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## **The better you fit the job, the better you are suited to the team. The case of Poland<sup>2</sup>**

### *Abstract*

In the person-environment fit literature there is limited research on the effect that compatibility between an employee and his or her job exerts on the compatibility between the employee and the team he or she works in. This study sheds light on this relationship by revealing two mechanisms through which Person-Job (PJ) fit influences Person-Group (PG) fit. In the first mechanism, this influence is mediated by self-esteem and supervisor satisfaction, while in the second one, by interpersonal justice and social cohesion. Personality traits and gender are moderators. Both mechanisms are tested for demand-ability fit and need-supply fit, as well as for internal and external forms of team fit. The study uses conditional process analysis and data provided from a survey of 826 Poles with MA or BA degrees at productive age, i.e. 25–45 years old. The results show that meeting the needs of team members for *Autonomy* has a stronger impact on their positive behaviour than satisfying their expectations regarding *Promotion*. Employees who are given greater independence have better relationships with both their supervisor and their teammates.

*Keywords:* PJ fit, PG fit, supervisor.

### **Im lepiej pasujesz do swojej pracy, tym lepiej pasujesz do zespołu. Przypadek Polski**

### *Abstrakt*

W literaturze dotyczącej dopasowania osoba-środowisko istnieje niewiele badań na temat wpływu, jaki zgodność między pracownikiem a jego pracą wywiera na zgodność między pracownikiem a zespołem, w którym pracuje. Niniejsze badanie rzuca światło na tę relację, ujawniając dwa mechanizmy, poprzez które dopasowanie Osoba-Praca (PJ) wpływa na dopasowanie Osoba-Grupa (PG). W pierwszym

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mechanizmie wpływ ten jest pośredni przez poczucie własnej wartości i zadowolenie przełożonego, podczas gdy w drugim przez sprawiedliwość interpersonalną i spójność społeczną. Cechy osobowości i płeć są moderatorami. Oba mechanizmy są testowane pod kątem dopasowania popyt-możliwości i dopasowania potrzeba-podaż, a także pod kątem wewnętrznych i zewnętrznych form dopasowania zespołu. W badaniu wykorzystano analizę procesów warunkowych i dane pochodzące z ankiety przeprowadzonej wśród 826 Polaków z tytułem magistra lub licencjata, w wieku 25–45 lat. Wyniki pokazują, że zaspokajanie potrzeb członków zespołu w zakresie autonomii ma silniejszy wpływ na ich pozytywne zachowanie niż zaspokajanie ich oczekiwań dotyczących awansu. Pracownicy, którym przyznano większą niezależność, mają lepsze relacje zarówno ze swoim przełożonym, jak i członkami zespołu.

*Słowa kluczowe:* dopasowanie pracownik-praca, dopasowanie pracownik-zespół, przełożony.

JEL: M54, M12, J53.

## INTRODUCTION

The question of how well employees match their job has become the basis of the Person-Environment (PE) fit theory. According to this theory, employees are well suited to the environment in which they work, if their professional expectations are consistent with the requirements of a given position, opportunities related to the work itself, rules applicable in the team and the entire organization, as well as with the management style of their superiors (Kristof-Brown et al., 2005). These four areas of PE fit theory (job, team, superiors, organization) are important issues not only in the management literature but have also become the subject of research by economists who investigate human resources issues within personnel economics (Lazear, Shaw, 2007).

In their research review, Kristof-Brown and her colleagues (2005) emphasize the disproportion in the number of studies on PE fit areas. A similar conclusion can be drawn from the literature review by DeRue and Hollenbeck (2007). Two of such areas, Person-Group (PG) fit and Person-Supervisor (PS) fit, have been studied less frequently than Person-Job (PJ) fit and Person-Organization (PO) fit. The latter has enjoyed considerable interest. There is a clear gap in research on PG fit, especially given the growing importance of teamwork in many enterprises (Lazear, Shaw, 2007, Table 1B).

In their latest reviews of the fit literature, De Cooman (2022) and Vleugls (2024) point to the need for a change in research in this area. They suggest a greater focus on the interrelationships between different forms of fit. Vleugels (2024) points out that one of the most important challenges facing fit scholars is to focus on the differentiation of the conceptualization of PE fit. It emphasizes that the possibility of an employee's development in the work environment does not depend solely on his or her personal characteristics (such as personal values, goals, needs or personality traits), nor on the work environment itself (i.e. job demands and supplies, organizational culture), but on the extent to which personal attributes and attributes of the work envi-

