

A R T I C L E

PERSON–SKILL FIT: WHY A NEW FORM OF EMPLOYEE FIT IS REQUIRED

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Significant recent changes in labor affect organizations, managers, and employees; we do not yet fully understand the depth and scope of these changes. For example, although previous research on person–job and person–organization fit is helpful, it has struggled to provide clarity when the very nature of work and jobs is changing and new types of work are emerging. To contribute to the literature on person–job and person–organization fit, this paper proposes a conceptual model that explains the ways in which individual, job, and organizational factors interact with diverse work environments. Specifically, I show that a new work environment generates a new form of employee fit, which I call “person–skill fit.” I argue that changes in the constructs that contribute to employee fit (e.g., competencies, trust, commitment, and values) may generate a fit gap that manifests in the form of a managerial gap. Firms should address this gap to improve their dynamic alignment with new forms of work. This framework offers potentially valuable new ways of assisting managers and organizations in their efforts to adjust to the changing nature of work and to transition from standard management practices to new management practices to achieve improved outcomes by utilizing the person–skill fit model.

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The world of work is changing, and scholars and managers are increasingly focused on these changes (Nolan & Wood, 2003; Valentine, Retelny, To, Rahmati, Doshi, & Bernstein, 2017). In some work

environments, tasks historically performed by workers have been replaced with automation, machines, and artificial intelligence (Autor, 2014; Autor, Levy, & Murnane, 2003). These changes may influence traditional working arrangements (Valentine et al., 2017) by reducing the demand for labor and wages (Acemoglu & Restrepo, 2018).

These changes also affect employees, managerial practices, and organizations, for several reasons. First, technology continues to govern the ways people communicate and socialize (Ray & Thomas, 2019; Sela, Rozenboim, & Chalutz-Ben Gal, 2022). Second, new work arrangements (e.g., freelance, gig, task, and project-based work) are becoming increasingly prevalent. According to a recent survey, 53% of workers from Generation Z currently operate as freelancers—the highest independent workforce participation rate of any age group (e.g., Wingard, 2021). This number is expected to rise to 70% by 2030 (Barlage, van den Born, & van Witteloostuijn, 2019; Johnes, 2019). Projects, defined as individual or collaborative enterprises that are time and resource bound and are carefully planned to achieve a particular aim, are replacing organizational operations and driving both short- and long-term value creation by increasing the frequency of organizational transformation, the speed of new product development, and the pace at which organizations adopt new technologies (Nieto-Rodriguez, 2021).

These rapid changes pose new challenges to the assumptions of traditional management and existing organizational theories. Specifically, multiple work arrangements, freelancing, and flexible work disrupt the traditional boundaries of employee fit theories and create the opportunity to revisit these theories (Miller, 2021; Worley & Jules, 2020).

Management researchers have evaluated employee fit by focusing on a variety of individual and organizational factors (Toh, Morgeson, & Campion, 2008). Recently, however, the nature of jobs, work, management practices, projects, and even organizations has clearly transformed, indicating the need to revisit theories of fit (Vanderstucken, Proost, & Van Den Broeck, 2019; Vleugels, Tierens, Billsberry, Verbruggen, & De Cooman, 2019). Taking this work context into account when analyzing fit and considering the way this factor changes across labor markets and jobs can extend our understanding of ways to improve firms' alignment with human capital. Our knowledge of employee fit remains incomplete because, although previous studies identified its dynamic nature, research on new forms of work fails to consider the theoretical and practical aspects of employee fit. Consequently, basic knowledge regarding the changes

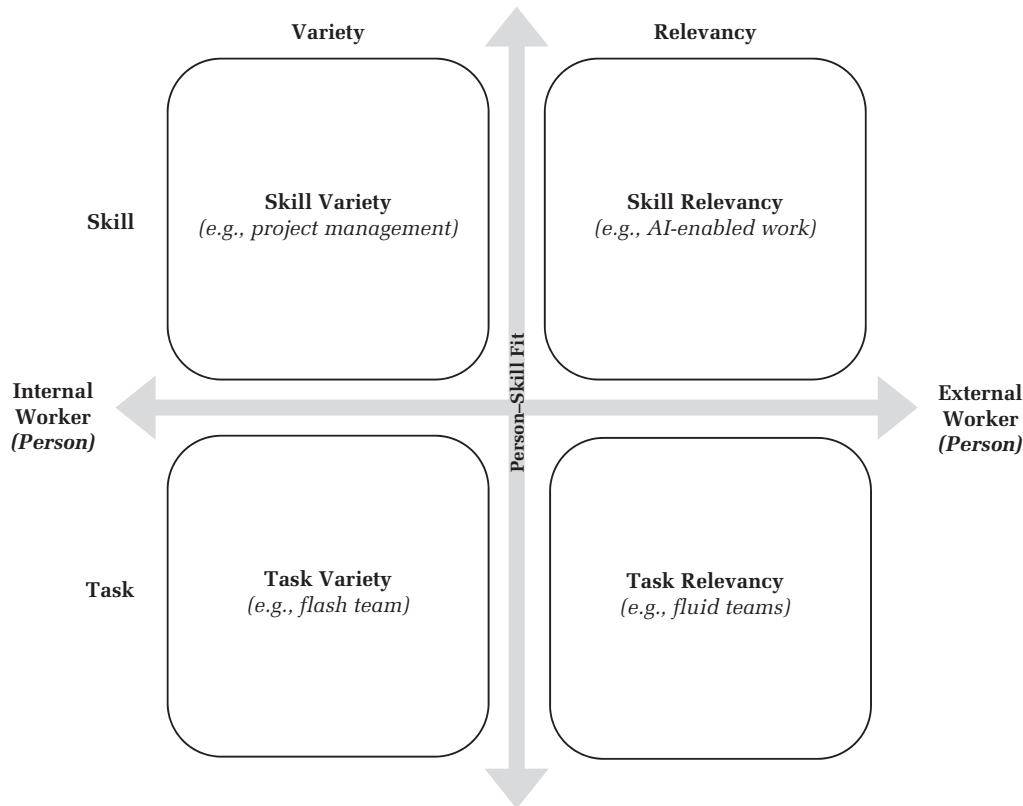
in fit between traditional and new work arrangements is lacking.

This paper attempts to address this gap in the literature. Specifically, I develop a model to identify the various individual, job, and organizational factors that play important roles in matching individuals with diverse work environments. I discuss four constructs that I believe are key contributors to employee fit: (a) competencies, (b) trust, (c) commitment, and (d) values. I consider the differing effects of these factors on employee fit across traditional and new work contexts as well as the conditions under which these effects generate a need for a new form of employee fit, which I call "person–skill fit" (see Figures 1 and 2, below).

Consider, for example, a project manager working for a public service company. This employee was recruited based on a job description that detailed the required know-how and experience for the position, as well as an educational background from a formal institution (i.e., university or college). Therefore, this employee demonstrates person–job and person–organization fit, which traditionally implies that the employee fits both the job and the organization. However, in the present study, I address new work settings (e.g., freelance, technology driven, project-based, gig, flexible, and remote work) in which individuals perform tasks either independently or jointly by utilizing specific skills. In such a context, person–job fit and person–organization fit fail to explain the influence of individual and organizational variables on the level of fit and the associated outcomes. Accordingly, employee fit may shift to suit the features of new work. When the features of new work become more noticeable, employees experience a *new fit*; namely, person–skill fit. This is particularly the case when they engage in digital work, which is often project based, because task performance in this context requires certain skills (Wiles, 2020).

