Academia Person-Organisation Fit and Intention to Leave the Job: Does Person-Job Fit Matter?

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Abstract:

Previous research on fit has largely focused on the direct impact of person-organisation fit on employees' attitudes.

However, little research has examined the indirect impact of person-organisation fit on academic members' intention to leave the job. This study advances fit literature by examining the mediating role of person-job fit between person-organisation fit and intention to leave.

Data collected from academic members at twenty public sector Colleges (N=250) was analysed using partial least squares structural equation modelling. As predicted, the results confirmed that person-job fit mediates the relationship between person-organisation fit and intention to leave.

The results also revealed that the person-job fit is negatively associated with the intention to leave the job. In addition, the study revealed that national cultural differences affected the reliability of the items and constructs.

The theoretical and practical implications, research limitations and directions for future research are provided.

Keywords: Person-organisation fit, person-job fit, intention to leave, construct reliability and validity, "black box".

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1. Introduction

For the last 100 years, employee's turnover has been the cornerstone of discussion among researchers (Hom *et al.,* 2017). This is because the turnover of an employee results in a tangible and intangible cost to the organisation. An estimated cost of employees' turnover is 100% higher than the cost of hiring new employees (Bryant and Allen, 2013). Besides, the turnover of the employee is associated with the loss of organisation productivity, work disruption (Bryant and Allen, 2013) and employees demoralization (Dess and Shaw, 2001). However, the turnover of the academics is more costly as it not only affects the organisation productivity but also results in the loss of a role model and mentor for students (Webber, 2018). Thus, owing to the negative implications of turnover, it is viable to understand the factors that cause academic member's intention to leave the workplace (Johnsrud and Rosser, 2002).

One of the factors that have been consistently linked with the work environment and intention to leave the job is Person-Organisation Fit (POF). POF refers to the congruence between the person and organisation (Kristof, 1996). POF is found to be related to numerous desirable outcomes such as job satisfaction (Badger Darrow and Behrend, 2017), organisation commitment (Kristof-Brown *et al.,* 2005) and organisation citizenship behaviour (Chhabra, 2016; Suwanti, Udin and Widodo, 2018). Prior research has also found that employees who do not feel compatible with the organisation are more likely to experience stress and intent to leave the organisation (Giauque *et al.,* 2014; Chen *et al.,* 2016). Considering the indispensable role of POF, may researchers have explored the construct POF in various industries such as health (Giauque, Resenterra and Siggen, 2014), insurance (Tseng and Yu, 2016), and tourism (Vogel and Feldman, 2009). However, the concept of POF has received little attention in educational institutions. The purpose of this study is to bridge this gap by investigating POF-intention to leave relationship in the context of academic work settings.

Although the beneficial effect of POF cannot be undermined, researchers have investigated a large number of factors that may mediate the relationship between POF and intention to leave. These include job satisfaction (Yu, 2016), job stress (Chen *et al.,* 2016), organisation commitment (Westerman and Cyr, 2004) and work engagement (Peng *et al.,* 2014). Though many attitudinal and organisational variables have been examined, there is a need to identify additional variables that can mediate the effect of POF on intention to leave the job. Recently, PJF has received considerable attention as a mediating variable between employee attitudes, behaviours and their respective antecedents (Vogel and Feldman, 2009; Kakar *et al.,* 2018). PJF refers to the congruence between individual's ability and needs with job demand and job resources (Kakar *et al.,* 2018). Furthermore, researchers have investigated the mediating role of PJF between intention to leave and their respective antecedents such as person vocation fit (Vogel and Feldman, 2009), human resource management practices (Kakar *et al.,* 2018), and perceived organisational support

(Tseng and Yu, 2016). However, so far none of the studies to the best of authors' knowledge has investigated the mediating role of PJF between person-organisation fit and intention to leave the job. The present study aims to address this gap in the literature.

