

Article

Do Grit and Person–Environment Fit Influence Work Alienation? A Moderated–Mediated Model

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Abstract

The complex nature of the healthcare work environment, resource strains, and cultural diversity threaten human sustainability and exacerbate healthcare workers' psychological disconnection from work. From the perspective of sustainable HRM and organizational sustainability, and in response to calls raised by the United Nations 2030 Agenda, our study examines how institutions can support human sustainability and healthy performance through sustainable HRM practices. Therefore, building upon the conservation of resources theory and person–environment fit theory, our study investigates the impact of grit and person–environment fit on work alienation, examining the mediating role of thriving at work, postulating that cultural intelligence moderates the effect of grit and person–environment fit on thriving at work. Data were collected from 335 healthcare workers working in private hospitals in Lebanon and analyzed via structural equation modeling with bootstrapping. The results indicated that grit, person–environment fit, and thriving at work have a significant negative effect on work alienation; meanwhile, grit and person–environment fit have a significant positive effect on thriving at work. Moreover, the results highlighted the mediating role of thriving at work between grit, person–environment fit, and work alienation. Additionally, the findings revealed that cultural intelligence moderates the effect of grit on thriving. However, the interaction between person–environment fit and cultural intelligence was significant in the opposite direction to the hypothesized effect. Theoretically, our research is one of the pioneering studies showing that thriving at work functions as a resource-gain mechanism linking personal resources, such as grit, and contextual resources, such as person–environment fit, to lower alienation. Practically, the findings suggest that management should strengthen person–environment fit, promote thriving, and develop cultural intelligence to enhance healthy performance and human-centered organizational sustainability.

Keywords: cultural intelligence; person–environment fit; grit; thriving at work; work alienation



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1. Introduction

Given the rapid and unprecedented changes affecting healthcare organizations, identifying the personal and job resources that enhance healthcare workers' (HCWs') work

outcomes has become important. Personal resources refer to mental abilities such as resilience, behaviors such as deliberate practices, states such as optimism, and traits such as grit (Schaufeli, 2017). According to A. L. Duckworth et al. (2007), grit is an interpersonal resource and a non-cognitive psychological concept consisting of two dimensions: consistency of interests and perseverance of efforts. It helps employees stay focused on achieving long-term goals despite the challenges and obstacles they might face (Fayaz & Gulzar, 2024). The conservation of resources (COR) theory advocates that individuals tend to protect and retain valued resources such as objects, conditions, personal characteristics, and energies when they perceive a threat of resource loss or witness actual loss of resources (Hobfoll, 2001). In agreement with the (COR) theory, individuals who possess ample resources, such as grit, are better equipped to cope with stressful events.

On the other hand, job resources, such as person–environment (P-E) fit, refer to the environmental and contextual factors of a job that facilitate goal attainment, mitigate work demands, and promote employees' personal growth and development (Schaufeli, 2017). P-E fit reflects the extent to which the personal characteristics of an individual and the attributes of their organizational environment are congruent (Cable & DeRue, 2002). As propounded by the P-E fit theory (Edwards et al., 1998), the alignment of individuals' characteristics, such as values, personality, capability, and work preferences, with their workplace environment requirements, such as job attributes, job demands, and organizational culture, improves employees' performance and enhance their attachment and commitment to their organizations (Yang et al., 2024).

Although previous empirical pieces investigated the impact of grit as a personal resource (Fayaz & Gulzar, 2024) and P-E fit as a contextual resource (Chen et al., 2024; Yang et al., 2024) on employees' work outcomes, there is little empirical evidence regarding their interrelationships with thriving at work (Liu et al., 2022) and work alienation (Terry et al., 2025). Thriving at work refers to the extent to which employees experience vitality and learning in a given workplace (Spreitzer et al., 2019). Vitality reflects the degree to which employees sense energy and aliveness, whereas learning reflects individuals' ability to gain further knowledge and skills, and thus experience personal development. Meanwhile, work alienation refers to employees' disconnection and estrangement from the self, context, and work (Nair & Vohra, 2009).

Since 2019, Lebanon has experienced overlapping economic, political, social, and health-related crises, imposing significant pressure on the healthcare system and its workforce. Consequently, the healthcare sector has witnessed resource shortages, financial instability, and operational constraints, threatening the continuity and quality of healthcare services (Dankar et al., 2025). In addition to the stressful work conditions and the excessive work demands (Hassanie et al., 2024, 2025), Lebanese HCWs need to serve patients from diverse national, cultural, and social backgrounds, including local communities, refugees, migrants, and foreign residents (Dankar et al., 2025). Accordingly, intercultural adaptation has become an important feature of daily healthcare work, underscoring the relevance of investigating cultural intelligence (CI). CI is an adaptive capability that refers to individuals' ability to successfully adapt to new cultural settings (Hopf et al., 2021).