This paper makes two main contributions. First, I add an important dimension to the study of fit that the extant management literature has largely ignored (Follmer, 2019). Accordingly, I highlight the way the new work environment transforms certain features of employee fit and why a new form of fit is required to understand some firms. I focus on some of the ways the fit literature understands work dimensions and employee fit as well as the key differences in these factors in new work settings. To accomplish this task, I identify four constructs that represent the primary ways that employees experience fit at work. I then use social exchange theory (SET) (Blau, 1964) to explain the corresponding transformations in

FIGURE 1
Four Quadrants of Person–Skill Fit Definition



Sources: Valentine et al. (2017); Nieto-Rodriguez (2021); Csaszar and Steinberger (2022).

employee fit. Second, I introduce a novel construct—the person–skill fit model—to illustrate the ways in which the depth and scope of new work features affect workers’ fit. I discuss the new boundaries of employee fit and provide real-world recommendations for improving employee fit in the context of new work. Finally, I suggest directions for future research that can use the person–skill fit construct to improve the theoretical understanding of employee fit in the new work environment.

THE CHANGING NATURE OF WORK

The world of work is undergoing continuous change, including the increasingly widespread adoption of artificial intelligence in the workplace and an expansion of the workforce to include both “on- and off-balance-sheet talent” (Schwartz, Collins, Stockton, Wagner, & Walsh, 2017: 39). Furthermore, socio-economic changes in addition to global forces and trends influence the work environment (Hardy, 2016; Randhawa, 2019), including traditional work

arrangements (Valentine et al., 2017), by altering the demand for labor and wages (Acemoglu & Restrepo, 2018).

The changing characteristics of work have a strong impact on the nature of organizations. Technology continues to govern the ways in which people and organizations interact, communicate, and socialize (Ray & Thomas, 2019; Valentine et al., 2017). Emerging technologies such as online labor markets, artificial intelligence, data analytics, and digital platforms increasingly reshape human interaction in various domains and generate new forms of social exchange (Blau, 1964; Hom et al., 2009) that increasingly take a digital form. The Internet and social media play central roles as digital channels for both personal and professional communication (Card & Nelson, 2019; Neufeind, O’Reilly, & Ranft, 2018; Kadosh & Chalutz-Ben Gal, 2021; Chalutz-Ben Gal, 2023).

The changing nature of work results in a growing need for increased managerial flexibility (Chalutz-Ben Gal, Forma, & Singer, 2022) and generates ongoing transformations in standard managerial

practices, such as trends toward freelance (Ozimek, 2021), project-based, flexible, and remote work (Alberti, Bessa, Hardy, Trappmann, & Umney, 2018; Ashforth, 2020; Foss, 2021). It has become necessary for firms to make adjustments to adapt to these changes, thereby transforming traditional managerial processes.

The adoption of these changes calls into question fundamental managerial and organizational theories and highlights the need to examine the ways in which this new conception of fit is connected to the new work context. For example, previous research affirms that these changes influence organizational boundaries, employment relationships, and individuals' identification with organizations (Nieto-Rodriguez, 2021).

These conditions expand the boundaries of the traditional psychological contract (Coyle-Shapiro, Costa, Doden, & Chang, 2019). To improve freelance employees' ability to adapt to these changes and dynamically increase firms' likelihood of market survival, I examine theories of fit—specifically, person–job and person–organization fit—in the context of new work to answer the question of why a new form of employee fit is necessary.

THE EMERGING NEED FOR A NEW FIT

Management researchers study fit from a variety of perspectives. Fit is a central concept in organizational design. However, the extant research presents an insufficient exploration of the fundamentally dynamic nature of work environments. Hence, the corresponding adaptations that are required for employee fit are necessarily contextual (Follmer, 2019).

Within organizational boundaries, person–job and person–organization fit pertain to the influence of individual and organizational variables on levels of fit and the associated outcomes. The basic questions that guide research on person–job and person–organization fit involve the ways in which individual and organizational antecedents affect levels of fit under particular conditions and circumstances (e.g., Edwards & Cable, 2009; Kristof, 1996; Muchinsky & Monahan, 1987; Shipp & Jansen, 2011) as well as the nature of these influences at the individual and organizational levels (e.g., Boon & Biron, 2016; O'Reilly, Chatman, & Caldwell, 1991).

Previous research on person–job and person–organization fit has examined the identification of factors that promote or delay fit (e.g., Cable & DeRue, 2002; Cable & Edwards, 2004; Cable & Judge, 1996; Cable & Parsons, 2001) and the consequences of fit for individuals (Caldwell & O'Reilly, 1990; DeRue

& Morgeson, 2007), groups, and broader units (Cooper-Thomas, Van Vianen, & Anderson, 2004; Elfenbein & O'Reilly, 2007). Studies also examine the interactions between person–job and person–organization fit, on the one hand, and employee satisfaction and performance, on the other (e.g., DeRue & Morgeson, 2007; Elfenbein & O'Reilly, 2007; Greguras & Diefendorff, 2009; Rounds, Dawis, & Lofquist, 1987). Researchers find that fit promotes positive employee attitudes and behaviors (e.g., trust, commitment, and organizational citizenship behavior).

Researchers typically examine the temporal outcomes of various patterns of fit based on the underlying assumption that time affects a variety of fit scenarios. For example, Shipp and Jansen (2011) proposed a model that extends and reinterprets the understanding of fit over time. These authors offered a temporal perception of fit that involved an examination of past fit, current fit, and anticipated future fit to help individuals make sense of their fit experiences and to relate those experiences to their corresponding outcomes in light of certain temporal issues, and they found individual differences in fit. Boon and Biron (2016) explored the conditions under which fit with one aspect of the environment influences fit with another aspect.

Traditionally, research on fit has focused on a variety of individual and organizational factors that influence levels of fit and their associated outcomes. For example, researchers have found that fit leads to improved employee performance (Michele Kacmar, Andrews, Van Rooy, Chris Steilberg, & Cerrone, 2006; Ton & Huckman, 2008), higher employee satisfaction (de Oliveira, Cavazotte, & Dunzer, 2019), increased employee motivation (Jin, McDonald, & Park, 2018), and decreased employee turnover (Griffeth, Hom, & Gaertner, 2000). Recent examinations have evaluated changes in fit by focusing on process views, dynamic interactions, and temporal considerations. Follmer (2019) found individual differences in fit, and De Cooman, Mol, Billsberry, Boon, and Den Hartog (2019) found that fit is dynamic.