Further, as stated above, the current understanding of nature, causes and consequences of the POF is based on the research conducted in non-academic work settings and United Kingdome and Europe. Surprisingly, few studies have taken into account the role of POF in the academic work environment and Asian countries. This omission is critical, as several studies have shown that the findings of the studies conducted in western culture cannot be generalized in other cultural settings (Chhabra, 2016; Huang *et al.,* 2018). For example, in a cross-cultural empirical study on fit (Astakhova, 2016) found a positive and significant relationship between person-supervisor fit and organisation commitment in Japan, however, the person-supervisor fit and organisation commitment relationship was not significant in the USA. Thus, it is worth studying to examine the influence of cross-cultural differences on the implications of POF. This study addresses this gap in the literature by investigating the effect of POF on academic intention to leave the job in educational institutions of Pakistan.

In doing so, the present study contributes to existing literature of POF, PJF and intention to leave in many ways. First, the study contributes to POF literature by investigating its impact on academic members' intention to leave the job. Second, this study extends our understanding of the mediating role of person-job fit between POF and intention to leave. Third, following Huang *et al.* (2018) assertion that studies conducted in the western context cannot be effective in different cultural settings, this study aimed to bridge this gap in the literature by investigating the implications of POF in the context of Pakistan. Fourth, the objective of the present study is to validate the measurements scale of POF and PJF in different cultural settings. Moreover, the present study has methodological significance by employing second-generation methods for data analysis. Partial Least Square Structural Equation Modelling (PLS-SEM) is a second-generation tool recommended for mediating and complex model (Richter *et al.,* 2016).

The following sections of the study comprised of the precise introduction of the Attraction-Selection-Attrition (ASA) framework and variables of the study. In addition, based on the ASA framework, the theoretical linkage between constructs of the study is provided.

2. The Attraction-Selection-Attrition (ASA) Framework

The Attraction-Selection-Attrition framework was conceived by Schneider, (1987) and has been used in explaining the relationship between POF and intention to leave. A core assumption of the ASA framework is that people are attracted to the organisation whose members' characteristics such as values, personality and goals

are identical to the individual own characteristics. In addition, the organisation select those employees who possess knowledge, skills and competencies similar to the existing members of the organisation. Furthermore, the framework posits that people who do not match the characteristics of the organisation tend to leave the organisation (Schneider, 1987). This framework gives rise to the importance of employees' compatibility with the different aspects of the organisation. Therefore, for the present study, it is presumed that POF plays a vital role in deciding whether an academic member leaves or stays with the institution.

3. Hypotheses Development

3.1 Person-Organisation Fit, Person-Job Fit and Intention to Leave

POF has been conceptualized as the match between the individual and organisation in terms of values and goals (Chuang *et al.*, 2016). Over the course of time, POF has received considerable attention from practitioners and researchers, as the compatibility of the person with an organisation is associated with desirable individual and organisational outcomes. For example *(Mcculloch et al.,* 2007) noted that when employees perceived fit with the organisation they were more satisfied with the job and had a higher desire to stay with the organisation. Besides, researchers have noted that POF is positively related to organisational citizenship behaviour, organisation commitment (Astakhova, 2016; Suwanti *et al.,* 2018), job satisfaction (Boon *et al.,* 2011), career success and intention to leave (Vogel and Feldman, 2009).

In sum, the review of the literature demonstrates that POF will have a negative influence on employees' intention to leave the job. To justify this relationship, we draw on the attrition stage of ASA framework (Schneider, 1987). The attrition stage posits that when either organisation or employees feel misfit with the organisation, employees are more likely to leave the organisation. Relying on the above, we propose the following:

H1: Person-organisation fit is negatively related to intention to leave the job.

In addition, researchers have extended the ASA framework by investigating the impact of POF on different individual and organisation outcomes. For example Giauque *et al.* (2014) found that employees were more satisfied and committed when they feel fit with the organisation. In addition, research has shown that POF results in organisational citizenship behaviour (Chhabra, 2016), employees retention (Mcculloch *et al.,* 2007), and job satisfaction (Zhang *et al.,* 2017). Though many studies have shown that POF is related to attitudinal and behavioural outcomes (Vogel and Feldman, 2009; Andela and van der Doef, 2018) there have not been many studies that have explored the relationship between POF and person-job fit. Furthermore, most of the studies examining POF and PJF are conducted in non-academic work settings and have relied on the direct measure of fit. Therefore, this

study tries to address this gap by proposing that the academic members' perception of POF is positively related to person-job fit. The new hypothesis is:

H2: Person-organisation fit is positively related to person-job fit.

