



# Organizational Fit: Key Issues and New Directions

*By Amy L. Kristof-Brown, Jon Billsberry*

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An ambitious survey of the field, by an international group of scholars, that looks toward the future of person-organization fit.

- Explores how people form their impressions of fit and the impact these have on their behavior, and how companies can maximize fit
- Includes multiple perspectives on the topic of how people fit into organizations, discussing issues across the field and incorporating insights from related disciplines
- Actively encourages scholars to take part in organizational fit research, drawing on workshops and symposia held specially for this book to explore some of the creative directions that the field is taking into the future

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## **Editorial Review**

### Review

If this volume is an indication of the next generation of fit research, then we're in for an exciting ride! The authors represent a wide variety of viewpoints on fit, and provide relevant suggestions on how research in this domain can continue to thrive.—**Dan Cable**, Professor of Organisational Behaviour, London Business School

This book represents a fine compendium of thinking about what fit is, the motivations of people to seek it, the antecedents of achieving it, and the consequences of having—and not having it—at work. The consequences, indeed, extend to performance of the individual and the organizations in which people work. The chapters offer a broad range of insights into the fit process and contain many useful suggestions for—indeed pleas for—future research efforts on this important psychological phenomenon.—**Benjamin Schneider**, Senior Research Fellow, CEB Valtera, Professor Emeritus, University of Maryland

The idea of “fit” is central to every aspect of every employees’ worklife. An employee who says to her or himself, “I just don’t fit in here” is expressing a view that s/he would prefer to be somewhere else. In other words, working in an organization that does not fit can be like wearing a shoe size that does not fit; it’s great to get out of. In this situation, it is most pleasing to see publication of a volume that offers such a wide range of different views on the topic of fit. An especial strength of the volume is that it is not restricted to one epistemological view, thus enabling a broader coverage of the field than has been the case in the literature to date. Thus, while readers might not agree with the views of one particular chapter’s authors, there is sure to be at least one other model or perspective with which they will feel comfortable. As such, and as is reflected in the title, this is a volume for the future of research in this field. I have little doubt that it will serve to generate a surge of interest in the concept and importance of fit in organizational research.—**Neal Ashkenasy**, Professor of Management at the University of Queensland and the Editor-in-Chief of the Journal of Organizational Behavior.

This book pushes the boundaries of research and thinking research about fit in organizations. Throughout the chapters, the authors tackle a broad array of underexplored topics, and in doing so, provide new understanding about the process of how people fit into organizations. Anyone interested in fit will want to read this book.—**Cheri Ostroff**, full professor of industrial/organizational psychology, University of Maryland

### From the Back Cover

Empirical research shows that individuals and organizations are most effective when their values, needs, and interests are aligned. This alignment greatly impacts employee commitment, satisfaction and retention, organizational performance, and individual health. The business reality is that person–organization fit – often manifested in feelings of being “at home” or “out of place” in a company – directly affects organizational and individual effectiveness.

*Organizational Fit: Key Issues and New Directions* is an ambitious survey of the field of person–organization fit by an international group of scholars who discuss both classic perspectives and newer approaches. It contains new theory built on current reviews of key topics in the field, including:

dyadic, motivational, and self-regulatory views of how fit and misfit develop; temporal models of how fit changes over time; reviews of past and innovative ways of measuring fit; motivational and behavioral consequences of fit; and national culture as a context for fit relationships. The contributors incorporate lessons from fields as diverse as identity and deviance, evolutionary psychology, relationship science, and cybernetic models of self-regulation and stress before finally discussing new directions for research.

#### About the Author

**Amy L. Kristof-Brown** is the Henry B. Tippie Research Professor of Management at the University of Iowa. She is a Fellow of the Society for Industrial and Organizational Psychology (SIOP) and has served as an Associate Editor at the *Journal of Applied Psychology*. She has published extensively in both psychology and management journals.

**Jon Billsberry** is Professor of Management at Deakin University. He is the Chair of the Management Education and Development (MED) division of the Academy of Management, a past Chair of the Organizational Psychology track of the British Academy of Management (BAM) and Editor of the *Journal of Management Education*. He has published six books and articles in various psychology and management journals.

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