ronment are consistent. De Cooman (2022), discussing changes in the fit literature, returns attention that this conformity may be existing on different hierarchical levels, such as the vocation (person-vocation fit), organization (person-organization fit), work unit (person-group fit), job (person-job fit) and individual (person-supervisor and person-person fit). Fit scholars suggest that employees may combine different forms of fit into one multidimensional fit, and this requires a methodological change. Moving away from examining individual fit forms and focusing on a construct that would be a weighted sum of different types of fit occurring at different hierarchical levels (Darrow, Behrend, 2017; Follmer et al., 2018). It is possible that employees experience different levels of fit. It is therefore necessary to examine more closely the interplay of different types of fit. However, as Vleugels (2024) draws attention to the fact that fit scholars rarely undertake this task in a single empirical framework. An example of such a study is the work of Chi *et al.* (2019), in which the authors show that person-group fit weakens the impact on the decision to resign from work, resulting from the initial mismatch between the needs of employees and the organization's offer. The second impact of person-group fit was about weakening the negative relationship between demands-abilities misfit and task performance.

The search for optimum fit comes from and remains in the traditional understanding of fit. Is it still relevant in a world where flexible and remote work arrangements play an increasingly important role? Vleugels (2004) suggests that fit scholars should focus on person-skill fit, which is concentrated on technical skills needed for a given job position. He believes that the mechanisms of social dependencies have lost their importance. Scholars dealing with remote and hybrid work models confirm the first part of Vleugels' opinion, but strongly disagree with the second part. Grey (2023) emphasizes that the successful application of remote and hybrid work models goes beyond technology. Trust and good relationships are the foundation of successful teamwork and collaboration and their importance is growing in virtual teams, but as Gifford (2022) points out, they are more difficult to achieve because communication via electronic media does not provide as many opportunities to build relationships as face-to-face communication.

More project-based teamwork and an increased organizational reliance on self-managing teams have led to an increased interest in person-group fit. Scholars have focused on how team dynamics influence employee perceptions of team fit (Klaic et al., 2018). It has been noted that well-cooperating teams develop a collective sense of fit (Seong, Choi, 2021). The negative impact of remote work has also been observed. The lack of face-to-face contact often leads to a decrease in morale and engagement (Golden, Veiga, 2005).

The research presented in this paper addresses the problem of linking employee fit to the work environment at two different levels: individual and team.

The positive true score correlations between types of fit presented by Kristof-Brown *et al.* (2005, Table 5) in their literature review indicate that the relationship

between PJ and PG fit is weaker (the estimated true score correlation is equal to 0.49) than relationships between PJ-PO and PO-PG (the estimated true score correlations are equal to 0.72 and 0.54, respectively). This suggests indirect effects between PJ fit and PG fit, i.e. it is likely that mediated effects are present.

This study is aimed to investigate the mechanisms through which PJ fit influences PG fit and, more specifically, to identify the mediators and moderators of this relationship. It is believed that the relationship between an employee and the supervisor may help to explain the impact of PJ fit on PG fit. Two effects seem to be significant, namely the influence of the employee's personality on his/her assessment of the manager's management style and the influence of the respect shown to the employee by the supervisor on how closely the employee feels connected with his/her team. This prompts the aforementioned hypothesis regarding there being two mechanisms.

In the first mechanism a good PJ fit strengthens self-esteem, and this, in turn, allows the employees to more widely accept the management style of their supervisor i.e. they feel greater satisfaction with their supervisor. The acceptance of superiors increases an individual's PG fit. Self-esteem in a job and satisfaction with the supervisor are the mediators (in the causal chain) in the first mechanism.

The second mechanism is based on interpersonal justice (or respect from supervisors) and social cohesion serving as mediators in the causal chain. A person's good fit with his or her job increases the sense of interpersonal justice. Such individuals feel that their superiors give them the same respect as they give to others. A person treated with respect feels closer to the team. His or her sense of belonging becomes stronger, which motivates him or her to pursue the team's goals. This person's fit with the group (PG fit) increases.

These indirect effects of PJ fit on PG fit described in both mechanisms can be strengthened or weakened by moderators, such as personality traits or gender.

The mechanisms are tested for four conceptualizations of fit, two of which are types of PJ fit, i.e. demands-abilities fit and needs-supplies fit, and the other two are types of PG fit, i.e. internal fit in a team and external fit in a team. The justification for choosing two forms of PJ fit are the conclusions formulated by Kristof-Brown and her colleagues (2005) in their review, whereas the two forms of PG fit are based on the proposition made by DeRue and Hollenbeck (2007). Kristof-Brown *et al.* (2005) suggest that the use of multiple conceptualizations of PJ fit can produce more robust results because they reflect the many aspects of an employee's compatibility with the job. A similar suggestion is made by DeRue and Hollenbeck (2007) claiming that the complex nature of working teams is better explained by research that investigates both, the match between a job and an employee's personality (internal PG fit) as well as between the employee and the tasks of the team (external PG fit)

The demand-abilities fit, understood as an individual's skills meeting the job requirements, was introduced by Muchinsky and Monahan (1987), while the needs-

supplies fit, was proposed by Kristof (1996) who defined this form of PG fit as satisfying the needs of an employee by environmental supplies. In their definitions of internal and external PG fit, DeRue and Hollenbeck's (2007) distinguished between employee-to-team match in relation to interpersonal relationships (internal PG fit) and employee-to-team match with respect to the tasks to be performed by the team (external PG fit).