3.2 Person-Job Fit and Intention to leave

Person-Job Fit (PJF) refers to the match between the person and job in terms of the ability that a person put in a job and the resources that a job provides to the individual (Kakar *et al.,* 2018). In other words, PJF occurs when a person's knowledge, skill and competencies match the demand of the job (e.g. required skills, time, efforts, and ability) and the job resources (pay, fringe benefit, allowances, and working condition) fulfil the needs of the employees (physiological need, psychological need, need for work-life balance). Researchers have found that PJF is associated with positive work attitudes such as job satisfaction (Choi, Kim and McGinley, 2017), and organisation commitment (Kristof-Brown *et al.,* 2005). PJF is also considered as an important antecedent of withdrawal cognitions and intention to leave (Vogel and Feldman, 2009; Badger *et al.,* 2017; Andela and van der Doef, 2018).

The review of the literature from this section suggests that PJF will have a negative influence on intention to leave. A possible explanation for the negative relationship between PJF and intention to leave lies in the basic assertions ASA framework. This framework suggests that employees are more likely to quit when they do not share similar characteristics with the work environment. Thus, to further explore the relationship between perceived PJF and intention to leave in an academic context, the following hypothesis is proposed:

H3: Person-job fit is negatively related to intention to leave the job.

3.3 The Mediating role of Person-job Fit

Although previous literature has demonstrated that POF has positive consequences on individual attitude and behaviours such as job satisfaction, organisation commitment, and organisation citizenship behaviour (Vogel and Feldman, 2009; Suwanti *et al.,* 2018). POF has also been recognized as an important antecedent of intention to leave. Recent studies suggest that POF is not always directly related to employees' attitude and behaviour; rather the relationship between POF and employees attitude and behaviour was mediated by organisation commitment (Farzaneh *et al.,* 2014), organisation citizenship behaviour (Suwanti *et al.,* 2018) and job satisfaction (Yu, 2016).

In this study, we hypothesize that the relationship between POF and intention to leave is mediated by person-job fit. Previous studies have found that So far, to the best of authors' knowledge, no study has examined the mediating influence of PJF

on POF-intention to leave relationship. Hence, we expect that the impact of POF on academic intention to leave is mediated by PJF. We draw on the attraction-selection-attrition model to explain such a relationship. The ASA framework suggests that people are attracted to, selected by and stay with an organisation that matches their values. PJF, which represents an employee's need fulfilment perception is an important psychological condition that explains numerous work attitude and behaviours such as job satisfaction (Vogel and Feldman, 2009), organisation commitment and turnover intention (Andela and van der Doef, 2018).

Prior research suggests that POF enhance employees perception of need fulfilment, by supplying the resources that individual needs (Boon and Biron, 2016). The perception of fit with one's organisation may enhance an individual perception of PJF, which, in turn, will reduce their intention to leave the job. Thus, when an individual and organisation values and goals coincide with each other, as in the case of POF, it is likely that such employees will feel a high level of belongingness with the job i.e. person-job fit, which in turn, will reduce their intention to leave. To empirically explore such a relationship, we propose that:

H4: PJF mediates the relationship between person-organisation fit and intention to leave.

Figure 1: Conceptual Model
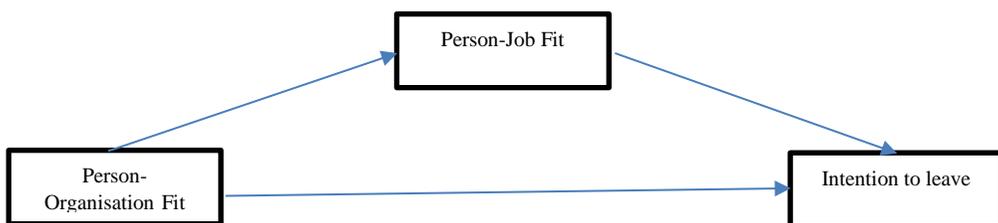
4. Research Design