The boundaries of traditional work and the organizational forms that define tasks and jobs serve as convenient settings for exploring fit. In the context of traditional work, it is important for researchers to revisit the psychological contracts between employees and their organizations (Coyle-Shapiro et al., 2019; Knapp, Diehl, & Dougan, 2020) to expand the boundaries of those contracts and adjust them to the new work context (e.g., freelancing). A “psychological contract” refers to an employee's perceived terms of exchange with an employer. However, researchers

recognize that defining psychological contracts in only one way does not provide an adequate understanding of the complex nature of existing work arrangements (Knapp et al., 2020). Because new work may entail complex managerial and work arrangements (e.g., project-based, hybrid, freelance, flexible, gig, and remote work), individuals in this context are likely to maintain several work-related exchange relationships that are not necessarily confined to the boundaries of a single organization or characterized by a traditional employment relationship. Due to its dynamic nature, fit may change and evolve; this may pose new challenges for management and individuals, who may experience constantly changing psychological contracts (Sekiguchi, 2004; Swider, Zimmerman, & Barrick, 2015). In this context, the nature of fit remains unclear, because, until recently, theoretical frameworks and empirical evidence for this topic have been sparse. Propositions 1b and 1c (below) summarize my ideas regarding the emerging need for person–skill fit and the associated managerial implications.

The nature of reality is changing the nature of work, and project-based work is becoming a standard aspect of the workplace. I believe that it is important to address two core scholarly limitations in this context. First, previous research has focused on the macroeconomic level and the effects of technological and societal changes in the market (Autor, 2014; Rubery, Grimshaw, Keizer, & Johnson, 2018). While this focus is important, it is also insufficient. Additionally, management research has largely ignored this aspect of work and its effect on fit, thus highlighting the need to explore this topic in further detail. The benefits of person–job and person–organization fit theories for the achievement of goals in the context of traditional work are clear. However, our understanding of fit in new work remains unclear (Daft, 2015).

This study aims to highlight the emerging need for a *new fit* in a changing work environment and to identify certain key theoretical and practical implications of this need. This work provides an introductory foundation on which a more comprehensive body of future research can be built. I propose that, in some new work environments, firms face a managerial gap in “person–skill fit,” which I define as the “skill variety and relevancy of internal and external workers (persons) performing tasks in the new work environment” (see Figure 1 for the four quadrants of the definition of person–skill fit; Csaszar and Steinberger, 2022). To improve the alignment of firms with these evolving changes and decrease this managerial gap, I suggest that firms should go beyond the perspectives of person–job and person–organization

fit to focus on a broader approach based on person–skill fit as manifested in employees’ skills.

Table 1 provides a list of the most relevant contributions to the concept of person–skill fit. The table synthesizes the most relevant perspectives on fit, which may contribute to enriching the conceptualization of person–skill fit. For example, in the context of “flash organizations,” Valentine and colleagues (2017) identified a set of skills that do not overlap with existing organizational expertise, Sylva, Mol, Den Hartog, and Dorenbosch (2019) discussed the importance of the effect of career and skill advancement on fit, and Kim, Schuh, and Cai (2020) emphasized the changing nature of fit.

My proposed person–skill fit model differs from the traditional conceptions of person–job and person–organization fit in at least *four* main ways. First, my proposed person–skill fit model applies to both internal and external workers (i.e., freelancers and digital and gig workers). Accordingly,

TABLE 1
List of the Most Relevant Contributions to the Person–Skill Fit Conceptualization

Related studies	Person–skill fit typologies
Caldwell and O’Reilly (1990)	<ul style="list-style-type: none"> • Assessment of individual skills • Work profiling process • People–job assessment
Cable and Edwards (2004)	<ul style="list-style-type: none"> • Employees abilities and job demands • Complementary fit • Supplementary fit • Value congruence as prototype of fit
Shipp and Jansen (2011)	<ul style="list-style-type: none"> • Temporal model of fit narratives • Individual differences in fit • Dynamics in fit
Valentine et al. (2017)	<ul style="list-style-type: none"> • Flash organizations • Set of skills nonoverlapping with existing organization expertise
De Cooman et al. (2019)	<ul style="list-style-type: none"> • Fit and misfit • Temporal fit considerations • Dynamic fit
Follmer (2019)	<ul style="list-style-type: none"> • Considering how fit changes • Individual differences associated with fit
Sylva et al. (2019)	<ul style="list-style-type: none"> • Career or skill advancement effect on fit • Abilities fit
Kim et al. (2020)	<ul style="list-style-type: none"> • Changing nature of fit
Goetz et al. (2021)	<ul style="list-style-type: none"> • Fit in temporary work • Individual characteristics are key to fit

managerial practices must shift to accommodate new practices (Meijerink & Keegan, 2019); examples of such shifts are presented in Table 3 (below). Second, person–skill fit is based on a different and updated form of psychological contract. While person–job and person–organization fit originate from a psychological contract between the employee and the job or organization, person–skill fit is embedded in multiple psychological contracts (Knapp et al., 2020). Third, person–skill fit is a dynamic and project-specific phenomenon. Unlike person–job and person–organization fit, which relate to a specific job or a specific organization, person–skill fit is nonlinear in that it may fluctuate based on a specific worker involved in a specific project. This fluctuation may lead to the emergence of high or low levels of fit in the context of a single project (Nieto-Rodriguez, 2021). Finally, person–skill fit affects worker, project, and organizational outcomes by creating workforce efficiency and generating improved outcomes (Heiland, 2021). Proposition 1a, following, summarizes my ideas regarding the ways in which person–skill fit differs from person–job and person–organization fit. To summarize, I posit:

Proposition 1a. Person–skill fit differs from traditional person–job and person–organization fit in terms of four main characteristics: (a) worker type, (b) multiple psychological contracts, (c) model dynamics, (d) expected workforce efficiencies.

Proposition 1b. The need for person–skill fit emerges from the new work context and requires management to transition from standard practices to new management practices.

Proposition 1c. Person–skill fit requires management to implement new management practices, thereby improving worker, project, and organizational outcomes.

From Person–Job Fit to Person–Skill Fit: The Shifting Roles of Competencies and Skills

“Person–job fit” is defined as the relationship between employee and job characteristics (Kristof-Brown, Zimmerman, & Johnson, 2005). Employee competencies play an important role in person–job fit (Elfenbein & O’Reilly, 2007; Krausert, 2017). “Competency” refers to “the sum of knowledge and behaviors an individual possesses” (Krausert, 2017) and enables individuals to be successful in a job (e.g., problem-solving).

In the context of traditional work, which emphasizes person–job fit, the importance of the role of competencies has increased. These competencies

contribute to employees’ ability to acquire new capabilities and perform their jobs in new, challenging, and increasingly complex ways (Lawler, 1994). This requirement has major implications for the role of employees in general, and for their points of entry into organizations, which represent meaningful organizational milestones (Pfeffer, 2007). As a result of the pressures that firms face, due to the need to ensure both efficiency and flexibility in their operations, they seek to maximize person–job fit, and they explore potential ways to enhance both individual- and group-based competencies by implementing various work models (Lepak & Snell, 1999; Valentine et al., 2017). Researchers therefore consider competencies the building blocks of organizational human capital (Campion, Fink, Ruggeberg, Carr, Phillips, & Odman, 2011) in the context of traditional work.

Cukier (2019) proposed that “skills” are specific learned abilities that workers need to perform well in a given task or job; for example, in the task of coding or of handling accounts. Researchers explore the skills required in the new work context by focusing on various aspects of this topic, including the “skills ecosystem” of the digital era (Banga & te Velde, 2019), hard and soft skills analysis (Smart, De Maeyer, & Kralj, 2019), and the sustainable skills required for new work (Sousa & Wilks, 2018).