A survey of 826 employees in Poland provided the data used in this study. The participants were between 25 and 45 years of age, i.e. employees of mobile working age. All of the respondents have completed a tertiary level of education, which made it possible to assume that they have a similar environment at the workplace. This, in turn, made it easier to focus on the relationship between PJ fit and PG fit, including the role of PS fit.

The hypotheses leading to the achievement of the research goal are verified using mediation analysis proposed by Hayes (2013). Mediation analysis allows us to identify a model that describes the mechanism by which PJ fit (X) influences PG fit (Y).

This research sheds light on several gaps in empirical research on the match between an employee and his or her work environment. First of all, the relationship between PJ fit and PG fit is analyzed in depth. The findings reveal the transmission mechanisms through which PJ fit influences PG fit, as well as the role of PS fit in these mechanisms. The mediation models include two aspects of the relationship between the employee and the supervisor: how the employee's personality affects his or her satisfaction with the supervisor and how the manager's respect towards an employee makes that employee feel more attached to the team. The literature on PE fit should be expanded to include research findings related to the PJ fit-PG fit relationship and the role of PS fit in this relationship. This research sheds light on this issue and includes Satisfaction with supervisor and Interpersonal justice as mediators of the said relationship. Both of these variables are closely related to PS fit. Given the relative lack of research focused on the validation of multidimensional approaches, this study examines multiple conceptualizations. It incorporates two ways in which a person matches a job. The first one relates to the match between the employee's needs and the opportunities to satisfy those needs provided by the organization, whereas the second relates to the match between the requirements of a given job and the employee's abilities. The study also focuses on two methods of determining how well the employee matches the team, by investigating whether the employee follows the internal rules and whether he/she accepts the tasks that the team performs externally. The application of these four conceptualizations of fit makes the findings much more robust.

An investigation into the role that personality characteristics play would broaden the knowledge of how an employee fits into the work environment. This study evaluates the importance of self-esteem, as a mediator, which transmitted the impact of PJ fit on PG fit.

The rest of this paper covers five sections and ends with conclusions. Theoretical support of the hypotheses is discussed in Section 2. For a discussion of the sample and methods, see Section 3. A presentation of the findings is in Section 4. The indication of those aspects of the study which reduce the possibility for generalization of the results as well as the direction of research in the future are issues that are covered in Section 5. The paper ends with a summary in Conclusions.

## LITERATURE REVIEW

The aim of this study is to determine the causality between the fit of an employee to the job he/she performs (PJ fit) and his/her fit to the team (PG fit) in which he or she works. One of the methods commonly used to assess causality is mediation analysis. Mediation analysis enables us to investigate the effect of an independent variable (predictor, X) on a dependent variable (outcome, Y) via a third variable called a mediator (M) or intervening variable (a more elaborate model containing several mediators in the sequence is also possible). It should be emphasized that mediation is correlational in nature, i.e. the variables in the mediation analysis must be related to each other. However, correlation does not imply cause and effect, and that is what I need to establish. Using mediation analysis in my study makes sense because this method is considered an effective way to test theory-based mechanisms (MacKinnon, 2008). Hypotheses about causality mechanisms generate a pattern of predictions (MacKinnon, Pirlott, 2015). If my pattern of predictions turns out to be correct, it is a confirmation that my theory is correct.

Therefore, in this study, the hypotheses regarding the mechanisms linking PJ fit with PG fit will be preceded by an indication of the theoretical basis for the expected relationships.

According to Rosenberg's (1965) definition, self-esteem is a general assessment of one's own competences. In contrast, Korman (1976) addressed the issue of employee self-esteem. He pointed out that workplace experiences can strengthen an individual's self-evaluation. Employees who value their competences are more likely to show favorable behaviour towards their organization. Such employees experience greater satisfaction with having their needs met by their organization. Korman's suggestions have become the basis for the self-esteem concept of how an employee perceives him or herself in the organization in which he or she works. Based on their literature review, Pierce and Gardner (2004) established a common definition of this concept. Organization-based self-esteem means that the employee feels needed and valued by the organization in which he/she works. The literature review by these two researchers points to links between organization-based self-assessment and work outcomes.