4.1 Sample and Data Collection

The target population of this study was public section Colleges of the largest province of Pakistan, Baluchistan. In total, 450 questionnaires were self-administered among faculty members. The response rate was 55% (250), excluding cases with suspicious responses and with more than 20% missing values. The total sample consists of 61% male and 39% female. In addition, the sample includes 72% lecturers, 15% assistant professors, 8 % associate professors, and 5% professors respectively. The average age of the respondents was 38, ranging from 22 years to 67. The average working experience of the faculty members were 7 years.

4.2 Research instruments

Research instruments for the present study were adopted from the literature. All items were measured on five points Likert scale ranging from "strongly disagree" =1 to "strongly agree" =5.

Person organization fit:

Person organisation fit was measured with six items adopted from (Cable and DeRue, 2002; Vogel and Feldman, 2009). This measure represents the values and goals congruence between the person and organisation. The sample item includes "My personal values match my organisation's values and culture".

Person-Job Fit:

Person-job fit was measured by six items adopted from (Cable and DeRue, 2002). These items represent the congruence of individual ability and needs with demand and resources of the job. An example item is "My abilities and training are a good fit with the requirements of my job".

Intention to leave:

Intention to leave measures the willingness of an employee to leave the current job in the near future. It was measured with six items adopted from (O'Reilly et al.,1991; Cennamo and Gardner, 2008). The sample item includes "Thoughts about quitting this organisation cross my mind".

5. Data Analysis

5.1 Descriptive Analysis

First, the data were examined for descriptive analysis. Second, we used bootstrapping 5000 subsamples to test the indirect effect of POF on intention to leave. The mean, standard deviation and correlations of the variables are provided in Table 1. The results revealed that POF is strongly correlated with intention to leave and PJF and PJF is negatively related with intention to leave the job.

Table 1. *Descriptive Statistics*

Constructs		Mean	SD	POF	PJF	ITL
POF		3.27	0.78	1		
PJF		3.00	0.83	.56**	1	
Intention	to	3.35	1.01	-.27**	-.40**	1
leave						

Note: *N= 250 Individuals ** p < 0.01*

5.2 Inferential Analysis

We used PLS-SEM to examine the research model. SmartPls3.2.8 was used to assess the measurement model and the structural model of the study. PLS-SEM was suitable for the present study since the model is complex (comprising formative and

reflective constructs) and the objective of the study is to explain the amount of variance in intention to leave (Richter *et al.,* 2016; *Hair et al.,* 2017). Furthermore, PLS-SEM is suitable for a complex model and mediation analysis. In addition, PLS-SEM is appropriate to use for explaining the amount of variance in endogenous constructs.

5.3 Measurement Model

Measurement model assesses the relationship between observable indicators and their respective latent variables. Measurement model comprises of factors loading, Cronbach Alpha (α), Composite Reliability (CR), Average Variance Extract (AVE), convergent and discriminate validity. Cronbach Alpha (α) and CR are the measures of internal consistency reliability; while the reliability of the items is measure by Factors Loading (FLs). Average Variance Extract (AVE) is the measure of constructs convergent validity. The discriminate validity of the construct is measured with Fornell-Larcker Criterion, Heterotrait-Monotrait Ratio (HTMT) and cross loading.

Hair *et al.* (2011) posits that an item is said to be reliable if the values of factor loading are greater than 0.70 (FL ≥ 0.70). In the present study, all the items (Figure 1) of the constructs were reliable (FL ≥ 0.70) with exception of the item FOF6. The factor loadings of FOF6 was 0.510, therefore item FOF6 was deleted. The FLs for POF with five items range from 0.723 to 0.800. Similarly, the FLs for PJF and intention to leave range from 0.700 to 0.846. In addition, the score of Cronbach Alpha was α ≥ 0.70) and CR ≥ 0.70 were in acceptable range (Hair et al., 2011). Moreover, all the constructs of the study ensured convergent validity, since the values of AVE were greater than 0.50 threshold (Fornell and Larcker, 1981). The results also revealed that collinearity is not an issue among the constructs since the values of Variance Inflation Factor (VIF) were less than 5. The results of the constructs and items reliability and validity are provided in Table 2.

