



PERSON-ENVIRONMENT FIT AND ITS IMPACT ON ENHANCING ADAPTIVE PERFORMANCE

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Article history:	Abstract:
Received: 10 th July 2024 Accepted: 8 th August 2024	The purpose of this research is to determine the impact of Person - Environment fit on enhancing adaptive performance at the level of a sample of workers in cement factories in Iraq and its reflections on work outputs. This study relied on the scales and dimensions established by (Kristof et al., 2005) to measure Person - Environment fit and (Pulakos et al., 2000) to measure Adaptive Performance. Since the research used the questionnaire with the purpose of gathering information, the study's sample included 160 individuals in the Al-Duh and Saman Cement Factory in Iraq. Path analysis was used to test the hypotheses, along with multiple regression and confirmatory factor analysis. A number of results were reached, the most prominent of which is that the Fit between the person in relation to their surroundings contributes to enabling organizations to build a dynamic work environment. This fit affects the enhancement of harmony between the individual and the organization, which in turn positively reflects on adaptive performance by improving personal efficiency, creativity and innovation, and the ability to flexibly adapt to new situations and find alternative solutions, whether in work or daily life.

Keywords: Person-Environment Fit, Adaptive Performance.

1 . INTRODUCTION

There is a growing awareness and Interest in the importance of Person -Environment fit and its role in determining the organization's forefront, as it constitutes a part of the organization. Person- Environment fit is considered one of the fundamental pillars and concepts in sociology and psychology, as it reflects the individual's ability to adapt and face surrounding conditions and environments. This concept addresses the interactive relationships between the individual and the organizational work environment, including cultural, social, economic, and educational factors, especially when individuals' abilities and skills align with the work environment's requirements, which in turn enhances performance and adaptive behavior.

The difficulty here lies in the rapid pace of changes in organizational environments, which has forced individuals to develop and acquire skills and enhance their capabilities to meet job requirements. Among the most prominent of these requirements is that individuals should take the initiative for self and job development (creativity, innovation, achieving independence, and sustainability). On the other hand, today's work environment has become more dynamic, necessitating the adoption of modern policies and practices in the selection and recruitment process, incentives and their types, and the nature of work itself, such as relying on time instead of the traditional full-time model. Even work values and methods have changed. Furthermore, both parties (the individual and the environment) need to maintain harmony in building a sustainable relationship that considers the goals and needs of both sides (Bednarska, 2017, 12 ; Rauvola et al. , 2020: 102).

In light of this, many research efforts have focused on predicting human behaviors. Therefore, this study has taken multiple approaches to examine the issues and problems of the connection between one's own personality and the organizational Environment and its impact on enhancing adaptive performance. In any case, an individual is considered suitable and compatible with the work environment when they are able to perform their job tasks and requirements, are compatible with their colleagues and supervisors, and are in harmony with the organization's values, defending and believing in them. Thus, the idea of person -environment fit is a comprehensive concept that includes the individual's compatibility with the organizational environment in many aspects. Here lies the importance of this study as it reflects the actual reality of this alignment. Understanding the reality of person-environment fit is the focus of this Study by providing a clear vision of the causal Relationship between person -environment fit and adaptive performance.



Furthermore, it offers a new foundation for the scientific analysis of the work environment in organizations, contributing to the adoption of policies that improve the quality of the relationship and reinforce fit within organizations.

2. RESEARCH PROBLEM

Contemporary organizations today face significant and ongoing challenges, and in order to achieve their goals and implement their strategies, they must develop their plans and programs with the aim of raising and improving their performance. This involves the need to provide a suitable organizational environment, which enables individuals to stabilize and be effective, striving to achieve adaptive performance that allows organizations to face unexpected situations and respond quickly.

With precision, the study problem can be identified as providing a suitable environment for the individual, resulting in high satisfaction and low levels of stress and strain, thereby achieving high adaptive performance. Conversely, a lack of job satisfaction is caused by an individual's mismatch with their work environment. and turnover, and increased levels of psychological stress, which negatively impacts the individual's adaptive performance.

3 . RESEARCH OBJECTIVES

- Levels of the research variables (Person -environment fit and adaptation performance) within the research sample of cement factory workers are described and diagnosed.
- Determining the level of positive impact of Person -environment fit on adaptive performance.
- Determine levels of positive impacts of the Person -environment fit dimensions on adaptive performance.
- Determining the level of impact of adaptive performance on person-environment fit.

