

**Newcomer Person-Job Misfit, Turnover and Performance: Roles of Person-
Group and Person-Mentor fit**

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ABSTRACT

Based on the theory of work adjustment and the spillover model of person–environment fit, we explore whether newcomer person–group (P–G) and person–mentor (P–M) fit can buffer the detrimental outcomes of their person–job misfit. In the present study, we apply a longitudinal research design and collect data from 211 new engineers at three different time points. The results show that newcomers’ need–supply (N–S) misfit positively predicts actual turnover, whereas demand–ability (D–A) misfit negatively predicts task performance. Importantly, P–G fit buffers the positive relationship between N–S misfit and actual turnover. In addition, P–M fit mitigates the negative relationship between D–A misfit and task performance.

Keywords: Person–job misfit, Actual turnover, Task performance, Person–group fit, Person–mentor fit.

INTRODUCTION

Fit researchers have paid increasing attention to the issue of “misfit” (Devloo, Anseel, & de Beuckelaer, 2010; Kristof-Brown & Billsberry, 2013; Kristof-Brown & Guay, 2011), especially for newcomers (Wang, Zhan, McCune, & Truxillo, 2011). Due to the information asymmetry between job providers and applicants, newcomers may subsequently realize that their knowledge, skills, and abilities do not match the job demands (i.e., demand–ability misfit; D–A misfit) or that the job does not satisfy their personal needs (i.e., need–supply; N–S misfit) after they have entered the organization. Recent studies have suggested that D–A misfit reduces task performance for newcomers (Wang et al., 2011); whereas, N–S misfit increases newcomer turnover (Saks & Ashforth, 2002). In fact, few researchers have explored the negative consequences of employee misfit (e.g., Devloo et al., 2010; Wheeler et al., 2007), and none of them have examined ways to alleviate the negative impacts of newcomers’ misfit. Thus, it is important to clarify both the consequences of a newcomer’s person–job (P–J) misfit and how to mitigate its detrimental effects (Kristof-Brown et al., 2013).

In the fit literature, Kristof-Brown, Jansen, and Colbert (2002) and Jansen and Kristof-Brown (2006) have proposed a spillover perspective to explain how multiple fit perceptions for an employee would influence his/her reactions to their environment. Specifically, when an employee perceives a stronger fit on one aspect of the environment (e.g., fit with coworkers), this perception might

compensate for a misfit on another aspect (e.g., fit with the job). Supporting this perspective, a recent qualitative study conducted by Follmer, Kristof-Brown, Astrove, and Billsberry (in press) found that employees often use “social buffering” (i.e., good fit with the coworkers or supervisors) to shift their attention and mitigate negative reactions caused by P-J misfit. Therefore, we apply Kristof-Brown et al.’s (2002) and Janssen and Kristof-Brown’s (2006) spillover model to answer following questions: (1) how newcomers adapt to misfit and, (2) whether their different facets of fit perceptions can buffer the detrimental effects of a P-J misfit.

This study is designed to answer the aforementioned questions and to contribute to the fit literature in two ways. First, we investigate the predictive effects of newcomer D-A and N-S misfit on actual turnover and task performance by collecting data from different sources at three time points. This study design helps to avoid issues pertaining to common method variance (Podsakoff & Organ, 1986) as well as reverse causality.

Second, based on the spillover model (Janssen & Kristof-Brown, 2006; Kristof-Brown et al., 2002) as well as the social buffering functions of fit perceptions (i.e., employees’ with the social context; Follmer et al., in press), we explore whether person–group fit (P-G fit: the compatibility between a newcomer and his or her work unit; Kristof-Brown et al., 2005) and person–mentor fit (P-M fit: the compatibility between the newcomer and their mentor) can mitigate the harmful effects of newcomer D-A and N-S misfit. Specifically, when newcomers have entered an organization, they are more likely to interact with their colleagues within the same work unit, as well as their mentors (Brashear, Bellenger, Boles, & Barksdale, 2006; Follmer et al., in press). As such, when newcomers’ values and personalities are similar to other members of the work unit (i.e., high P-G fit), they are more likely to build good interpersonal relationships with their coworkers and experience a sense of belonging within the work unit (Masterson & Stamper, 2003), thereby compensating for the negative effects of N-S misfit. On the other hand, even when newcomers’ knowledge, skills, and abilities do not match their job demands (i.e., D-A misfit), they can seek work-related advice or assistance from their mentors if they share similar values and personalities (i.e., high P-M fit), which might

compensate for the negative effects of D–A misfit on task performance. The research framework is presented in Figure 1.