Figure 2: *Measurement Model*
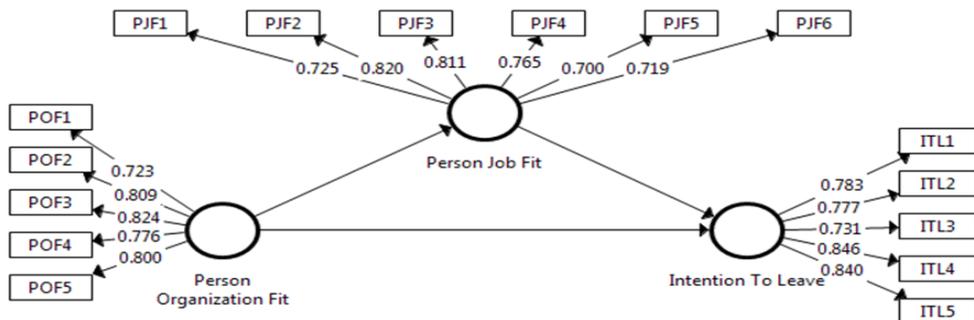
The constructs were also assessed for discriminate validity. Discriminate validity represents the distinctiveness of the construct from the rest of the constructs in the

model. The measure of the discriminate validity is Fornell-Larcker Criterion (Table 3), Heterotrait-Monotrait Ratio (HTMT) (Table 4) and cross loadings (Table 3). The result shows that all the constructs ensured discriminate validity.

Table 2. *Constructs Reliability and Validity*

Constructs	Cronbach's Alpha	rho_A	Composite Reliability	(AVE)	VIF
Intention to leave	0.857	0.878	0.896	0.635	
Person-job fit	0.852	0.861	0.890	0.575	1.42
Person-organisation fit	0.846	0.850	0.890	0.619	1.45

Table 3. *Fornell-Larcker Criterion*

Constructs	ITL	PJF	POF
Intention to leave (ITL)	**0.797**		
Person-job fit	-0.421	**0.758**	
Person-organisation fit	-0.283	0.546	**0.787**

Table 4. *Heterotrait-Monotrait Ratio (HTMT)*

Constructs	ITL	PJF	POF
Intention to leave	-		
Person-job fit	0.465	-	
Person-organisation fit	0.330	0.636	-

Table 5. *Cross Loadings*

Items	Intention To Leave	Person-Job Fit	Person Organisation Fit
ITL1	**0.783**	-0.279	-0.222
ITL2	**0.777**	-0.300	-0.291
ITL3	**0.731**	-0.236	-0.170
ITL4	**0.846**	-0.406	-0.202
ITL5	**0.840**	-0.404	-0.241
PJF1	-0.333	**0.725**	0.390
PJF2	-0.390	**0.820**	0.418
PJF3	-0.371	**0.811**	0.472
PJF4	-0.354	**0.765**	0.445
PJF5	-0.224	**0.700**	0.327
PJF6	-0.197	**0.719**	0.413
POF1	-0.197	0.378	**0.723**
POF2	-0.208	0.401	**0.809**
POF3	-0.281	0.433	**0.824**

| POF4 | -0.193 | 0.447 | **0.776** |
| POF5 | -0.229 | 0.480 | **0.800** |

5.4 Structural Model

The structural model assessment provides an estimation of the hypothesized relationship among constructs. The measures of the structural model are R Square (R^2), path coefficients (β) and Q Square (Q^2) respectively. R Square represents the explanatory power of the overall model. Q square is used to measure the predictive relevance of the model. The present model explained strong and moderate variance in PJF (R^2= 0.298) and intention to leave (R^2 =0.180) respectively. In addition, the value of (Q^2 = 0.103) for intention to leave and (Q^2 = 0.158) for PJF shows that the model has enough predictive relevance. Path coefficient (β) represents the strength and significance of the relationship among constructs. The result of the structural model is provided in Figure 3.