4. RESEARCH IMPORTANCE

The importance of the research lies in the significance of Person -Environment fit, as it aligns with the modern trends in literature that increasingly focus on the relationship between the Person and the work Environment. This relationship manifests in various issues related based on how well they mesh with one another the individual and the surrounding organizational environment, the adaptive performance's ability to respond to and face dynamic changes in the economic environment, and enabling organizations to achieve sustainability amid intense competition. The importance of this study also stems from perspectives that focus on the research variables and the extent of their interconnection, which is expected to yield significant results that can contribute to providing scientific evidence on the role of Person -Environment fit in enhancing adaptive performance. This could direct the attention of those interested in business and organizational management to this new intellectual domain, as it is the field of individual interaction and their organizational activity.

5 . CONSTRUCTING RESEARCH POSTULATES

Through after examining a number of papers, we discovered that the majority of them point to a correlation between person -environment fit and adaptive performance. Various more investigations have also shown that confirmed the relationship between the impact of this fit on adaptive performance, which reinforces building the initial hypothesis for our present investigation.

Researchers are engaged in a continuous struggle to conceptualize the fit of specific individuals to their work environment, aiming to ensure and classify more specific types of "fit" into elements of Person -Environment fit within their work context, for example, appropriate with the organization, fit with team members, fit with supervisors, and fit with the job. All four of these kinds of are significantly related to work outcomes such as job satisfaction, adaptive performance, turnover intentions, behavioral outcomes, commitment, and adaptive behavior. Generally, Person -Environment fit is a reciprocal and continuous process, with its dimensions uniquely interrelated and affecting individual outcomes either directly or indirectly (Shahidan, 2019: 67; House et al., 2004: 64; Shahidan, 2019: 71).

The concept of adaptive performance is similar to person-job fit when job requirements are met and job satisfaction is achieved, which will later lead to effective performance even when working in critical and uncertain situations. Similarly, individuals who possess adequate skills and abilities fit the job requirements and are expected to perform their jobs effectively. (Shahidan, 2019: 69 ; Bartram, 2005. 1185). As for the fit between the individual and the supervisor according to (Su & Rounds, 2015: 84). Person can influence changes in their daily work experience by altering their routine tasks or changing the nature of their relationships with other workers. A supervisor can additionally contribute to the team where they work together in the same workplace. Therefore, the interaction between an individual and their.

Interestingly, A study was carried out by (Oh et al., 2014: 105) highlighted that how well a worker gets along with their boss has become an important dimension of job performance due to the hierarchical aspect. This is because individuals are expected to obey their supervisors to achieve their own interests regarding promotions and future career planning.

If something happens during their work, they will not be able to report directly to their boss, which means they have to follow the hierarchical level starting from their supervisor.

In line with this, it has been established that the relationship between the individual and the supervisors performs a crucial role in enhancing the adaptive performance index, as the individual's work is evaluated by their supervisors. Therefore, maintaining a good and continuous relationship and achieving the same consensus will make their work easier. (House et al., 2004: 64; Shahidan, 2019: 71).

Figure (1) illustrates the impact relationship Person -Environment fit on adaptive performance.

Based on this, the hypotheses can be formulated as follows:

- **Hypothesis (1)** A notable impact is observed. of Person -Environment fit on adaptive performance.
- **Hypothesis (1)** A notable impact is observed. of adaptive performance on person-environment fit

Figure (1) illustrates the above, which clarifies the conceptual model of this research.

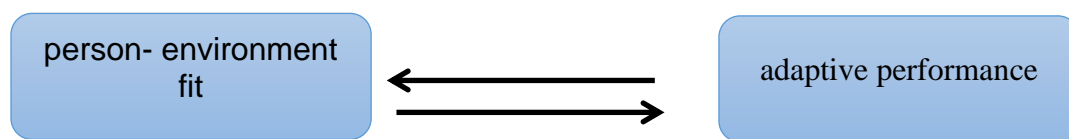


Figure (1)
This study's theoretical framework
Source: Self-preparation

6 . THEORETICAL BACKGROUND

6 . 1. Person - Environment Fit

Aspects related to individual behavior have been the focus of much conceptual and empirical research. After years of debate, there is broad agreement that (individual characteristics, situational aspects, and most importantly, the interaction between the individual and situational variables) are key. Many researchers, such as Holland (1985), have proven that individuals choose professions based on the extent to which their personalities align with their perceptions of the profession. Individuals become socialized with the employer based on the alignment of their personal and business-related values, and job performance and satisfaction are strongly related to the alignment of individuals with job competencies (Billsberry et al., 2005: 1). The concept of Person -Environment fit is essential for research in "organizational behavior". organizational psychology, and human resource management, such as work-related needs and rewards, individual capabilities employment, and requirements, personal and organizational values, and the personality of the individual and other members of the Organization (Edwards et al., 2006: 802).