Insert Figure 1 about here

THEORY AND HYPOTHESES

The Relationships between Person-Job Misfit and Actual Turnover/Task Performance.

In this study, we applied the Minnesota Theory of Work Adjustment (MTWA) (Dawis & Lofquist, 1984) as the overarching theory to explain the effects of newcomer misfit on turnover and performance. The MTWA consists of two important models: the structural model and the process model. The structural model suggests that employee attitudes and behaviors are determined by the compatibility between their needs and the environmental supply as well as the compatibility between their knowledge, skills, and abilities and the environmental demands. Dawis and Lofquist (1984) suggest that satisfactory performance results from the correspondence between the employees' abilities and job demands (i.e., D-A job fit), and positive job attitudes result from the correspondence between the employees' needs and job supplies (i.e., N-S job fit). On the other hand, the process model suggests that employee engaged in maintenance and adjustment behaviors to achieve an ongoing fit and increase their fit by either acting upon the environment or acting upon themselves. (Dawis & Lofquist, 1984; Dawis, 2005)

Based on the perspective of structural model, when the items supplied by the job—such as the salary, benefits, and work conditions—do not meet an employee's expectations with respect to interest, interpersonal relationships, and self-esteem, such that a sense of achievement cannot be satisfied at work, the N–S misfit will result in the employee decreasing his or her commitment to the job (Cable & DeRue, 2002), which can result in the employee either considering or actually leaving the organization (Tak, 2011; Van Iddekinge, Roth, Putka, & Lanivich, 2011).

In addition, when an employee's knowledge, skills, and competence match those required for the job, he or she will have significantly positive task performance (Edwards, 1991; Cable et al., 2002; Chi & Pan, 2012). On the contrary, when their knowledge, skills, and competence do not meet the

requirements, work progress is often delayed, resulting in low work efficiency; moreover, this can lead to feelings of inferiority and decreased motivation, further hindering task performance (Wang et al., 2011; Westman & Eden, 1996).

Previous researchers have found that N–S fit can effectively predict employee job satisfaction, organizational commitment, turnover intention, and turnover behavior, while D–A fit can predict employee task performance (Cable et al., 2002; Chi et al., 2012; Kristof-Brown et al., 2005). In other words, newcomer N-S misfit might predict eventual turnover, whereas D-A misfit might indicate poor performance. Thus, we propose:

Hypothesis 1: Newcomer N–S misfit is positively related to actual turnover.

Hypothesis 2: Newcomer D–A misfit is negatively related to task performance.

The Buffering Effect of Person-Group fit on the Relationship between Newcomers' N-S Misfit and Actual Turnover

The process model describes how employees adjust and adapt to an environment to weaken the detrimental effects of misfit (Dawis, 2004), and provides a conceptualized method to probe the fit between a person and his or her environment.

In other words, work adjustment concerns both dynamic adjustment and adaptation. When employees perceive that their psychological needs cannot be satisfied and fulfilled by their job, they will seek out other work environments to supplement the negative effects caused by job misfit (Cable & Edwards, 2004; Wilk & Sackett, 1996). Janssen and Kristof-Brown's (2006) spillover model also outlines the compensation process: when individuals experience a higher fit of one aspect and a lower fit of another, they can counteract the effects to reduce the contradictory views of incompatibility and avoid internal unbalance (Jansen et al., 2006; Kristof-Brown et al., 2005). Follmer et al.'s (in press) social buffering perspective also suggests that employees would use their good fit with the coworkers or supervisors to mitigate negative reactions caused by P-J misfit.

In the present study, we expect that P–G and P–M fit will be more important for newcomers than P–O (person-organization) and P–S (person-supervisor) fit, because they are more relevant to our theoretical arguments (i.e., newcomer work adjustment). P–G fit refers to the compatibility between

individuals and their work groups (e.g., team members or colleagues) in terms of their personality or values (Kristof-Brown et al., 2005). When employees and group members in an organization share similar values, goals, and characteristics, they will have better interactions, more positive interpersonal relationships, and stronger group cohesion, which strengthens their unification, and increases the likelihood they will remain with the organization (Kristof-Brown et al., 2005).