There is another conclusion that emerges from the review of empirical research which is relevant to this study. General self-esteem is significantly related

to organization-based self-esteem (Pierce, Gardner, 2004, p. 599). This conclusion suggests that the results obtained from mediation models with a variable describing overall self-esteem will also apply to organization-based self-esteem.

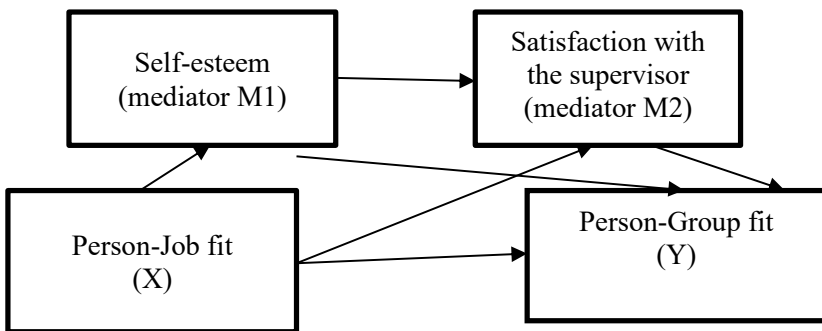
Pierce and Gardner (2004, p. 606) cite numerous works showing that organization-based self-esteem is strongly related to most aspects of job satisfaction, including satisfaction with superiors.

Supervisors organize the work environment. Their management style defines how subordinates react, how they perceive their roles in the team (Durham et al., 1997) and what they expect in their mutual cooperation (Green, Scandura, 1987). A supervisor who receives positive feedback from employees serves as the foundation of a well-functioning team (Manz, Sims, 1987). So, if an employee positively evaluates the supervisor, who is crucial for the team, it is also easier for that employee to adapt to the team. Satisfaction with the supervisor helps to increase PG fit.

Given the findings and suggestions presented in the literature I hypothesize that the mechanism through which PJ fit affects PG fit is as follows:

**Hypothesis 1:** *A good PJ fit strengthens the individual's self-esteem; an employee who has confidence in his or her competences is keener to accept the supervisor's requirements and, as a consequence, feels greater satisfaction with the supervisor; this, in turn, improves the match between the employee and the team (PG fit).*

The first mechanism is presented in Figure 1.



**Figure 1.** Mediation model of the first transmission mechanism in which PJ fit affects PG fit through two mediators in sequence: M1=Self-esteem and M2=Satisfaction with the supervisor

Source: author's work.

Interpersonal justice is defined as a measure showing the extent to which superiors treat their subordinates with due respect and courtesy (Greenberg, 1993). Colquitt and Zipay (2014) reviewed the literature on justice, fairness, and employee reactions which shows that the issue of justice is important to

employees because of uncertainty. The more people are uncertain, the more they need justice. One of the types of uncertainty in the workplace is about the status of the employee. Tyler and Lind (1992) note that an individual is very sensitive to signals that confirm his or her status in the group he or she belongs to. If the supervisor treats the employee with respect, this is interpreted as a signal that the employee is important to the team.

Good PJ fit reduces uncertainty about employee status. An employee who is well suited for his or her job (PJ fit), is appreciated by the supervisor, who manifests this by treating the employee with respect, which signals that the employee is of certain status.

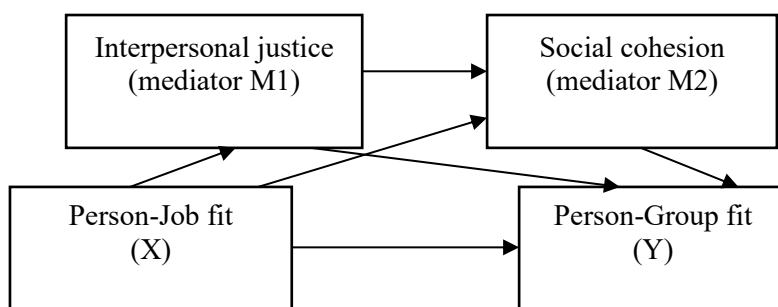
Interpersonal justice is an important factor in shaping mutual relations between team members. Employees treated with respect by their superiors feel more connected to the team members. Strong ties with colleagues increase their social cohesion. As Brawley *et al.* (1987) points out, members of a team with good social cohesion like to work together and also to spend time together as colleagues or even friends.

The more team members are related to each other, the more likely they will accept their goals and tasks as well as the roles assigned to them by their superiors (Cartwright, 1968; Dorfman, Stephan, 1984; Casey-Cambell, Martens, 2009).

Therefore, based on the effects of interpersonal justice and the outcomes of social cohesion described in the literature, I hypothesize that the second mechanism through which PJ fit affects PG fit is as follows:

**Hypothesis 2:** *A good PJ fit contributes to the fact that an employee is treated with respect by his or her superior; interpersonal justice (respect from supervisors) strengthens social cohesion, which improves the employee's PG fit.*

The second mechanism is presented in Figure 2.