The study by (Ballout 2007: 742; Guan et al. 2021: 3; Wille et al. 2012: 1) confirmed that the concept of Person -Environment fit is the alignment and harmony that occurs when an individuals characteristics and the work environment are well-matched. Research indicates that the compatibility of employees with the organization is a good indicator in job selection, and individuals prefer jobs and professions in organizations that exhibit values similar to their own. Many researchers have suggested that the different types of fit that fall under the concept of person-environment fit play an important role in job or career selection decisions, and that each form of fit has a significant impact on job satisfaction, performance, and commitment. (Nolan & Morley, 2014: 1632) agree with this by referring to person-environment fit as an umbrella for multiple domains that seek to achieve fit within them, the most important of which are (person-job fit) that refers to the perceived degree of match between the individual and their work tasks, (person-supervisor fit) which studies the perceived degree of match between the person and the supervisor, and (organizational fit) which refers to the perceived degree of match between the person and the organization's culture.

Theoretically, person-environment fit represents a comprehensive concept consisting of multiple subtypes of fit, such as (person -organization fit, person -group fit, person -supervisor fit, and person -job fit). Although they are positively correlated, these subtypes of fit are distinct and have unique effects on outcome variables because they leverage different aspects of the work environment (Vleugels et al., 2018; 1067; Kristof et al., 2005:285).

6.2. Adaptive Performance

Expanding the concept of individual performance to include behaviors that align with organizational development, as many early studies were conducted on the concept of adaptive performance after (Hesketh & Neal, 1999) formulated this concept, referring to it as a distinct concept from performance that indicates an one's flexibility in handling unexpected changes on the job and the ability to change behavior. It is considered a fundamental and important pillar of overall performance, and this performance can be distinguished from contextual performance and task performance



as separate and unique structures (Charbonnier & Roussel, 2012: 280; Voirin & El Akremi, 2011: 6). adaptive performance deals with modifying an individual's attitudes to face organizational change, primarily through adapting to new work requirements. Organizations emphasize "adaptive performance" to enhance diversity and openness, and most importantly, to improve individual efficiency (Pradhan et al., 2017: 238). adaptive performance has become increasingly important and essential for organizations as much as (new technologies and organizational restructuring in response to financial crises (Gorostiaga et al., 2022: 84). adaptive performance is very broad and not only includes the ability to adapt in problem-solving and flexibility, but also the ability to change as an important characteristic of adaptive performance in uncertain conditions (Ramdhan, et al., 2022: 4). While (Bednall & Henricks, 2021: 72) indicated that adaptive performance is distinguished from task mastery and proactivity, the former describes a set of behaviors that have not been formalized or included in a social context, while the latter describes a set of self -directed proactive behaviors aimed at achieving desired outcomes.

Adaptive performance is a reflection of how individuals behave at work in response to changes they've gone through and their capacity to adjust to different circumstances or demands at work. People need to be able to keep personal relationships and function well in an ever-changing work environment, but they also need to be able to solve problems creatively, with the increasing state of uncertainty (Haris et al., 2023: 5). In light of new or changing task requirements—which may encompass not only the tasks themselves but also other aspects of tasks like methods of task accomplishment and changes in performance goals—adaptive performance is crucial for individuals to sustain successful performance. Understandably, the research has endeavoured to identify the determinants of adaptive performance given its relevance. It has mostly relied on the "variance theory" concerning the "nature" of individual variations, motivational factors, self-regulation, training, and context.. (Jundt & Shoss, 2023: 3).

7 . METHODOLOGY

7.1 . Tools and metrics for research

A number of foundational characteristics were assessed in the study using the criteria laid out in Table (1):

Table (1)
Research Assessment Tools

Variables	Measure	Items in the Lot
person-organization fit	Kristof et al. , 2005	4
adaptive performance	Pulakos et al . ,2000	8

Source: Own elaboration

In order to understand the research instruments and methods, we went over the many parts of the questionnaire, its practical principles, and how to answer each question. There was a response rate of 91% from the 177 questionnaires that were sent out to participants; 160 of those were deemed valid for statistical analysis. We did not take into consideration questionnaires that were either not filled out correctly or had inappropriate replies. We utilised a five-point Likert scale to find out how the sample felt about each question in the survey.

7.2. Sample for Research

After identifying the Samnan Cement and Al-Dawha factories as the research community, calculating the appropriate sample size, distributing the study tool, and filtering out the unsuitable ones, the sample size reached (160) individuals. They were subjected to validity measures (content, consistency, and construct) as well as reliability and dependability (Cronbach's alpha 714.0). He relied on several statistical tools to analyze the research data and test its hypotheses. For the purpose of the study and its analyses, I relied on the five-point Likert scale.