N–S misfit indicates that an employee's multidimensional needs (e.g., social needs, self-esteem, and self-actualization) are not satisfied by the extrinsic and intrinsic resources or rewards supplied by a job (e.g., money, social involvement, achievement; Cable et al., 2004). Based on the aforementioned information on work adjustment and the spillover model, employees with high N–S misfit are more likely to seek out other resources, such as their colleagues, to satisfy their needs.

Therefore, when employees and other group members have a higher P–G fit, they will more easily construct positive interpersonal relationships with colleagues and develop a common consensus, which will satisfy their senses of belonging and identity (Masterson & Stamper, 2003) and thus mitigate the positive relationship between N–S misfit and turnover behavior. Thus, the following hypothesis is proposed:

Hypothesis 3: When a newcomer has a high P–G fit, the positive relationship between N–S misfit and turnover behavior will be reduced.

The Buffering Effect of Person-Mentor fit on the Relationship between Newcomers' D–A Misfit and Task Performance

According to the MTWA, when an employee's competence does not meet that required by the job, he or she might seek help from the environment to adjust to the problems caused by the incompetence (Dawis & Lofquist, 1984). The social buffering perspective (Follmer et al., in press) also indicates that employees might seek interpersonal assistance to deal with their P–J misfit. For new employees in particular, mentors listen to them, offer psychological support and concern, and provide suggestions and guidance for the development of the skills required for work tasks (Kram & Isabella, 1985). Therefore, the fit between newcomers and their mentors plays a significant role in solving the problems caused by D–A misfit.

P–M fit refers to the compatibility between individuals and their mentors in terms of personality or values. In comparison to inexperienced employees, mentors often have rich work experience and professional knowledge that can help new employees to become familiar with the organizational culture and gain required knowledge (Kram, 1983). When the values and personality of new employees match those of their mentors, the employees are more likely to create favorable interactions with the mentors. In turn, when they encounter problems at work, they can easily obtain competent assistance and seek psychological support and career counseling from their mentors (Scandura, 1992). Mentors usually are willing to share their experience to support and instruct employees (House, 1981), which can improve the low task performance caused by the D–A misfit.

Thus, this study proposes H4:

Hypothesis 4: When a newcomer has a high P–M fit, a negative relationship between D–A misfit and task performance will be reduced.

METHOD

Sample and Procedures

In this study, we selected 211 newcomers in engineering jobs who had entered a Taiwanese high-technology company within the previous three months. This firm has employed a mentor system for many years to help its newcomers adjust. The unit managers assign a senior employee as a mentor for each newcomer. The mentor proposes an individual development plan to help the newcomer develop professional knowledge and skills. Hence, this company provides a relevant context to examine the role of P–M fit.

To enhance the internal validity and to avoid issues associated with common method variance, the data was collected in three phases: (a) Within the first month that newcomers entered the company (Time 1), they were asked to complete an initial questionnaire that assessed their D–A misfit, N–S misfit, proactive personality trait (control variable), and background information; (b) when newcomers had received performance feedback after their three-month probation period (Time 2), they were invited to complete the second questionnaire that measured their perceived P–G fit, P–M fit, task performance, organizational socialization, and person–organization/person–supervisor fit

(included as control variables); and finally, (c) after the newcomers had been with the company for four months (Time 3), personnel data was obtained from the HR department to measure the actual turnover rate of newcomers (i.e., whether the sampled newcomers had left the company or not).

In total, 211 newcomers completed the questionnaires across the three time-points, resulting in a response rate of 96%. Regarding the sample characteristics, most of the participants were male (86.76%), and their ages ranged from 24 to 30 (Mean = 27.09, SD = 3.85); most participants held master's degrees (76.71%). The majority were scheduling and facility engineers (56.62%), followed by R&D engineers (26.48%), and other types of engineers (factory maintenance, product development, production and manufacturing, operations, and management, etc.; 16.89%).

Measures

Person–Job misfit.

The P–J misfit scale is composed of Cable and DeRue's (2002) N–S fit and D–A fit scales (three items for each dimension). A sample N–S fit item is: "The job that I currently hold gives me just about everything that I want from a job." A sample D–A fit item is: "The match between the demands of my job and my personal skills is very good." These were measured using Likert 5-point scales (*strongly disagree* = 1, *strongly agree* = 5). To measure new employees' N–S and D–A misfit, we reverse coded the scores of these two dimensions. Cronbach's α for the two dimensions was .86 and .78, respectively.