**Figure 2. Mediation model of the second transmission mechanism in which PJ fit affects PG fit through two mediators in sequence: M1=Interpersonal justice and M2=Social cohesion**

Source: author's work.

## METHODOLOGICAL APPROACH

A questionnaire survey conducted in Poland in November 2016 by a professional polling agency provided the data for this study. The interviewers interviewed 826 survey participants directly using computer-assisted personal interviewing (CAPI). The participants were employed, aged 25–45 (i.e. in mobile working age), and have graduated from university (i.e. obtained a master's or bachelor's degree). Participants were consciously selected (using age range and higher education as selection criteria) from a national random-quota sample. The sample selected in this manner was representative of the target research group by age, gender, and place of residence. The project survey included 277 items which aimed to examine the resourcefulness of Polish families.

As to the demographic characteristics of the participants, women constituted 59 percent of the total sample, while men 41 percent. Respondents who did not have children (49%) prevailed. The distribution of participants by place of residence was fairly even, about 24% lived in the countryside and in towns, both smaller and larger; 10% of the participants lived in Warsaw. The participants differed significantly in terms of the economic sector in which they worked, dominated by the private sector (62% of participants) as well as the size of the company. The vast majority were employed in small and very small enterprises (64%) and only 9% in large ones.

The items in the questionnaire survey were used to construct variable measures. A description of variable measurement is included in Table 1. All measures are based on items recognized in the literature and used in questionnaire studies. The relevant literature is listed in Table 1.

Person-Job fit is an antecedent variable, or an independent variable X. Two basic conceptualizations of the Person-Job fit are used to check whether the relationships in the mediation models are statistically significant for both PJ fit conceptualizations: *Demand-Abilities PJ fit* and *Needs-Supplies PJ fit*.

Person-Group fit is a consequent variable, or a dependent variable Y. With regard to this variable, two conceptualizations were also used – *Internal PG fit* and *External PG fit* – to check the robustness of the results obtained from mediation models.

Four mediators will be applied to the models. The first two – *Self-esteem* and *Satisfaction with the supervisor* – will be used in models checking the statistical significance of the relationships contained in the first mechanism describing the impact of PJ fit on PG fit. The next two – *Interpersonal justice* and *Social cohesion* – will be intervening variables in models explaining the second mechanism.

Based on the results of research contained in the literature, four personality traits were selected as moderators. These are: *Extraversion*, *Conscientiousness*, *Neuroticism*, *Not open to experience*. *Gender* is the fifth moderator tested in the models. Finally, age is a control variable.

**Table 1. Measures of variable**

<b>Antecedent variable X (or Person – Job fit)</b>	<b>Item</b>
Two basic conceptualizations of the Person-Job fit	
Demand-Abilities PJ fit (adapted from Saks and Ashforth, 2002)	How much you disagree or agree with the statement: Your knowledge, skills and abilities are appropriate to those required for the job
Needs-Supplies PJ fit (adapted from Chuang et al., 2016)	How much you disagree or agree with the statements: Your present job satisfies your needs for: skills improvement autonomy and responsibility promotion opportunities and career development
<b>Consequent variable Y (or Person – Group fit)</b>	
Internal PG fit (based on DeRue and Hollenbeck, 2007)	I agree with other team members about the effort required to complete our tasks
External PG fit (based on DeRue and Hollenbeck, 2007)	I agree with other team members about how much we should compete with other teams
<b>Mediators</b>	
Self-esteem by Robins et al. (2001)	I have high self-esteem
Satisfaction with the supervisor – adapted from Chuang et al. (2016)	The way my manager manages is in line with my expectations
Interpersonal justice (respect from supervisors) – based on Colquitt and Zipay (2015)	Supervisors treat me with the same respect as others
Social cohesion – based on Brawley et al. (1987)	I feel strongly connected with the people I work for
<b>Control variable</b>	
Age	25–45

All variables measured on 5-point scale, 1=strongly disagree.....5=strongly agree; except Big 5 measured on 7-point scale, 1=strongly disagree.....7=strongly agree  
These variables are used in mediation models.

Source: author's work.

The research uses the conditional process analysis, developed by Hayes (2013a), to find the indirect relationships between PJ fit and PG fit. Mediation models, which can be estimated using the Hayes method (2013a), describe the mechanisms through which the effect of a variable X (PJ fit in this study) is transmitted to a variable Y (PG in this study) via the mediator M.