In the context of traditional work, competencies have considerable importance with regard to person–job fit (Crook, Todd, Combs, Woehr, & Ketchen, 2011). I propose that competencies and skills continue to play a crucial role in the *new fit* associated with external workers. Since new work is technology and freelance driven and tends to focus on very specific tasks, I suggest that skills, rather than competencies, encompass the core activities of new work (ILO, 2018). Competencies include knowledge and behaviors, whereas skills are micro level and task specific and are therefore important for ad hoc project execution in the context of new work (Gerstein & Friedman, 2016; Johns, 2018). For example, some new work arrangements (e.g., flash teams) involve crowd work based on structure-like organizations that attempt to achieve complex goals based on micro-task workflows that enable both modular and more complex work designs (Valentine et al., 2017). This situation highlights the contributions of these arrangements to person–skill fit. I thus posit:

Proposition 2a. In traditional work, competencies play an important role in person–job fit.

Proposition 2b. In new work, skills and competencies may jointly play an important role in person–skill fit.

From Person–Organization Fit to Person–Skill Fit: The Shifting Roles of Commitment, Trust, and Values

Person–organization fit theory suggests that some characteristics of organizations coincide with the characteristics of individuals and that the degree of value congruence or fit between individuals and their organizations influences individuals' attitudes, behaviors (Kim, 2012; Kim et al., 2020), and performance. Advocates of this theory argue that, as similarities between individuals and their organizations increase, employees become more committed to their jobs and thus become more productive and successful in that context. Person–organization fit theory (e.g., Kristof-Brown et al., 2005) highlights two criteria for identifying the level of compatibility between people and organizations. First, person–organization fit occurs when at least one entity provides what the other needs, resulting in complementary fit. Second, person–organization fit occurs when the two parties share similar fundamental characteristics, resulting in supplementary fit (Kristof-Brown et al., 2005).

I propose that person–organization fit theory is applicable to traditional organizational contexts. Such settings clearly define the boundaries of traditional work, tasks, and jobs (Cable & DeRue, 2002), leading to the emergence of traditional psychological contracts between employees and their organizations. What is the nature of flexible or freelance employment scenarios? Because fit is dynamic (DeRue & Morgeson, 2007), person–organization fit may evolve and become less relevant to new work arrangements, which are characterized by agility and fluidity (Sekiguchi, 2004; Valentine & Edmondson, 2015). In light of the historic drop in employee engagement (Harter, 2020), I demonstrate the shifting roles of *commitment*, *trust*, and *values* (i.e., the building blocks of person–organization fit).

Commitment. Scholars generally discuss the importance of commitment in specific organizational contexts. For example, Herscovitch and Meyer (2002: 474) claimed that “commitment is arguably one of the most important factors involved in employee support for change initiatives.” Commitment is one of the most frequently examined forms of attachment to organizations. Allen and Meyer (1990) proposed three forms of commitment: “affective commitment,” “normative commitment,” and “continuance commitment.” Positive emotions toward an organization drive affective commitment (O'Reilly & Chatman, 1991), moral obligations drive normative commitment, and organizational culture drives continuance

commitment. When an employee believes that an organization is positive and supportive, he or she is likely to develop a higher degree of continuance commitment (Chalutz-Ben Gal & Tzafrir, 2011; Meyer & Parfyonova, 2010). Commitment reflects an intense emotional attachment to an organization (Allen & Meyer, 1990; Herscovitch & Meyer, 2002). It is also the result of high-quality exchange between an organization and its employees (Colquitt, Baer, Long, & Halvorsen-Ganepola, 2014).

SET takes into account certain facets of commitment in an attempt to explain relationships that entail unspecified obligations in the future and that generate an expectation of some future return on one's contributions. This situation results in reciprocity and is therefore meaningful in the context of dyadic relationships (Blau, 1964). Committed employees tend to extend and prolong exchange with their peers that is consistent with the organization as a whole.

I argue that, in traditional work—a context in which social exchange is abundant, due to the presence of face-to-face interactions—commitment contributes greatly to person–organization fit. However, in the context of new forms of work (e.g., remote, freelancing, or project-based work), the opposite effect occurs. Recent research on the dynamics of workplace commitment in the new work context emphasizes the changing nature of commitment in this context and finds little need for person–organization fit in new forms of work (Goetz, Wald, & Freisinger, 2021; van Rossenberg et al., 2018). Evidence increasingly suggests that, in the new work context, the worker's (i.e., the freelancer's) commitment expands to include multiple stakeholders. For example, Enache, Sallán, Simo, and Fernandez (2013) argued that, in a contemporary career context, commitment has unique attributes. Chauhan, Howe, and Nachmias (2022) recently concluded that commitment is a continually shifting concept that has changed irrevocably, especially in new work settings, due to the impacts of technology and globalization. Increasing evidence indicates that, due to the lack of an employment relationship in this context, human resources and managerial practices also change (Meijerink and Keegan, 2019), thus altering the nature of the traditional psychological contract (van den Groenendaal, Freese, Poell, & Kooij, 2023). Formally, I posit:

Proposition 3a. In traditional work, commitment plays an important role in person–organization fit.

Proposition 3b. In new work, the worker's commitment may expand to include multiple stakeholders.

Proposition 3c. In new work, the worker's commitment may play only a limited role in person–skill fit.

Trust. The literature defines “trust” as the willingness to rely on a well-regarded partner in whom one has confidence (Moorman, Zaltman, & Deshpande, 1992). Mayer, Davis, and Schoorman (1995: 710) defined trust as “the willingness of one party to be vulnerable to the actions of another party, based on the expectation that the other party will perform particular actions important to the trustor, irrespective of the first party’s ability to monitor or control that other party.”

I accept the claim that trust is a flexible phenomenon. Thus, the dimensions of trust can vary based on the organizational context (Johns, 2006, 2018). I examine trust and its importance to person–organization fit in the context of both traditional and new work. In particular, I rely on Fineman’s (2003: 565) argument that trust “is not something that is simply present or absent from a social relationship but is contextually or structurally specific.” Based on this perspective, my study focuses on context-specific patterns related to trust. Therefore, I argue that, whereas trust plays a consistently important role in person–organization fit in the context of traditional work, it plays a fluctuating role in person–skill fit in the context of new work.

We adopt a managerial perspective to explain this point. Several scholars propose that trust is primarily a characteristic of an organizational process, thus making it relevant in the traditional work context. For example, Tzafrir and Dolan (2004: 115) suggested that trust can be measured at the organizational level. Researchers also find that trust affects managerial problem-solving (Zand, 1972), openness, receptivity (Butler, 1991), affective commitment (Herscovitch & Meyer, 2002), and risk-taking (Mayer et al., 1995). Additionally, trust improves the performance of knowledge-intensive teams (Bijlsma-Frankema, de Jong, & van de Bunt, 2008).

With regard to traditional work, researchers consider trust in the context of social exchange among individuals (Kramer, 1999). However, the relevant research lacks a more nuanced view of the ways trust is related to fit in the context of traditional work compared to the context of new work.