Person–Group fit.

Regarding the P–G fit measurement, we followed the approach used in previous studies and modified Cable and DeRue's (2002) three-item person–organization fit scale. A sample item is "My personal values match my group's (e.g., colleagues') values and culture." We again used a Likert 5-point scale (*strongly disagree* = 1, *strongly agree* = 5). Cronbach's α was .91.

Person–Mentor fit.

Similarly, we slightly modified the referents of Cable and DeRue's (2002) three-item scale to assess the fit between newcomers and their mentors. A sample item reads, "The things that I value in life are very similar to the things that my mentor values." Scoring was based on a Likert 5-point scale

(*strongly disagree* = 1, *strongly agree* = 5). Cronbach's α was .93.

Actual turnover.

We obtained the turnover data directly from the human resources department to assess whether the newcomers were still in their positions ($0 = \text{hold a post}$, $1 = \text{turnover}$).

Task performance.

In the present study, we asked newcomers to provide their task performance ratings. In the sample company, newcomers received information about their performance at the end of the three-month probation period (i.e., Time 2), and thus it is easier for newcomers to receive the information regarding their performance levels from the organizational viewpoint. Therefore, this study employed the self-rating approach, where newcomers evaluated their task performance using the four items from Williams and Anderson's (1991) scale: for example, "Fulfills responsibilities specified in job description" (*strongly disagree* = 1 to *strongly agree* = 5). Cronbach's α for this scale was .88.

Control Variables

This study included each newcomer's gender, organizational tenure, organizational socialization (using the 20 items from Taormina's [2004] scale), proactive personality (10 items from Bateman and Crant [1993]), and perceived person–organization fit and person–supervisor (from Cable and DeRue's [2002] scale) as control variables because these variables might influence newcomers' adaptation or turnover (Bateman & Crant, 1993; Griffeth, Hom, & Gaertner, 2000; Ng & Feldman, 2010).

Data Analysis

We used a hierarchical regression analysis to test our hypotheses. Hellevik (2009) has suggested that linear regression can be used when analyzing the dependent variable of a *dichotomous* dependent variable because the results of linear and logistic regressions for this type of variable are nearly identical and the results of linear regression are substantively meaningful and easy to comprehend.

RESULTS

Table 1 presents the means, standard deviations, reliabilities and correlations among all variables.

Insert Table 1 about here

Confirmatory Factor Analysis

We performed confirmatory-factor analyses (CFA) with LISREL 8.54 to investigate the validity of the study variables for the hypothesized nine-factor model (i.e., N-S misfit, D-A misfit, person-organization fit, person-group fit, person-supervisor fit, person-mentor fit, task performance, proactive personality and organizational socialization). The hypothesized nine-factor model provided an adequate fit to the data. ($\chi^2 /df=3.52(4358.66/1238$, CFI=.91, NFI=.88, IFI=.91, RMSEA=.11, SRMR=.08). As such, we proceeded to test the hypotheses.

Hypothesis Testing

The results for testing Hypotheses 1 and 3 are presented in Table 2. As shown in model 2 of Table 2, after controlling for the effects of the control variables, N-S misfit was still positively related to newcomer actual turnover ($\beta= .18$, $p< .05$), supporting Hypothesis 1. Moreover, as presented in model 3 of Table 2, after controlling for the main effects of the study variables, P-G fit negatively moderated the relationship between N-S misfit and actual turnover ($\beta= -.22$, $p< .05$), and the incremental variance explained by the two-way interaction term was significant ($\Delta R^2=.09$, $p< .01$).

Insert Table 2 about here

In order to clarify the forms of the two-way interactions, we followed the procedure suggested by Aiken and West (1991) to specify and interplay between P-G fit and N-S misfit on actual turnover (Figure 2). As presented in Figure 2, when P-G fit was high, N-S misfit was not related with actual turnover (simple slope = $-.00$, $p > .10$). However, when newcomers are low in P-G fit, N-S misfit was positively related to actual turnover (simple slope = $.05$, $p < .01$). These patterns are consistent with the prediction made in Hypothesis 3, thereby supporting it.