The computational tool proposed by Hayes (2013) – PROGRESS in SPSS – was used in this study. The PROGRESS allows us to investigate not only a simple causal chain of events, such as  $X \rightarrow M \rightarrow Y$ , but also to consider a more elaborate model containing several mediators in the sequence:  $X \rightarrow M1 \rightarrow M2 \rightarrow \dots$

→  $Mk \rightarrow Y$ , as in Figure 1, where there are two mediators:  $M1=Self-esteem$  and  $M2=Satisfaction with the supervisor$  and in Figure 2, where the mediators are  $M1=Interpersonal justice$  and  $M2=Social cohesion$ .

## RESULTS AND DISCUSSION

The results of the mediation analysis, which allow me to verify the hypotheses 1 and 2, are presented in Tables 2 and 3. These results contain values for direct and total indirect effects of PJ fit on PG fit, taking into account mediators. These values are calculated according to the formulas for model 6 given in Figure 3. These formulas with the names of the X and Y variables and mediators M are given in the notes under Table 2 and Table 3. Tables 2 and 3 also include the lower (Boot LLCI) and upper (Boot ULCI) limits of the 95% confidence interval for each effect. If both Boot LLCI and Boot ULCI are positive or negative at the same time it means that the effect is statistically significant. In this case, the effect value is bolded.

The results presented in Tables 2 and Table 3 show that PJ fit influences PG fit both directly and indirectly (see the effect values bolded). The effects, in general, are stronger for needs-supplies PJ fit than for demand-ability PJ fit. These findings support the suggestion of Kristof-Brown *et al.* (2005, p. 288) that the relationship between demand-abilities fit and job attitudes is weaker because it reflects the satisfaction of environmental needs to a greater extent, while the impact of needs-supplies fit on job attitudes is stronger because this type of fit is concentrated on meeting individual needs. Theories of need fulfillment (e.g., Locke, 1976) are the basis for this suggestion. They show that meeting the needs of an employee increases his/her positive engagement at work. Thus, needs-supplies fit reflects the satisfaction of personal needs more directly than demand-abilities fit.

Direct and indirect effects are significant is because they show that the impact of PJ fit on PG fit is partially mediated by the mechanisms presented in hypotheses 1 and 2. The existence of significant indirect effects confirms the predictions expressed by Kristof-Brown *et al.* (2005) that mediated and moderated effects are likely to occur in the relationship between PJ fit and PG fit.

An in-depth analysis of the transmission mechanisms reveals both mediation and moderation effects (see respectively Table 2 and 3 for mediation analysis and Tables 4 and 5 for moderation analysis). Due to the fact that total indirect effects (mediation effects) are stronger for needs-supplies PJ fit than for demand-ability PJ fit, the analysis of results in Table 2 and Table 3 focuses on the values of total indirect effects for needs-supplies PJ fit.

Analyzing the results in Table 2 mediation effects (or total indirect effects) are similar for internal fit in teams and external fit considering the first transmission

mechanism where PJ fit influences PG fit through two mediators: *Self-esteem* and *Satisfaction with the supervisor*:

$$\uparrow \text{PJ fit} \rightarrow \uparrow \text{Self-esteem} \rightarrow \uparrow \text{Satisfaction with the supervisor} \rightarrow \uparrow \text{PG fit}$$

**Table 2. Direct and indirect effects of Person-Job fit (PJ fit) on Person-Group fit (PG fit) through the mediators: *Self-esteem* and *Supervisor satisfaction* (the first mechanism – hypothesis 1)**

Antecedent variable X = PJ fit	Consequent variable Y = PG fit											
	Y=Internal PG fit						Y=External PG fit					
	Direct effect of X on Y			Total indirect effect of X on Y			Direct effect of X on Y			Total indirect effect of X on Y		
	Effect	LLCI	ULCI	Effect	Boot LLCI	Boot ULCI	Effect	LLCI	ULCI	Effect	Boot LLCI	Boot ULCI
X=Demand-Ability PJ fit	<b>.1891</b>	.1216	.2566	<b>.1464</b>	.0994	.1988	<b>.0929</b>	.0236	.1623	<b>.1340</b>	.0850	.1862
Needs-Supplies PJ fit												
X=Need for improving skills	<b>.1868</b>	.1218	.2519	<b>.1816</b>	.1380	.2301	<b>.1202</b>	.0536	.1868	<b>.1809</b>	.1364	.2282
X=Need for autonomy	<b>.2511</b>	.1848	.3174	<b>.1783</b>	.1342	.2242	<b>.1427</b>	.0739	.2114	<b>.1816</b>	.1314	.2341
X=Need for promotion	<b>.2290</b>	.1691	.2889	<b>.1649</b>	.1248	.2112	<b>.1335</b>	.0714	.1956	<b>.1780</b>	.1311	.2319

Total indirect effect of X on Y = Ind1 + Ind2 + Ind3, where:

Ind1: X → Self-esteem → Y

Ind2: X → Supervisor satisfaction → Y

Ind3: X → Self-esteem → Supervisor satisfaction → Y

Ind1, Ind2, Ind3 are statistically significant

The results in Table 3 come from Hayes PROCESS for SPSS and SAS, model 6: with two mediators in the sequence (see Fig.3).