Figure 3. *Structural Model*
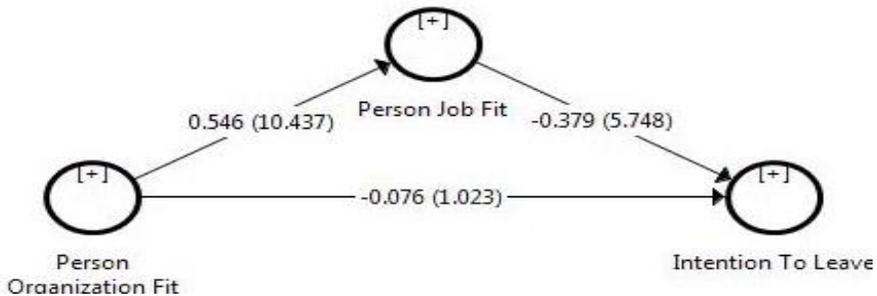
Note: *H1: (β =-0.076, t=1.023) H2: (β =0.546, t=10.437); H3: (β =-0.379, t=5.748)*

For the present study, the estimate of the R^2 and path coefficient were obtained using bootstrapping (5000 subsamples, one tail test). The results revealed that the overall model explained 18% variance in faculty members' intention to leave (R^2 =0.180). Moreover, it was found that the relationship between POF and intention to leave was negative and non-significant (β = -0.076, t = 1.023, p = 0.153), thus rejecting H1. Similarly, the relationship between PO it and PJF was positive and significant (β = 0.546, t = 10.437, p < 0.05), providing support for H2. H3, which shows the relationship between PJF and intention to leave was negative and significant (β = -0.379, t = 5.747, p < 0.05). Further, to assess the mediating effect of PJF, Preacher and Hayes, (2008) procedure were used. The result revealed that POF had indirect effect on intention to leave, providing support for full mediation of PJF (β = -0.207, t = 4.781, p < 0.05). The result of the structural model is provided in Table 6.

Table 6. *Structural Model Results*

Hypothesized Path	β-value	t-Value	p-Value	Decision
POF →Intention to leave	-0.076	1.023	0.153	Not Supported

POF→PJF	0.546	10.437	0.000	Supported
PJF → Intention to leave	-0.379	5.748	0.000	Supported
POF→PJF→ Intention to leave	-0.207	4.781	0.000	Supported

6. Discussion and Conclusion

Person-organisation fit is one of the key success factors in today's competitive business world, especially when it comes to the retention of the employees. This argument holds true in the academic work environment, where POF was found to be a potential determinant of teacher's turnover (Vekeman *et al.,* 2017). This study aimed to investigate the direct and indirect impact of POF on academic members' intention to leave the job. In addition, the study aimed to examine the mediating role of PJF on person-organisation fit-intention to leave relationship. Besides, the objective of the study was to validate the POF and PJF scale in Pakistan's academic work context. The findings support the conceptual model. This study contributes POF literature by specifying an additional mechanism (person-job fit) through which it affects intention to leave. In addition, it provides support for the validity of POF and PJF scale in academic context and Pakistan.

The findings of the study reveal that POF is a significant predictor of academics' PJF and intention to leave the job. This finding is in line with the ASA framework (Schneider, 1987) and prior studies in the literature. For example, Vekeman *et al.* (2017) found that teachers who fit the characteristics of the schools were more satisfied and less likely to leave the profession (-.05). However, it is noteworthy to mention that their finding was based on values congruence between teachers and schools, since they measured POF with values congruence only. Whereas in our study, POF is reflecting the values and goals congruence of the academic members with the organisation, thus, providing a broader picture of POF. Furthermore, the study revealed that academic members who fit the demand and resources of the job (PJF) have lower intention to leave. This finding is in line with (Vogel and Feldman, 2009; Badger Darrow and Behrend, 2017) studies that PJF is significantly related to intention to leave.