Table 2 below indicates the personal variables of the research sample, showing that the most frequent categories regarding gender are males at a rate of (71.3%). As for years of work, a high percentage was observed in the category between 5-10 years (32.5%) and the category of 11-15 years (48.1%), indicating the factory's ability to retain its workers. Additionally, the workers varied according to educational qualifications, although the percentage of those classified according to this criterion as less than university graduates was high (50%).

Table 2
Data descriptive statistics for the study population

Description	Categories	Repetition	percentage
Gender	male	114	71.3
	feminine	46	28.7



Years of work	Less than(5) years	16	10
	(5-10) years	52	32.5
	(11-15) years	77	48.1
	More than (15) years	15	9.4
Academic qualification	Less than university		
	University		
	Master's degree		
	PhD		

Source: Own elaboration

8. RESULTS

8.1 Analysis of the questionnaire items

The simple t-test was relied upon, and the arithmetic mean was used to determine the level of agreement among those who took the test, as well as to identify the general trend of their opinions. The five -point Likert scale was used as shown in the table 2.

Table 3
Analysis of the general trend of the research variables

N	Paragraph	Arithmeti c mean	Standar d deviatio n	t	Sig(2- Tailed)	Differenc es	Level	Directio n
person-organization fit								
1	The social environment in the factory and the relationships among the workers are characterized by positivity.	2.84	1.18	30.25	0.000	Morale	Avera ge	Neutral
2	The work environment is free from psychological and physical stress.	2.45	1.29	23.97	0.000	Morale	Low	Disagree
3	The workspace does not match the number of employees.	2.80	1.20	29.47	0.000	Morale	Avera ge	Neutral
4	It is difficult to communicate with the administrators and leaders at work.	2.86	1,14	31.61	0.000	Morale	Avera ge	Neutral
5	I receive orders from multiple sources at the same time.	2.71	1,18	28.89	0.000	Morale	Avera ge	Neutral
6	My professional interests are at odds with my personal values.	2.48	1,34	23.40	0.000	Morale	Low	Disagree
7	I find it difficult to get along with my colleagues.	2.94	1.45	25.58	0.000	Morale	Avera ge	Neutral
8	I am subjected to psychological harm by my superiors at work.	2.53	1,28	24.95	0.000	Morale	Low	Disagree
9	I find it difficult to adapt to this work environment.	2.97	1,20	31.30	0.000	Morale	Avera ge	Neutral
10	The workplace lacks essential services.	2.41	1,23	24.74	0.000	Morale	Low	Disagree
adaptive performance								
1	I have the ability to respond to environmental changes quickly.	2.32	1.25	23.45	0.000	Morale	Low	Disagree
2	I feel satisfied even if I'm asked to take on new tasks.	2.37	1.16	25.63	0.000	Morale	Low	Disagree
3	I have the ability to control myself.	2.66	1.20	28.01	0.000	Morale	Avera ge	Neutral
4	I receive continuous training to refine my skills.	2.29	1.13	25.66	0.000	Morale		Disagree



5	I can contribute to the professional stability of my team.	2.95	1.20	27.24	0.000	Morale	Low	Disagree
6	I accept my colleagues' viewpoints and discuss them with them calmly.	2.93	1.37	26.97	0.000	Morale	Average	Neutral
7	I can choose the most suitable solution for the problems I encounter.	2.97	1.26	27.85	0.000	Morale	Average	Neutral
8	I accept solutions that would develop my work.	3.13	1.36	29.11	0.000	Morale	Average	Neutral
9	I have the ability to adapt culturally and physically according to the job requirements.	2.79	1.23	28.53	0.000	Morale	Average	Neutral
10	I respect work time and strive to continuously improve my performance.	2.88	1.28	28.35	0.000	Morale	Average	Neutral

Source: The investigator relied on SPSS 23's one-sample t-test findings.

By reviewing the previous table, it is observed that the general trend of the responses to the questionnaire statements was generally low, with some leaning towards neutrality. Regarding the individual-environment fit, their responses ranged between the neutral and low levels, as the statements of this variable measured the individual's compatibility with their work environment. The responses indicated "the ability of the working individuals to adapt to their Environment.