Number of participants: N=826

Bold values indicate effects that are significant at the level of 5%

The level of confidence is: 95

Source: author’s estimation.

The values of the total indirect (mediation) effects are respectively: (0.1464 and 0.1334); (0.1816 and 0.1809); (0.1783 and 0.1816); (0.1649 and 0.1780), see Table 2, the values bolded. The small difference in values for total indirect effects of PJ fit suggests that the mediators *Self-esteem* and *Satisfaction with the supervisor* are equally important for individuals when assessing how much they agree with

other team members on the amount of work required for their tasks (internal PG fit) as well as how much they should compete with other teams (external PG fit). In general, by increasing an individual's self-esteem and satisfaction with the supervisor, a good PJ fit contributes to better PG fit. The significance of *Satisfaction with the supervisor* sheds light on the role of Person-Supervisor fit (PS fit), which is a dimension of PE fit. It also explains why Kristof-Brown and her colleagues (2005, Table 5, p. 308) found the weakest correlations between PS fit and other fits. Given that *Satisfaction with supervisor*, the variable used in this study, is closely related to Person-Supervisor fit, the obtained results indicate that Person-Supervisor fit is a mediator in the PJ fit-PG fit relationship.

When it comes to the second transmission mechanism in which PJ fit affects PG fit through two other mediators, *Interpersonal justice (or Respect from supervisors)* and *Social cohesion* (see Table 3):

↑PJ → ↑Interpersonal justice (or Respect from supervisors) → ↑Social cohesion → ↑PG fit

The total indirect effects of PJ fit are stronger for internal PG fit than external PG fit, but only in the case of needs-supplies fit, with the following values of total indirect effects for particular needs: (0.1614 and 0.1214 – the total indirect effects for internal and external PG fit, respectively, see the need for improving skills); (0.1792 and 0.1378 – the total indirect effects for internal and external PG fit, respectively, see the need for autonomy); (0.1348 and 0.1032 – the total indirect effects for internal and external PG fit, respectively, see the need for promotion), see Table 3, the values bolded.

If we compare how important it is for different needs to be satisfied (needs-supplies fit), we discover that *Autonomy* is more important than *Promotion* in obtaining a good PG fit. Satisfying the need for promotion, which results in increased respect from superiors (and, as a consequence, increased social cohesion), is the least important (the total indirect effects: 0.1348 and 0.1032, see Table 3, the values bolded) while satisfying the need for autonomy is the most important (the total indirect effects: 0.1792 and 0.1378, see Table 3, the values bolded) for both internal and external PG fit. The findings suggest that if the need for autonomy is satisfied the sense of respect from superiors and the sense of social cohesion are greater, which produces a better PG fit than if the need for promotion is met. The dominant indirect impact of satisfying the need for autonomy on PG fit confirms the conclusions of Adler and Borys (1996). Their research indicates that if team members can make significant decisions about their team's functioning, they are more likely to accept the tasks they are to perform.

In summary, the findings from the mediation analysis, presented in Tables 2 and 3, confirm hypotheses 1 and 2 regarding the existence of the two transmission mechanisms through which PJ fit affects PG fit.

**Table 3. Direct and indirect effects of Person-Job fit (PJ fit) on Person-Group fit (PG fit) through the mediators: *Interpersonal justice (or Respect from supervisors)* and *Social cohesion (the second mechanism – hypothesis 2)***

Antecedent variable X = PJ fit	Consequent variable Y = PG fit											
	Y=Internal PG fit						Y=External PG fit					
	Direct effect of X on Y			Total indirect effect of X on Y			Direct effect of X on Y			Total indirect effect of X on Y		
	Effect	LLCI	ULCI	Effect	Boot LLCI	Boot ULCI	Effect	LLCI	ULCI	Effect	Boot LLCI	Boot ULCI
X=Demand-Ability PJ fit	<b>.1761</b>	.1067	.2454	<b>.1595</b>	.1172	.2073	<b>.1008</b>	.0264	.1755	<b>.1262</b>	.0880	.1682
Needs-Supplies PJ fit												
X=Need for improving skills	<b>.2071</b>	.1408	.2734	<b>.1614</b>	.1211	.2047	<b>.1797</b>	.1087	.2507	<b>.1214</b>	.0832	.1595
X=Need for autonomy	<b>.2502</b>	.1797	.3208	<b>.1792</b>	.1314	.2310	<b>.1864</b>	.1104	.2625	<b>.1378</b>	.0885	.1891
X=Need for promotion	<b>.2592</b>	.1996	.3187	<b>.1348</b>	.0982	.1746	<b>.2083</b>	.1437	.2728	<b>.1032</b>	.0702	.1429

Total indirect effect of X on Y = Ind1 + Ind2 + Ind3, where:

Ind1: X → Interpersonal justice → Y

Ind2: X → Social cohesion → Y

Ind3: X → Interpersonal justice → Social cohesion → Y

Ind1, Ind2, Ind3 are statistically significant.