Our paper contributes to the organizational behavior literature and healthcare management in several ways. Despite prior research examining the antecedents and outcomes of these constructs, limited attention has been given to how HCWs' P-E fit, together with personal resources such as grit, shapes important work outcomes such as work alienation (Terry et al., 2025). Hence, our study aims to narrow this gap by investigating the links between P-E fit and grit on thriving at work and work alienation. Additionally, most of the existing evidence has been derived from Western contexts (Terry et al., 2025; van Zyl et al., 2022), creating a limited understanding of how these relationships operate among HCWs

in Eastern settings and, more specifically, in resource-constrained contexts such as Lebanon, which could negatively influence HCWs' vitality and learning while also increasing their risk of work alienation. In particular, Lebanon offers a meaningful Eastern and resource-constrained context for understanding how and under what conditions HCWs can thrive and remain connected to their work in a culturally diversified environment. Moreover, since thriving at work and reduced alienation are essential to sustainable organizational functioning, this study addresses this gap by testing a moderated-mediation model linking P-E fit, grit, CI, thriving at work, and work alienation in the Lebanese healthcare context.

Additionally, the current study contributes to sustainable human resource management and human-centered organizational sustainability. From the perspective of sustainable human resource management, [Shen and Benson \(2016\)](#) highlighted the need to achieve long-term organizational performance while protecting and supporting employees' well-being. Similarly, from the perspective of organizational sustainability, [Peiró et al. \(2014\)](#) revealed the importance of maintaining sustainable synergy between performance and well-being. From these two perspectives, our study presents thriving at work as a human sustainable mechanism, demonstrating HCWs' vitality and learning capabilities, and work alienation as a threat to healthy performance, which may lead to HCWs' psychological disconnection and estrangement from work. Furthermore, the study's assumptions are consistent with the triple bottom line perspective and the United Nations 2030 Agenda, emphasizing the integration of ethical responsibility, social well-being, and economic performance toward people and society ([Høgevold et al., 2019](#); [Sabino et al., 2024](#); [Shayan et al., 2022](#)). Therefore, by investigating how grit and P-E fit enhance thriving and reduce work alienation, our current study demonstrates how healthcare institutions can support human sustainability and healthy performance through sustainable human resource management practices.

Finally, our study examines how CI moderates the effect of grit and P-E fit on thriving at work. By examining CI as a boundary condition, this study reveals that HCWs' thriving in culturally diverse healthcare settings depends not only on personal perseverance and environmental fit, but also on HCWs' adaptive capability to navigate intercultural demands, which is central to workforce resilience and human-centered organizational sustainability ([Ang et al., 2007](#); [Hopf et al., 2021](#); [Shen & Benson, 2016](#)).

Against the above backdrop, the current study proposes a moderated mediation model that examines the effect of grit and P-E fit on work alienation mediated by thriving at work and moderated by CI. In particular, the objective of this study is to address the following research question: How and under what conditions do grit and P-E fit contribute to lower work alienation through thriving at work among HCWs in Lebanese private hospitals, and does cultural intelligence strengthen the relationships between these resources and thriving at work?

2. Literature Review and Hypothesis Development

2.1. Grit and Thriving at Work

By definition, grit refers to the consistency of interests and perseverance of efforts while pursuing long-term goals despite challenges and stressful conditions ([A. L. Duckworth et al., 2007](#)). It has been proven to be a predictor of various individual and organizational work outcomes ([Fayaz & Gulzar, 2024](#); [Kristinsson et al., 2023](#)). For instance, it enhances employees' organizational citizenship behavior, career success ([Popoola & Karadas, 2022](#)), performance, commitment ([Fayaz & Gulzar, 2024](#)), engagement, and innovative capabilities ([van Zyl et al., 2022](#)).

According to the COR theory ([Hobfoll, 2001](#)) and as demonstrated by [Halbesleben et al.'s \(2014\)](#) study, grit is a personal resource that helps employees invest further efforts while maintaining goal commitment when their valuable resources, such as time, energy,

emotional, cognitive, and psychological resources, are threatened by work demands. In the healthcare context, HCWs experience various work stressors and excessive work demands. They are exposed to time pressures, high workloads (Hassanie et al., 2022), patient aggression (Hassanie et al., 2024), workplace incivility (Hassanie et al., 2025), and emotionally demanding patient interactions. In addition to these work stressors, the Lebanese healthcare sector faces resource constraints and financial instability, imposing further pressure on HCWs (Dankar et al., 2025). Despite the stressful work demands, gritty employees are considered high achievers in their domain of interest, demonstrating more willingness to invest sustained energy to learn, master, and complete tasks (A. Duckworth, 2016). Furthermore, gritty employees not only resist short-term challenges but also demonstrate lower burnout (Kristinsson et al., 2023) and higher perseverance to achieve goals over a longer period (van Zyl et al., 2022).