Insert Figure 2 about here

In terms of Hypotheses 2 and 4, we present the results of hypotheses testing in Table 3. When including task performance as the dependent variable (see model 5 of Table 3), the results show that D-A misfit was negatively related to task performance ($\beta= -.14$, $p< .05$) after controlling for the main

effects of the study variables. As such, Hypothesis 2 was supported. Furthermore, P-M fit positively moderated the relationship between D-A misfit and task performance ($\beta = .10, p < .05$), and the incremental variance explained by the two-way interaction term was significant ($\Delta R^2 = .04, p < .01$).

Insert Table 3 about here

We again followed the procedure suggested by Aiken and West (1991) to clarify the patterns of moderation (Figure 3). Figure 3 shows that D-A misfit was positively related to task performance (simple slope = $.05, p < .05$) when P-M fit was high. However, D-A misfit was strongly and negatively related with task performance (simple slope = $-.19, p < .01$) when P-M fit was low. These patterns are consistent with the prediction of Hypothesis 4. Therefore, Hypothesis 4 was also supported.

Insert Figure 3 about here

DISCUSSION

Fit researchers have consistently found that newcomer person–job misfit leads to detrimental work outcomes, such as increased turnover and decreased task performance (Wang et al., 2011). In the present study, we found that newcomers' P–G fit can buffer the positive relationship between newcomer N–S misfit and actual turnover, whereas their P–M fit can mitigate the negative relationship between newcomer D–A misfit and task performance. It should be noted that we controlled for the effects of newcomers' proactive personality, socialization, and perceived P–O fit and P–S fit, supporting the unique influences of P–G and P–M fit in the newcomer adaptation process. We discuss the theoretical and practical implications in the following sections.

Theoretical Implications for the Fit Literature

As Kristof-Brown and Guay (2011) noted, fit researchers have overlooked the consequences of employee misfit, with limited studies on this subject. By employing a multiphase research design, we found that newcomers' N–S misfit positively predicted their actual turnover after four months, whereas D–A misfit negatively predicted their task performance during the three-month probation

period. Compared with studies employing a cross-sectional design to measure the misfit–outcome relationship, our findings not only demonstrate the predictive effects of newcomers’ initial misfit perceptions on subsequent outcomes, but also establish the nomological network of person–job misfit.

In addition, we found that the positive relationship between newcomers’ N–S misfit on actual turnover was attenuated when they were high in P–G fit. However, when newcomers with high N–S misfit believe that their values and personality are incongruent with their colleagues (i.e., low P–G fit), they are more likely to leave the organization at some point. Although fit researchers have suggested that employees’ N–S misfit enhances their turnover intentions due to the lack of need fulfillment in the job domain (e.g., compensation, benefits, job conditions; Cable & DeRue, 2002; Kristof-Brown et al., 2005), it is plausible that newcomers’ fit with their coworkers (i.e., P–G fit) can satisfy their need for affiliation, and compensate for the detrimental effect of N–S misfit.

Furthermore, we found that the negative relationship between newcomers’ D–A misfit and task performance was mitigated when their P–M fit was high. However, newcomers’ D–A misfit can further reduce their task performance when their personality and values are less compatible with those of their mentors. It is possible that newcomers are able to seek valuable assistance from their mentors based on their experience when both parties share similar values. As such, high levels of P–M fit play an important role in newcomers’ work adjustment, especially in improving on poor performance.

Finally, it should be noted that P–G fit only buffers the relationship between N–S misfit and actual turnover, whereas P–M fit only mitigates the association between D–A misfit and task performance. These findings suggest that newcomers with different types of misfit perceptions need different sources of fit perceptions to “compensate” for the detrimental impacts of misfit and thereby adjust themselves. Our findings also support the propositions of the spillover model of fit (Jansen et al., 2006). Overall, the present findings enrich our understanding of person–job misfit by clarifying its negative consequences, as well as providing ways to mitigate the harmful effects (Kristof-Brown et al., 2013).

Practical Implications

Our findings offer several implications for organizations and managers. In order to avoid the

negative consequences caused by newcomers' D–A misfit, an organization should consistently measure and monitor whether newcomers' knowledge, skills, and abilities match the job requirements. In addition, organizations need to identify employees whose skills and abilities fail to meet their job requirements and provide them with adequate training in order to improve/update their skills (Chang, Chi, & Chuang, 2010), or assign senior employees whose values and traits are similar to those of the newcomers as mentors to facilitate improvements (Neuwirth & Wahl, 2017).