The results in Table 3 come from Hayes PROCESS for SPSS and SAS, model 6: with two mediators in the sequence (see Fig3)

Number of participants: N=826

Bold values indicate the effects that are significant at the level of 5%

The level of confidence see Table 2

Source: author’s estimation.

This study also tested age as a control variable in the mediation models, however, age was statistically insignificant, and therefore, the results are not presented.

The study has some limitations. The variables are obtained by measuring the participants’ perceptions of fit which reflect the subjective match between the person and his or her job and team. Perceived fit can be influenced by the personal characteristics of participants included in the survey. The study tries to limit these shortcomings by including personality traits and gender as moderators.

This study is based on data on employees with a university degree or equivalent and the results are limited to this sub-population. On the other hand, it allows us

to assume that the working conditions of the survey participants are similar and therefore do not significantly affect the answers provided.

The fit research is conducted most often in a uniform work environment, for example, the articles discussed in the surveys of the fit literature developed by Herkes *et al.* (2020) concern fit in health care, while a systemic review by Wightman and Christensen (2024) includes articles devoted to person-environment fit in the public sector. Some empirical work is carried out on the basis of data concerning a selected enterprise or several enterprises in one sector, e.g. the paper by Zhang, Seong and Hong (2022) concerns Person-Group fit in the public sector firm in Korea. There are no studies covering the entire population of employees in a given country. The fit literature builds knowledge about person-environment fit focusing on the results confirmed in various work environments.

Taking into account this specificity of research, the study presented in this paper sheds light on the relationships between different fit forms, not from the perspective of employees of one sector or one enterprise, but of a group of highly qualified employees.

This study uses cross-sectional data, which means that changes in the relationship between PJ fit and PG fit over time are not shown. This is always a drawback. However, the lack of statistical significance of *Age* in the models used in the study alleviates this drawback. Unfortunately, since there is no longitudinal data on PE fit, cross-sectional data is the only option.

In the future, research should be undertaken to expand the list of moderators, taking into account fairness at the workplace and personality characteristics such as innovation and achievement-orientation. There is a need for further studies on the moderators of the relationship between PJ fit and external PG fit.

It is certainly worth following the advice of Vleugels (2004) that scholars should undertake research on person-skill fit, which focuses on technical skills needed for a given job position.

In the context of remote and hybrid work models, the importance of working time flexibility and flexibility of the form and place of work should be examined as factors influencing the perception of the employee's fit to the work environment.

## CONCLUSION

The findings from the mediation and moderation analyses reveal that there are direct and indirect effects of PJ fit on PG fit. Two transmission mechanisms through which PJ fit influences PG fit were identified. In the first one, a good PJ fit increases PG fit through *Self-esteem* and *Satisfaction with the supervisor*, while in the second mechanism through *Interpersonal justice* (or *Respect from supervisors*) and *Social cohesion*. Both mechanisms are stronger for the needs-supplies form of PJ fit.

By increasing an individual's self-esteem and satisfaction with the supervisor, a good PJ fit improves both forms of PG fit (i.e. internal and external PG fit).

The findings suggest that if the need for autonomy is satisfied, the sense of respect from supervisors and the sense of social cohesion are greater, which produces a better PG fit than if the need for promotion is met. The dominant indirect impact of satisfying the need for autonomy on PG fit suggests that when team members have greater freedom in planning and carrying out their tasks, they are more likely to accept them than when tasks are imposed upon them. Autonomy generates positive behaviour among team members and improves their collaboration with their supervisor and their teammates.

The results offer recommendations for management practices. Fit is very important for employees because it influences their decisions and behaviour in the workplace. To maximize the benefits of teamwork it is necessary to match the employee to the job. Autonomy can have a stronger indirect effect on PG fit than promotion.

The obtained results do not lose their significance in remote and hybrid work models. Research on strategies that foster hybrid team performance emphasizes that supervisors must provide all team members with a sense of self-worth, build trust and psychological safety (Hincapie, Costa, 2024). The leader's leadership style is a critical factor that impacts team cohesiveness significantly (Baker et al., 2024).

The mechanisms of social dependencies between PJ fit and PG fit, which this study was devoted to, are still relevant in the world of virtual work.

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