The boundaries of traditional work and organizational forms that clearly define social exchange and the psychological contract enable us to explore the shifting role of trust in and its contributions to person–organization fit in the context of traditional work compared to the context of new work (Barlage et al., 2019; van den Groenendaal et al., 2023).

Recent studies address the challenges associated with technology-based virtual teams (e.g., remote work or freelancing teams), which suffer from disruptions to the development of trust. I argue that, in new work, due to the impacts of digitization and remoteness, trust should be viewed as the result of a rational calculation of costs and benefits. Furthermore, due to the transformational nature of the new work context, trust levels may fluctuate (i.e., between high and low), thus contributing to person–skill fit in different ways. In cases in which trust is low (i.e., situations in which trust does not contribute to person–skill fit), various control mechanisms can ensure the effective performance of autonomous workers (Gallivan, 2001). This situation may result in potential ethical issues associated with the procedures used to substitute for trust (Nedkovski, Guerri, De Battisti, & Siletti, 2017). For example, a freelance worker who does not trust an organization may require higher compensation and contractual assurances and may be at risk of leaving an unsuccessful project. I discuss this issue in further detail in the Discussion section of this paper in relation to future research.

Exploring the centrality of trust or control mechanisms in the contexts of both traditional and new work increases our understanding of the ways a trusting employee might extend and prolong the exchange process with peers and with the organization. In traditional work, trust clearly contributes to person–organization fit. In contrast, for new work arrangements that expand the boundaries of psychological contracts to include multiple stakeholders (Braganza, Chen, Canhoto, & Sap, 2021), both trust and engagement may fluctuate (Harter, 2020), thus altering their contributions to person–skill fit. Therefore, I posit:

Proposition 4a. In traditional work, trust plays an important role in person–organization fit.

Proposition 4b. In new work, the worker's trust may expand to include multiple stakeholders.

Proposition 4c. In new work, trust may play a fluctuating role in person–skill fit.

Values. A substantial amount of theoretical and empirical work focuses on values and their effects on individuals and organizations (Schwartz & Rubel, 2005). Traditional organizations use values as a managerial tool. For example, values support strategic organizational changes and should thus change continually to suit key stakeholders (Tzafrir, Chalutz-Ben Gal, & Dolan, 2012).

Research on person–organization fit from a value-based perspective reveals that values are demonstrated in employees' ongoing and repetitive decision-making processes. In traditional work settings, alignment between individual and organizational values is clearly important to allow organizations to achieve the desired results. Moreover, to achieve success, employees and organizations must have similar values (Kristof-Brown et al., 2005) to ensure alignment with organizational culture (O'Reilly et al., 1991).

While coherence between individual and organizational values is important to person–organization fit in the context of traditional work, the same is not true in the context of new work. In traditional work, employees commit to organizations emotionally when they identify their values with organizational values (O'Reilly, Chatman, & Caldwell, 1991). However, this situation does not apply to new forms of work, which are ad hoc in nature (Subramony et al., 2018; Valentine et al., 2017) and therefore rely on multiple psychological contracts (Coyle-Shapiro et al., 2019; Knapp et al., 2020).

Recent research identifies transformations to contemporary work environments that affect individuals' values. For example, according to Pataki-Bittó and Kapusy (2021), this transformation originates from changes in the physical work environment due to the emergence of hybrid work and flexible work. Lippens, Moens, Sterkens, Weytjens, and Baert (2021) claimed that work-related priorities have shifted, which increases the likelihood that the values of external workers and freelancers will have little effect on project outcomes. Finally, Arifianto and Vallentino (2022) found that the specific values of freelancers emphasize work–life balance, autonomy, economic preference, and hedonistic values; however, these values clearly do not contribute to fit.

While I recognize the importance of values in the context of traditional work, I claim that, in the context of new work, which is characterized by technology, knowledge complexity, tasks, and skills, values are of less important to fit. The reason for this difference is, first, that new work is complex and involves multiple stakeholders. Second, since knowledge is abundant and a project-based work environment is complex, values may play a reduced role in daily professional effort, especially given the involvement of multiple stakeholders with whom external workers (e.g., freelancers) interact (Tzafrir et al., 2012). These situations raise certain issues regarding the contribution of values to fit in the context of new work. These issues can be summarized as follows:

Proposition 5a. In traditional work, values play an important role in person–organization fit.

Proposition 5b. In new work, the worker's values may have a reduced effect on project outcomes.

Proposition 5c. In new work, values may play a lesser role in person–skill fit.

Person–Skill Fit Model

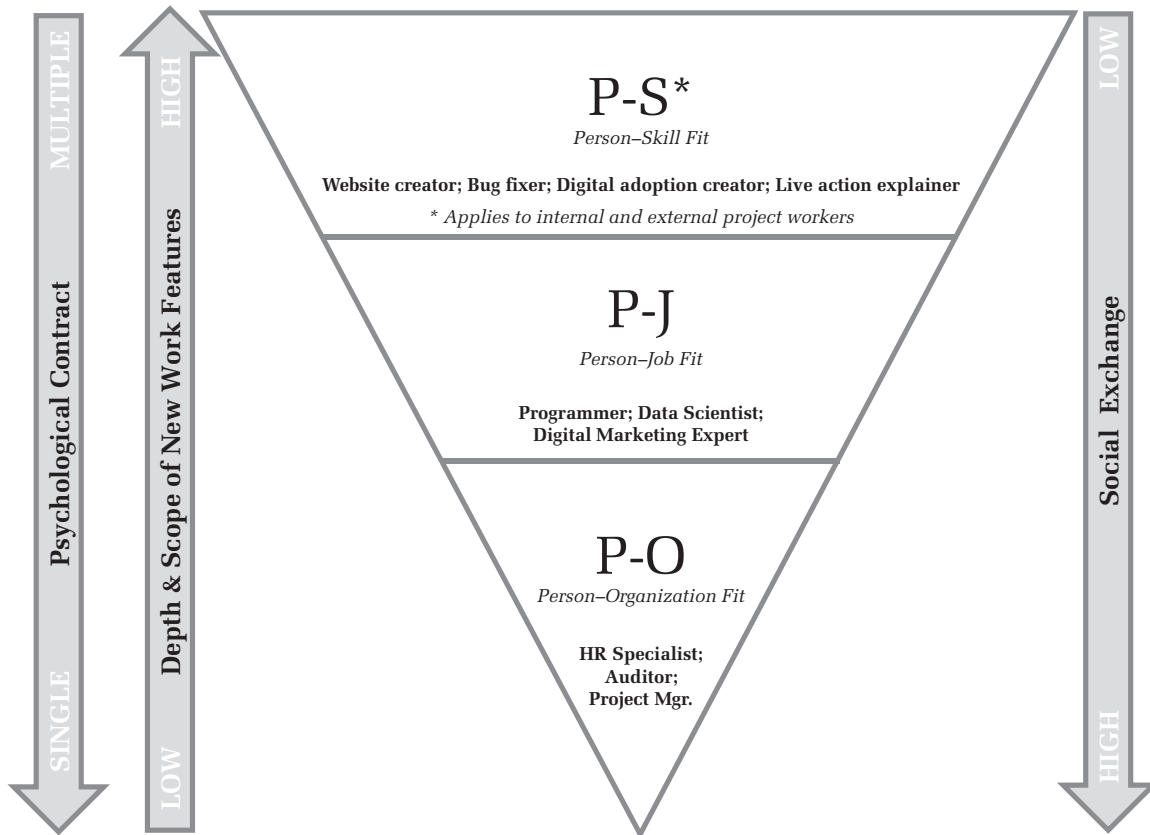
The complexity and fluidity of new forms of work (Knapp et al., 2020; Valentine & Edmondson, 2015) lead to a vast array of potential social exchange partners and to a corresponding possibility of isolation for individual employees and contributors. Thus, researchers must develop an initial theoretical model of fit that not only reflects this inherent complexity and broad scope of application but also considers these issues in a parsimonious manner that future researchers can use as a foundation for further research (Bacharach, 1989). For this purpose, I examine three aspects of fit in the new work context.