On the other hand, because newcomers with high levels of N–S misfit may eventually leave their organization, managers should assess newcomers' perceived N–S fit and clarify the facets/sources of their misfit. For example, if most newcomers believe the extrinsic rewards supplied by the job (e.g., money, benefits) are inconsistent with their needs, managers can clarify and assess employees' needs and desires by conducting employee opinion surveys in order to provide more effective and flexible compensation/benefit system (Pawson, 2004).

Limitations and Future Research

There are several limitations of this study that should be noted. First, newcomers' misfit perceptions and task performance were collected from a same source, which introduces the potential problems of common method variance (CMV). To address this, we separated the data collection procedure with predictors collected at three separate time periods based on the recommendations of Podsakoff et al. (2012). In addition, given that the strength of the correlations among the self-reported variables in Table 1 are low to moderate, CMV should not have resulted in serious issues in this study.

Second, we chose R&D engineers from a single organization as our sample, which puts a constraint on the generalizability of our findings to other groups. However, this approach helped us to test the proposed theoretical framework under a more "controlled" setting (i.e., the newcomers shared the same organizational culture as well as the same human resource practices), increasing the internal validity of our findings. Future researchers could compare our findings with samples from other occupations and industries to test their generalizability.

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Table 1: Descriptive and bivariate correlations among study variables

	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Gender	1.13	.34	—												
2. Tenure	2.61	6.54	-.04	—											
3. Total working experience	21.80	35.79	.07	.45**	—										
4. Proactive personality	3.85	.41	-.14*	.23**	.17*	(.78)									
5. Organizational socialization	3.84	.49	.07	-.05	-.01	.36**	(.87)								
6. N-S misfit	2.43	.78	-.05	-.06	-.14*	-.34**	-.49**	(.86)							
7. D-A misfit	2.24	.68	.10	-.06	-.15*	-.27**	-.30**	.38**	(.78)						
8. P-O fit	3.55	.74	.11	.03	.06	.26**	.67**	-.52**	-.25**	(.89)					
9. P-G fit	3.53	.73	.03	.06	.08	.29**	.59**	-.41**	-.34**	.68**	(.91)				
10. P-S fit	3.75	.64	.03	.03	-.01	.24**	.61**	-.38**	-.16*	.69**	.50**	(.93)			
11. P-M fit	3.70	.71	.04	.00	-.01	.23**	.59**	-.26**	-.17*	.59**	.57**	.61**	(.93)		
12. Actual turnover	.02	.15	-.06	.38**	.13	.04	-.11	.18**	-.03	-.16*	-.10	-.18**	-.02	—	
13. Task performance	3.75	.60	-.03	.07	.16*	.37**	.51**	-.22**	-.32**	.30**	.36**	.26**	.31**	.05	(.88)

Notes: 1. ** $p < .01$; *** $p < .005$; $N = 211$; Cronbach's alpha coefficients are presented in boldface on the main diagonal.

2. Actual turnover: 0= hold a post, 1=turnover.

3. Tenure and total working experience (in months)

Table2: The two-way interaction among N-S misfit and P-G fit on actual turnover

	Actual turnover		
	Model 1	Model 2	Model 3
Control Variables			
Gender	-.02	-.02	.00
Tenure	.40**	.41**	.40**
Total working experience	-.03	-.03	-.01
Proactive personality	-.02	-.00	.02
Organizational socialization	-.06	.09	.04
P-O fit	-.19	-.05	.00
P-S fit	-.01	-.07	-.10
Main Effect			
N-S misfit		.18*	.14
D-A misfit		-.08	-.04
P-G fit		-.22*	-.08
P-M fit		.17*	.02
Two-way Interaction			
N-S misfit * P-G fit			-.33*
D-A misfit * P-M fit			.12
R ²	.16**	.19**	.28**
ΔR ²	—	.03**	.09**

Notes: ** $p < .01$; * $p < .05$; $N = 211$.

The coefficients are standardized regression coefficients (Beta).