As for adaptive performance, the level of neutrality in the responses was high, which was evident in the worker's ability to exercise self-control and choose the most appropriate solution to the problems they encounter, accept different viewpoints, and solutions that could improve their work, and the ability to discuss calmly. Individuals also expressed their ability to adapt culturally and physically with neutrality, as well as their respect for time and their continuous effort to improve their performance. While their responses were low regarding the speed of adapting to changes, dissatisfaction with being assigned additional tasks, and not receiving adequate training to refine their skills, the sample members also felt that they were unable to contribute to the professional stability of their work team.

8.2 Hypothesis testing:

Hypothesis (1):

The application of the Pearson test between individual environmental fit and adaptive performance has proven a statistically significant relationship as shown in the table 4.

Table (4)

Pearson Correlation coefficient between Pearson- environmental fit and adaptive performance

Correlations			
		Overall score of person-environment fit	Overall score of Adaptive Performance
overall degree of an individual's fit with the environment	Pearson Correlation	1	.613**
	Sig. (2-tailed)		.000
	N	160	160
Overall score of Adaptive Performance	Pearson Correlation	.613**	1
	Sig (2- tailed)	.000	
	N	160	160

** Correlation is significant at the (0.01) level (2- tailed).

By studying the correlational relationship between an individual's fit with the environment and adaptive performance using the simple linear regression test and extracting Table (5), it is observed that an individual's fit with the environment improves adaptive performance by 65%.

Table 5

Proverbs and the Proposed Inclination Between Individual Adaptation to the Environment and Adaptive Performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.183	1.690		5.434	.000
	Overall score of person-environment fit	.654	.067	.613	9.741	.000

a. Dependent Variable: Overall score of Adaptive Performance

That being the case, we can accept the first hypothesis: that adaptive performance is significantly related to person-environment fit.

- Hypothesis (2)

By applying the Pearson correlation coefficient between the independent and dependent variables, as shown in Table 6, it was confirmed that there is a statistically significant relationship between them.

Table(6)

A measure of the relationship between adaptive performance and person-environment fit defined by the Pearson correlation coefficient

Correlations			
		Overall score of Adaptive Performance	Overall score of person-environment fit
Overall score of Adaptive Performance	Pearson Correlation	1	.601**
	Sig (2 -tailed)		.000
	N	160	160
Overall score of person-environment fit	Pearson Correlation	.601**	1
	Sig (2- tailed)	.000	
	N	160	160

**Correlation is significant at the(0.01) level (2- tailed).

By applying simple linear regression and extracting Table 7, we observe

Table 7

Proverbs and the Proposed Inclination Between Adaptability Performance and Individual-Environment Fit

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.183	1.427		8.538	.000
	Overall score of Adaptive Performance	.577	.061	.601	9.456	.000

a. Dependent Variable: Overall score of person-environment fit

Table 7 indicates that focusing on adaptive performance increases the person-environment fit by (57%). Based on the above, the second hypothesis is accepted (there is a significant relationship between adaptive performance and person-environment fit).

9. CONCLUSIONS

According to the review of the literature related to the research topic and the conduct of the empirical study, the following results were reached:

Regarding the individual-environment fit, individuals expressed their ability to adapt to the work environment as it enjoys good social relationships among individuals, and the allocated space somewhat matches the number of individuals, which is characterized by the availability of necessary services. This environment is distinguished by the convergence of interests between workers and the factory, especially since individuals were not subjected to psychological harm by their supervisors, which provided them with the ability to adapt to the factory environment. However, this environment was not devoid of physical and psychological pressures, and the multiplicity of decision-making authorities limits the individual's ability to adapt to the environment.

On the other hand, it was observed that individuals' adaptive performance is reflected in their ability to self-control, choose the optimal solution from their perspective, accept viewpoints that could enhance their work, and adapt physically



and culturally, as well as respect time. However, their adaptive performance lacks satisfaction when asked to perform more than one task or contribute to the professional stability of their team, as well as the speed in responding to changes without referring to their managers.

Accordingly, it is evident from the results obtained that there is an influential relationship between individual-environment fit that enhances adaptive performance.

10 . RECOMMENDATIONS

In light of the results reached by this research, the following recommendations can be proposed:

- Developing the work environment in all aspects to provide a suitable environment for individual work, and striving to increase attention to providing health, physical, and psychological care for workers so that the organization can benefit from their latent abilities in developing the work.
- Enhancing individuals' confidence in their ability to support their team and achieve psychological stability through guidance seminars.
- Encouraging individuals to be creative and innovative, and creating an atmosphere of positive internal competition among them through incentives and rewards.
- Strengthening the strengths that workers have in their adaptive performance, addressing weaknesses through continuous tracking and evaluation of performance.
- In light of his study, the researcher suggests delving into similar studies that address the topic of job satisfaction factors and stress and their impact on adaptive performance.

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