First, I recognize the importance of considering the dynamic nature of fit (Swider et al., 2015; Follmer, 2019). Second, I recognize the potential for context-related research (Johns, 2006, 2018) and explain ways to identify variations in fit while transitioning toward new forms of fit that are appropriate for the context of new work. To explain the theoretical mechanisms underlying these two issues, I draw on research on dynamic fit (Swider et al., 2015) and context research (Johns, 2006), both of which focus on strategic managerial processes and interpret them from a dynamic perspective. Third, I draw on SET (Blau, 1964), which examines obligations and reciprocity and is thus suitable for examining the changes that occur in social exchanges during the shift from traditional to new work. Dynamic fit, context research, and SET are three complementary theories that help to explain the consequences of the transformation in fit from the traditional work environment to the new work domain and support the development of the person–skill fit construct (see Figure 2).

Depth and Scope of the Effects of New Work Features on Potential Fit

Employees experience the features of new work in a range from low to high. Some studies suggest that these experiences may be more impactful when the work in question involves higher use of technology, is remote and flexible, and involves ad hoc tasks

FIGURE 2
Person–Skill Fit Model and Examples of Associated Jobs



(i.e., has a greater scope). Specifically, some work theorists claim that individuals' skills represent knowledge that is crucial to task execution in work environments with high levels of disruption (Autor, 2014; Sousa & Wilks, 2018).

A recent paper encompassing more than 800 leaders showed that, although many leaders expect their firms to focus on growth, cost optimization has become a more widely adopted focus, and improving operational excellence remains paramount. To support these goals and other business priorities, 68% of the leaders stated that they intended to focus on the development of critical skills and competencies, an objective that had been their top priority for three consecutive years (Wiles, 2020).

Skills research (Chatenier, Versteegen, Biemans, Mulder, & Omta, 2010; Gerstein & Friedman, 2016) suggests that skill development is perceived as a strategic management objective that is useful for coping with the changing business environment (Nyhan, 1998; Porter & Heppelmann, 2015), specifically in the context of new work (Gerstein & Friedman, 2016;

Routley, Phaal, & Probert, 2013). This volatile market involves an increasing need for complexity and technology, which requires flexibility and agility (Wiles, 2020). Due to globalization and the accelerated rhythms of technological change, this complexity and uncertainty result in increasing demand for human resources with the specific, contextual, and sustainable skills necessary to overcome these challenges (Gerstein & Friedman, 2016; Sousa & Wilks, 2018).

Accordingly, employee fit changes in response to both the depth and the scope of new work features. When new features become more noticeable at work, employees experience person–skill fit more strongly; this is especially the case for digital and gig work, in which these skills are critical for both internal and external project and task performance (Valentine et al., 2017; Wiles, 2020). In summary, a more nuanced examination of fit in the context of new work is necessary to identify the form of potential fit relevant to specific tasks and the overall amount of potential fit for the work context based on the

required skills and competencies, as well as the depth of new work features.

Because workers experience feature-based new work, differences emerge in the amount and form of the fit they experience. For example, consider three jobs that exhibit the three different types of fit outlined in this paper. The first job is represented by a worker who is employed in a private start-up company as a programmer. The work performed for this company is traditional in the sense that it includes only a shallow and narrow set of new work features (i.e., physical work, traditional management practices, and high social exchange). This worker was recruited on the basis of a detailed job description that focused on the know-how, abilities and experience required for the job and must have a formal educational background at a formal institution (i.e., a university or college). Therefore, the employee demonstrates person–job and person–organization fit. The second job is represented by a worker who is employed by a large public service company as a project manager. This company’s work is traditional in the sense that it includes only a shallow and narrow set of new work features. This worker was recruited on the basis of a detailed job description that focused on the know-how, abilities, and experience required for the job and must have a formal educational background at a formal institution (i.e., a university or college). Therefore, this employee also demonstrates person–job and person–organization fit. The third job is represented by an individual who works as a freelancer on two simultaneous projects; this person works as a digital adoption creator on Project A and as a bug fixer on Project B. This person’s work environment features a large and comprehensive set of new work features (i.e., remote and flexible work, multiple contracts, and low levels of social exchange). This individual was recruited via online labor platforms (e.g., Fiverr, Upwork) without a job description, and no specific know-how, abilities, or experience were required to apply. However, this individual was required to possess a specific set of skills and competencies (e.g., Python, data visualization, or technology investigation). No formal education (i.e., a university or college degree) was required of this individual, although relevant self-study courses were preferred (e.g., Coursera or similar online course). Therefore, this employee demonstrates person–skill fit.

As this example illustrates, the variations in work features across traditional and new work settings affect workers’ experiences of fit in terms of the amount of potential fit and the types of fit that workers experience in these contexts. Guided by these insights, I introduce

the construct of *person–skill fit*, through which I can capture the nuances associated with the changing nature of work more precisely than the constructs of person–job and person–organization fit allow.

Proposition 6. The amount and types of fit experienced by workers vary as a function of the depth and scope of new work features and the associated psychological contracts.

BOUNDARIES OF THE FIT EFFECTS IN NEW WORK

The effects of new work features generate the potential fit that workers experience. However, the main effect of work conditions on potential fit is shaped by contextual and individual factors. SET proposes that two parties conduct a cost–benefit analysis to determine risks and benefits based on three factors: (a) cost, (b) effort, and (c) reciprocity (Blau, 1964). First, employee costs that include benefits that employees perceive to be *justified*, such as food vouchers, cars, compensation and perks, are more appealing than regular or fixed salary-only plans. Second, when aspects of new work elicit a feeling of *effortless exchange* by causing even a momentary conceptual shift toward positive exchange, they generate more fit. Third, work settings are more reciprocal when they are less digitized with regard to management’s values and dispositions. Research indicates that these three components and other contextual elements are positively related to certain types of fit (Johns, 2018; Follmer, 2019). In the following section, I discuss the ways each of these components may shape the effects of new work on employees’ potential fit and provide evidence-based examples of these impacts.

DISCUSSION

Table 2 presents my comparison of the levels of fit between traditional and new work. This table summarizes my main assertions regarding the new work environment with respect to changes in fit. Furthermore, it analyzes the antecedents of fit—competencies, commitment, trust, and values—in terms of their differing contributions to fit in the contexts of traditional work and new work.