One interesting finding of the study is the mediating influence of PJF on person-organisation fit-intention to leave relationship. These findings reveal that person-organisation fit-intention to leave relationship is not straightforward; it is mediated by PJF. These findings concords the (Boselie *et al.,* 2005; Banks and Kepes, 2015) argument of the existence of "black box" between human resource management and organisational performance. Although the mediating role of PJF between POF and intention to leave is narrowly investigated. However, there is enough evidence that PJF is a potential mediator between intention to leave and its antecedents including perceived organisation support (Tseng and Yu, 2016) and person vocation fit (Vogel and Feldman, 2009). Thus, drawing upon ASA framework and previous literature, present findings imply that when faculty members feel fit with values and goals of

the organisation, they will exhibit better fit with the job, which, in return, negatively influences their intention to leave. Therefore, we conclude that the mysterious "black box" is not only limited to human resource management, but it is also an ambiguous phenomenon that may operate between various concepts and/or constructs such as person-organisation fit and its antecedents and outcomes.

Moreover, one objective of the study was to validate the POF and PJF scale in Pakistan's context. The results revealed that POF and PJF are valid constructs, with the expectation of one item of POF (POF6). The factor loading of POF6 was 0.510, thus, it was deleted from the final analysis. Although items POF6 has been tested in various work settings and yielded a reliable score, however, in the context of the academic work environment and Pakistan, its loading was less than 0.70 threshold (Hair *et al.,* 2017). The low factor loading of the FOF6 might be due to different national cultural values of Pakistan. This finding provides support to the argument that studies conducted in western countries can't be generalised in other cultural settings (Huang *et al.,* 2017). Thus, we conclude that country and organisational context does matter in the reliability and validity of the constructs. More specifically, our result revealed that the validity and reliability of the measurement scale vary across countries and organisations. Thus, we conclude that it is appropriate to confirm the validity and reliability of the constructs, even if the items (indicators) are adopted from reliable and valid sources.

7. Implications

The present study has several theoretical and practical implications. First, it extends our understanding of how academic members' compatibility with the organisation affects their fit to the job and intention to leave. Second, it provides theoretical support for the mediating role of PJF between POF and intention to leave. To our understanding, this is one of the pioneering studies that has investigated the indirect impact of POF on academics' intention to leave through PJF. Third, this study provides empirical support to the ASA framework (Schneider, 1987) that people tend to stay with the organisation when their characteristics match organisations' characteristics.

Besides, this study has some significant practical implications. First, the study specifies that POF and PJF are important predictors of academic members' intention to leave the job. Thus, colleges principle, who wants to retain academic members should emphasize on the enhancement of the fit between organisation values and goals with faculty members. In addition, the compatibility between job demands and job resources is also an important element of academic retention. Thus, management should not only enhance the fit between the academic and organisation by arranging orientation and training program but also ensure that such practices would also enhance the fit between the academic and job. If management practices fail to enhance the fit between the academic and job, the potential benefits of such practices will not yield the desired results of lowering intention to leave, because the effect of

POF on intention to leave is transferred through person-job fit. Thus, one way through which colleges can retain their academic members is to provide training and job opportunities, development opportunities, enhances the monetary and non-monetary allowances of the faculty members. The provision of such practices will result in a better POF, which will positively influence person-job fit, and, in return, the person-job fit will negatively influence their intention to leave the job.

8. Research Limitations and Future Research

Although the findings of the study provide useful insight on some important issues, yet its results should be considered with some limitations. The study investigated POF as an antecedent of intention to leave; future researchers are encouraged to assess the impact of PJF, person vocation fit (PV fit), person supervisors fit (PS fit) and person group (PG fit) on intention to leave. In addition, the present study tested the mediating role of PJF; we expect that PV fit, PG fit and PS fit could be the possible mediators or moderators of the POF-intention to leave relationship. Moreover, the cross-sectional nature of the study limits the generalizability of the findings. Future researchers are encouraged to validate the conceptual model with the longitudinal study. In addition, the present study was conducted among faculty members of public sectors colleges of Pakistan; future researchers are encouraged to validate the fit scale in different work settings such as manufacturing, textile, information technology, health and public sectors organisation.

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