employees who have high person-organization misfit have a strong tendency to suffer strain. The lesser the misfit of a person with the organization, the lesser is the strain caused at work place. This can be verified from the previous researches of (Chen et al., 2009; Jensen, 2009) as well.

Secondly, the analysis showed that there is a significant and negative association of strain and the career success. As employees who suffer from the psychological and physical strain have a reduced tendency towards working for their career advancement which in turn impacts adversely to their career success. Previous studies of (Akkermans & Brenninkmeijer, 2014; Porath et al., 2012) have also presented the same results.

Thirdly, the results of analysis showed that there is a strong presence of strain in the relationship between person-organization misfit and career success. As the employees who go through the person-organization misfit do suffer from the psychological and physical strain that leads to a reduced tendency towards working for their careers which as a results puts negative effect on their career success. Studies of (Dimotakis et al., 2014; Edwards, 2009) have also presented the same results.

At last, the analysis also reveals that there is a strong and negative association between person-organization misfit and career success. Whenever the characteristics of the person does not match with those demanded by the organization, there is a person-organization misfit caused in the work environment that reduces the work efficiency of the employees putting a bad impact on their career success by reducing it. (Cennamo et al., 2008; Parker et al., 2010) have also shown the same in their studies.

Based on these results, it is suggested that future research should focus on the factors influencing employees' decision to remain in their current organizations. In order to better understand the factors impacting employees' workplace choices, other extensive quantitative studies may be helpful. Such studies could aid in understanding the roles of variables like employment prospects and the role of financial preferences of employees to maintain their employment with an organization. Because employees' priorities in developing nations could be more focused on financial than psychological issues. In conclusion, it is evident that person-organization fit is crucial to an organization's and individuals' career success. In that situation, organizations have obligations to concentrate more on hiring procedures, effective leadership, and personality assessments throughout the hiring process, carrier management, sustaining workplace diversity, and achieving a successful carrier planning (Journal et al., 2011).

Theoretical Implications

The researcher in this study has modelled a unique framework which has not been studied before in the literature in the banking sector of Pakistan in its two cities that are Islamabad and Rawalpindi, to the best knowledge of the researcher. The person-organization misfit is taken out as the antecedent of strain and the reduced career success is taken as the outcome of the strain. The studies on person-organization misfit to strain, or strain to career success, carry various constructs maybe in addition to those included in this study having the direct relationships, moderating or mediating variables. This study has added in the literature of person-environment fit theory by modelling the relationships

between person-organization misfit, strain and career success together.

Managerial Implications

Practically speaking, this particular research work will aid in the management affairs of the organization and aid decision-makers in the hiring of staff in Pakistan's banking industry in Islamabad and Rawalpindi.

Understanding the relationship between person-organization misfit and strain, as well as the effects of both on employee's career success is essential. The perception of employees toward their organization must be carefully considered by decision-makers. In regard to this, person organization fit is essential for managing and training personnel in the banking sector. It also plays a significant part in the hiring and selection processes. The management in the banking sector must:

- Try to put greater emphasis on the hiring process; choose employees whose values align with those of the organization. When personality tests and other tests are incorporated into the recruiting and selection procedures, it may be possible to establish person-organization fit, but sadly, there are no such tests available in Pakistan's banking sector.
- Try to set up orientation and training programs for employees that will inform them of the organizational principles and culture. This will increase compatibility between the organization and the personnel to attain the goal of person organization fit.
- Examine employee strain on a regular basis, and continue to monitor person-organization misfit and how it affects the career success of employees.

Limitations and Recommendations

While attempting to generalize these findings, certain limitations should be kept in mind:

This research endeavor was limited to person-organization misfit and its effects on employees of the banking sector in Pakistan and only to the branches in Islamabad and Rawalpindi, hence the study is not generalizable in other geographical areas. Only few variables were included in the conceptual framework of the current study, leaving a gap for many other variables to be studied.

Future studies may observe the following:

- The relationship between the three variables of this study outside Pakistan.
- The relationship between other types of fit like the person-job fit, person group fit and person supervisor fit etc.
- The relationship among the three studies constructs at other sectors.
- Compare the relationship among the mentioned variables in different sectors.
- The mediation and moderation effects of the constructs, other than this study or including the study variables as well, in relation with the dependent and independent construct.

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