The columns in Table 2 present traditional and new work separately. The table includes an additional column to highlight the various types of fit: person–job, person–organization, and person–skill fit. Table 2 also presents evidence-based examples and key references to support my analysis.

TABLE 2
Evidence-Based Examples of Fit: Traditional vs. New Work

Fit	Proposition	Traditional work	New work	Evidence-based examples	Sample references
<i>Person–job</i> • Skills, competencies	(P2a, P2b)	High	High ↓ <i>Person–skill fit</i> ^a (P1a, P1b, P1c, P6)	Flash teams; flash organizations; temporary and fluid teams; complementarity between organizations/humans and AI	Valentine et al. (2017); Valentine et al. (2018); Jarrahi (2018); Goetz et al. (2020); Nieto-Rodriguez (2021); Csaszar and Steinberger (2022)
<i>Person–organization</i> • Trust	(P3b, P3c)	High	Low	Multiple psychological contracts; future of workplace commitment	van Rossenberg et al. (2018); Knapp, Diehl et al. (2020); Hacker, et al. (2019)
<i>Person–organization</i> • Commitment	(P4a, P4b, P4c)	High	Low/High	Integrated model of trust in virtual teams	Hacker, et al. (2019)
<i>Person–organization</i> • Values	(P5a, P5b, P5c)	High	Low	Worker–ecosystem relationship construct	Subramony et al. (2018)

Note: Low/High = contribution to fit.

^aPerson–skill fit = new construct (definition provided in main text).

Table 2 suggests that competencies play an important role in person–job fit in the context of traditional work and that this role is likely to continue in the context of new work due to the expanding role of skills in the latter context. As a result, competencies and skills play a vital role in individual and organizational tasks, particularly in the case of new work (Card & Nelson, 2019; Nieto-Rodriguez, 2021; Schwartz et al., 2021). This suggestion is consistent with the conclusions of several studies that indicate the centrality of individuals and their competencies to new work. For example, in flash teams, which include groups that are structured similarly to organizations, aim to achieve complex goals (Valentine et al., 2017), and are central to new work, individual competencies, skills, and behaviors are crucial for completing complex tasks. Additionally, in the case of temporary and fluid teams, competencies and roles associated with specific work structures contribute to the performance of teams and the accomplishment of work. Researchers believe that these competencies and roles will continue to make these contributions (Goetz et al., 2021; Valentine, Tan, Staats, & Edmondson, 2018).

From a strategic managerial perspective, human capital theory plays a central role in both traditional and new work, supporting my findings. According to human capital theory (Schultz, 1961), competencies are embedded in people’s traits and behaviors. Consistent with human capital theory, skills, traits, and behaviors (i.e., competencies) are essential

components of any task, even in the context of teams that are temporary in nature. Table 2 provides insights into the multifaceted nature of fit as demonstrated in the relationship between employee and job characteristics (Kristof-Brown et al., 2005). These insights are consistent with demand and supply perspectives (Edwards, 1991). I suggest that competencies and skills are central to and play a vital role in fit in the context of new forms of work.

As shown in Table 2, in contrast to traditional work that emphasizes commitment, trust, and values for person–organization fit, I expect that their contributions to fit may be limited in the context of new work. I provide two explanations for this expectation. First, it seems that tasks and roles are a more substantial component of new forms of work than they were previously (Jarrahi, 2018; Valentine et al., 2017), leading to a greater emphasis on the importance of competencies and skills (Fernández-Aráoz, 2014). Second, I consider multiple psychological contracts in new forms of work (Coyle-Shapiro et al., 2019; Knapp et al., 2020; Subramony et al., 2018; van Rossenberg et al., 2018) that lead to changes in the contributions of traditional antecedents of fit (e.g., commitment, trust, and values).

I thus propose a *new fit* approach; namely, *person–skill fit*, which is based on individuals’ skills. In traditional work, trust, commitment, and values have important implications (Chalutz-Ben Gal & Tzafrir, 2011; Tzafrir et al., 2012). However, freelance, gig, or project-based work transforms traditional ties,

which produces contextual fluctuations that alter the focus of fit.

Table 2 reveals that commitment plays an important role in person–organization fit in the context of traditional work. However, commitment may play a more limited role in fit in the context of new work. A relevant question is whether commitment disappears completely or if changes occur with regard to the influence of commitment on fit. Does new work—due to the influence of technology and digitization—become blind to individuals’ merits and levels of involvement? As implied by my analysis and given the nature of new work, the factors associated with person–job fit (competencies and skills) continue to play a central role in new work, whereas the factors associated with person–organization fit (commitment, trust, and values) are expected to play only a limited role in this context.

Likewise, Table 2 reveals that values play an important role in person–organization fit in the context of traditional work. However, I expect values to play a limited role in fit in the context of new work. Work processes are embedded within individual and organizational values. People derive these values from beliefs and perceptions inherent in cultural norms that guide interactions among actors. In traditional work, the better the fit among organizational hierarchies is, the higher the probability of organizational success (Kristof, 1996; O’Reilly et al., 1991). Furthermore, in traditional work, values play a central role, and employees hold individual values and grounded notions of what “ought” and “ought not” to be the case (Tzafrir et al., 2012). Thus, in traditional work, values lead to social interactions derived from SET, which lay the foundation for an understanding of the desired behaviors and attitudes. Therefore, in traditional work, values help people “predict, interpret, and act accordingly to achieve better performance” (Tzafrir et al., 2012: 402). This relationship influences person–organization fit (or the lack thereof). Within organizations featuring multiple stakeholders, the challenge of aligning values is complex. Key stakeholders—clients, service providers, employees, and others—must develop a clear understanding of which values and beliefs must be aligned to achieve successful adaptation. This alignment is crucial to the attainment of person–organization fit.

By examining the origins of the most relevant contributions to the concept of person–skill fit (Table 1), we can see that the combination of individual abilities and job demands remains an important factor. New work can be either internal or external, and task and project centered, occasionally involving ad hoc

temporary work (Hacker, Johnson, Saunders, & Thayer, 2019; Knapp et al., 2020; Valentine et al., 2018). Hence, some of these factors may be second-order causes of the achievement of fit. Accordingly, factors that are embedded in specific tasks and skills rather than organizational and individual antecedents determine the level of fit more precisely. This situation is in line with recent analyses in the field of management research that suggest that researchers should extend organizational theory to address changes in the nature of employment and the emergence of new organizational forms (Leavitt, Schabram, Hariharan, & Barnes, 2021). Finally, given recent calls for open theorizing in management and organization studies (Leone, Mantere, & Faraj, 2021), I hope that my conceptualization can contribute to theory development both within and across scholarly communities in the field of management and organization studies.

Overall, my analysis implies that, in the context of new work, the phenomenon of fit is continually shifting as organizations transform and adapt to changing labor, thereby changing the nature of work itself (Jarrahi, 2018; Knapp et al., 2020; Subramony et al., 2018; Valentine et al., 2017). My analysis suggests that, in the future, management should adjust to the new boundaries of fit for multiple psychological contracts with individuals who must perform complicated tasks. Consequently, in the following section, I present practical recommendations regarding the shift from standard to new management practices to promote improved outcomes through the use of person–skill fit.