Table3: The two-way interaction among D-A misfit and P-M fit on task performance

	Task performance		
	Model 4	Model 5	Model 6
Control Variables			
Gender	-.03	-.01	-.00
Tenure	-.00	-.00	-.01
Total working experience	.14*	.13*	.14*
Proactive personality	.17**	.18**	.19**
Organizational socialization	.49**	.50**	.48**
P-O fit	-.17	-.11	-.09
P-S fit	.12	.09	.07
Main Effect			
N-S misfit		.13	.11
D-A misfit		-.14*	-.12*
P-G fit		-.04	.04
P-M fit		.02	-.06
Two-way Interaction			
N-S misfit * P-G fit			-.16
D-A misfit * P-M fit			.10*
R ²	.32**	.33**	.37**
ΔR ²	—	.01	.04**

Notes: ** $p < .01$; * $p < .05$; $N = 211$.

The coefficients are standardized regression coefficients (Beta).

Figure 1. The conceptual model of the present study.

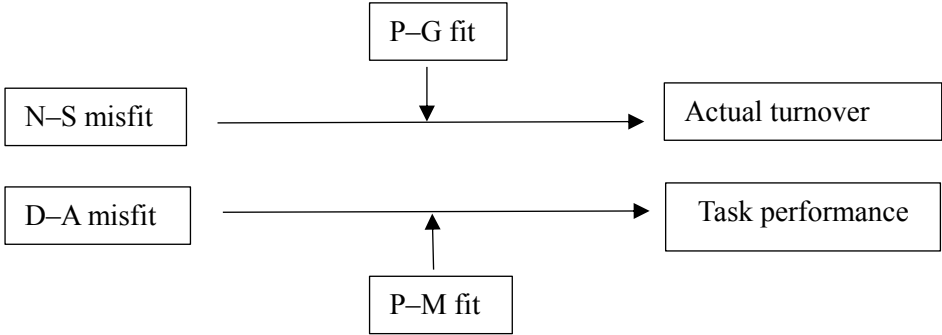


Figure 2. The two-way interaction between Person-Group (P-G) and Need-Supply (N-S) Misfit on Actual turnover.

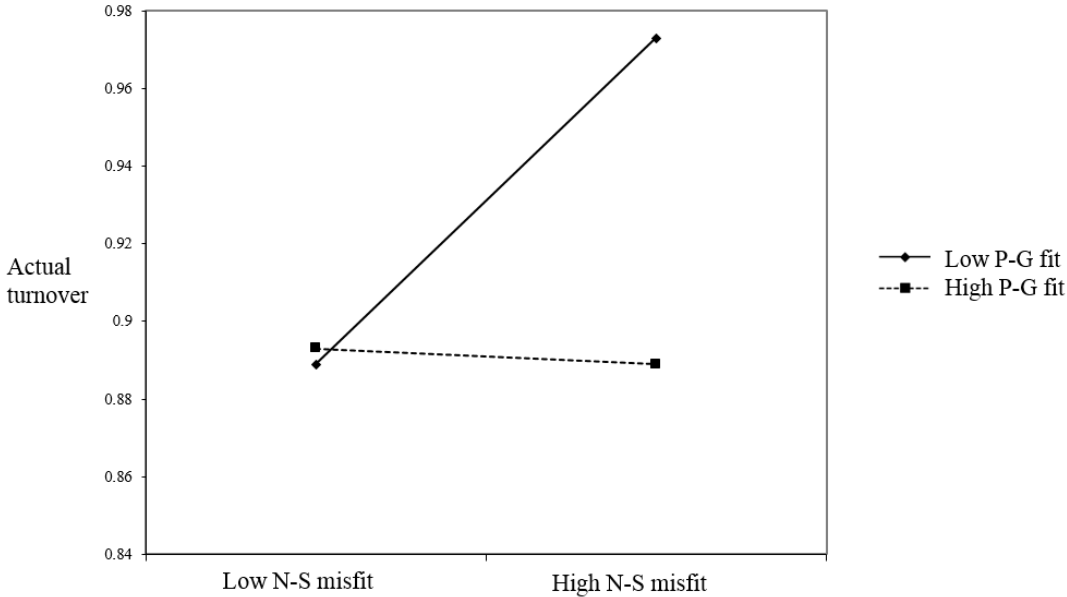


Figure 3. The two-way interaction between Person-Mentor (P-M) and Demand-Ability (D-A) Misfit on Actual turnover.
A) Misfit on Actual turnover.