From Standard to New Management Practices: Recommendations for Improving Outcomes through the Use of Person–Skill Fit

My analysis illustrates the ways in which situational work settings change the nature of fit, leading to the development of a novel construct—person–skill fit—that is central to management and organizations. Moreover, my proposed person–skill fit construct suggests that the phenomenon of fit is also changing, resulting in the need to transition from standard management practices to new management practices to generate improved outcomes. Table 3 presents these shifting management practices and the means of ensuring improved outcomes.

First, managers should strongly emphasize robust and compatible job design. The organization of work has important implications for individuals’ psychological health and performance outcomes. Managers have access to a robust knowledge base that can allow them to design jobs that employees experience as

to this question by supporting the corresponding analysis and focusing our attention on novel ways of achieving fit given the changing nature of work. Flash organizations' use of crowdsourcing (Valentine et al., 2017) is merely one example of a compatible and efficient computationally based work design for new work. However, my analysis implies that person–organization fit may be less important in this context (Table 2). Therefore, I believe that the development of skills and competencies based on my proposed person–skill fit model may facilitate firms' success.

Third, I believe that, to address the growing complexity associated with the context of new work, managers should focus on the processes and procedures associated with knowledge management (Fineman, 2003). Building on the centrality of my proposed person–skill fit construct, I suggest that robust knowledge management processes, some of which may be based on the use of a knowledge repository, are essential to the task of maintaining positive outcomes, due to the technologically complex environment in which organizations must complete challenging tasks and achieve difficult goals (Valentine et al., 2018).

Finally, as shown in Table 3 and in light of my findings, I call for managers to anticipate the challenges and opportunities that lie ahead in the new work environment with the aim of identifying an alternative focus and novel tools to improve outcomes based on person–skill fit. My specific recommendations include the use of new managerial tools and measures to support person–skill fit (e.g., project- and skill-specific recruitment, development, and retention plans and tools). Furthermore, I recommend the implementation of a technological platform for person–skill fit assessment. I call for the enhancement of teams' roles based on the achievement of person–skill fit; for example, by implementing skill-specific team-based learning. Finally, highlighting employees' quality of life and well-being in a manner that is consistent with the design of tools to improve fit is helpful for achieving improved fit and facilitating a successful transition to new work (Chalutz-Ben Gal, 2019; Sela et al., 2022).

Limitations and Directions for Future Research

One limitation of this paper is that the person–skill fit model developed here focuses on both internal and external workers (i.e., freelance, gig, and project workers). However, it is necessary to differentiate these two populations and discuss them separately. Since these groups are driven by quite

different psychological contracts (Knapp et al., 2020; van den Groenendaal et al., 2023), it is safe to assume that they may exhibit two distinct types of fit; that is, person–skill internal fit and person–skill external fit. Thus, I encourage management researchers to explore the person–skill fit model in depth and apply it to projects both within and outside organizations. Such research may specifically be useful in light of recent studies that demonstrate high rates of job switching, especially among younger employees (Wingard, 2021). Another obstacle related to the person–skill fit model is the need to link this model more closely with the factors that differentiate new work contexts. It may be impossible to implement the proposed model successfully in such work environments due to various ad hoc work constraints; for example, in the context of a fluid work team that does not possess sufficient skills, or an ongoing project in which the variety of required tasks is somewhat limited.

Beyond enhancing our understanding of fit in the new work environment, this paper suggests several directions for future research. Most critically, sound measures of the key construct developed in my model are necessary for future empirical research. Fortunately, fit can be assessed using objective measures (e.g., performance measures, job or task goal attainment), while other variables that are more subjective can be assessed effectively by adapting existing scales. For example, person–skill fit shares some degree of conceptual overlap with person–job fit. As this example suggests, established constructs and scales should provide a reasonable starting point for testing my predictions regarding fit. I also encourage researchers to investigate the direct relationships among the different types of fit. Some work conditions may have particularly strong or weak effects on some forms of potential fit but not on others.

With regard to exploring the changing nature of work—as in the case of other managerially related challenges—I believe that my person–skill fit perspective suggests a number of promising pathways for future research. For example, this perspective shows how management can adopt the person–skill fit construct and integrate it with strategic managerial processes to generate a high return on investment, such as through the use of effective workforce management (Chalutz-Ben Gal, 2019). Similarly, the introduction of person–skill fit can result in greater effectiveness and help address people-related challenges by using a more relevant and fine-grained approach. Beyond the level of fit, I highlight the potential of developing a new *person–skill fit index*

TABLE 4
Future Research Questions

Domain	Sample questions
Fit theory and practice	<ul style="list-style-type: none"> • How does the formation of fit change, and what are the implications for new work? • Are there moderators (e.g., individual dispositions, HR strategies, and organizational cultures) that accentuate or attenuate the antecedents of fit? • Is there a link between fit and performance outcomes? • Which dimensions of context matter for fit theories?
Psychological contract	<ul style="list-style-type: none"> • What key features of a psychological contract are relevant to new work? • What role do psychological needs play in understanding psychological contracts in this context? • How do individuals fulfill their needs associated with psychological contracts in the context of new work in line with the person–skill fit construct? • What dimensions of new work impact a “new” psychological contract? • What are the key managerial challenges and solutions in executing multiple psychological contracts?
Person–skill fit	<ul style="list-style-type: none"> • How can organizations measure person–skill fit levels in the future and develop a valid and reliable measurement scale? • What critical skills and competencies are required for jobs in the new work environment? • Are sustainable skills interchangeable across specific jobs and/or work contexts? • How can organizations adopt the person–skill fit construct and integrate it into existing managerial-related processes? • What are the key features of a “person–skill fit index” developed for the purpose of improved fit and task-specific performance prediction based on predetermined features?
New work	<ul style="list-style-type: none"> • Are managerial, macroeconomic, cultural, and societal contexts important for understanding the new work environment? • What is the role of time in research on new forms of work? • What are the management accountabilities in this context? • What types of methodologies are appropriate for capturing the key challenges and opportunities for new fit research in times of disruption? • What are the ethical considerations that the person–skill fit model introduces that management should address?

based on measures for improving people management and behavioral predictions in the new work environment. Finally, potential ethical considerations that lie beyond the scope of this study may present an interesting avenue for future research that explores the ethical considerations for management associated with the person–skill fit model. Table 4 presents important research questions for future research.

CONCLUSION

More than a century ago, Max Weber noted that “organizations are due to become the most important social phenomenon of the 20th century” (Weber, 1915/2009). Since that time, scholars from a variety of disciplines have provided evidence to support his statement. In an era in which work is transforming to become more project oriented, flexible, remote, and digital, and is therefore less physical and less bound to physical organizations, it is especially important to consider the ways work fits the individuals who perform it. I hope that my theory concerning new work and its potential fit with workers and employees can serve as a stimulus for future scholarly work on this topic. Indeed, given that managers and leaders are aware of the value of fit to their individual contributors, especially in these times of disruption, management scholars can apply their own theoretical perspectives and methodological tools to understand the ways employees can achieve a *new fit* in the new work context.

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