Thriving at work is a psychological state describing individuals' ability to experience vitality and learning in a given workplace (Spreitzer et al., 2019). Both components of thriving reflect employees' tendency to develop and grow; however, lacking one of these dimensions would have a negative effect on thriving (Karadas et al., 2024; Kleine et al., 2023). Grit, as a personal resource, would support both dimensions of thriving. In particular, gritty HCWs are more likely to maintain effort, develop new skills, and remain engaged in long-term goals while operating in a highly demanding work environment. From the human sustainability perspective, gritty HCWs are expected to be more capable of sustaining vitality and development in a given workplace. Although previous studies highlighted the positive work outcomes of thriving (Okros & Virga, 2022; Rabiul et al., 2023), researchers have called for further research to investigate the antecedents of thriving (Kleine et al., 2023; Terry et al., 2025). Accordingly, this study addresses grit as a personal resource that promotes HCWs' thriving. Based on the above argument, we posit:

Hypothesis 1 (H1). *Grit relates positively to thriving at work.*

2.2. Person–Environment Fit and Thriving at Work

P-E fit refers to the perceived congruence between employees' characteristics and the attributes of their work environment (van Zyl et al., 2022). According to Cable and DeRue (2002), P-E fit occurs at three levels: person–organization fit, need–supply fit, and demand–ability fit. Person–organization fit refers to the degree to which employees' values and organizational culture match each other, whereas need–supply fit refers to the congruence between individuals' needs and the rewards they receive for the services they provide. On the other hand, demand–ability fit refers to the congruency between job demands and the skills being demonstrated by an individual. As propounded by the P-E fit theory, the degree of alignment between employees' characteristics and their work environment requirements influences employees' work outcomes such as performance (Yang et al., 2024), work satisfaction (Nielsen et al., 2021), commitment (van Zyl et al., 2022), and thriving (Liu et al., 2022; Yang et al., 2024).

In the healthcare context, P-E fit is highly consequential. When HCWs perceive that their skills match their job requirement, their values align with their institutional values, their efforts and commitment are fairly rewarded by the management, they are more likely to experience vitality, learning, and personal development. Meanwhile, in the Lebanese healthcare sector, HCWs must sustain functioning under stressful work conditions and resource-constrained conditions, which negatively influence their work outcomes (Hassanie et al., 2024, 2025). However, a strong fit between HCWs' characteristics and their work environment would help HCWs in directing their energy toward patient care, learning, and personal development.

From a human sustainability perspective, P-E fit is a contextual resource that enhances employees' thriving. However, the findings of previous studies regarding the effect of P-E fit on employees' work outcomes show discrepancies due to cultural differences (Y. Guo & Hou, 2022; Ma et al., 2022). Accordingly, the results of previous research could not be generalized across cultures, urging further research to examine the P-E fit outcomes in new contexts. With this realization, a detailed assessment of P-E fit in the Eastern context would contribute to the literature on P-E fit. Hence, we posit:

Hypothesis 2 (H2). *Person–environment fit relates positively to thriving at work.*

2.3. Grit and Work Alienation

Work alienation is a psychological state reflecting the degree to which individuals experience psychological separation from work activities, the context, or the self (Nair & Vohra, 2009). It signals resource inadequacy, making employees feel powerless (Singh & Srivastava, 2023). Previous empirical research indicated that work alienation is associated with negative work outcomes such as emotional exhaustion (Karadas et al., 2025; L. Guo et al., 2022), lower job performance, job dissatisfaction, and high turnover rates (Cui et al., 2023; Lagios et al., 2023).

In the healthcare setting, HCWs would demonstrate work alienation once they experience sustained pressure, lack of control over work conditions, and emotional exhaustion due to limited resources (Cui et al., 2023). In agreement with the COR theory, stressful work environments deplete individuals' valuable resources; however, grit, as a personal resource, helps employees to persistently cope with these demands (van Zyl et al., 2022). Moreover, gritty employees are able to mitigate the adverse impact of high job demands and the lack of job resources on work alienation while maintaining their performance (Probst et al., 2021).

In the Lebanese context, previous studies revealed that HCWs are exposed to stressful work conditions such as pandemics, work overload, and workplace incivility (Hassanie et al., 2024, 2025). Despite resource limitations, high patient demands, and emotionally intense interactions, gritty HCWs demonstrate a sense of purpose and connection to their professional role rather than detachment when facing adversity. In other words, they tend to interpret difficulties as challenges to be managed over time. Based on the above argument, grit is expected to reduce alienation since it helps HCWs maintain effort, motivation, and psychological connection to their workplace. Hence, we posit:

Hypothesis 3 (H3). *Grit relates negatively to work alienation.*

2.4. Person–Environment Fit and Work Alienation

P-E fit theory posits that employees would demonstrate positive work outcomes when their needs, values, abilities, and preferences align with their work environment (Edwards et al., 1998). However, when employees perceive a lack of alignment between their personal characteristics and the organizational attributes, they would exhibit work alienation (Cui et al., 2023; Guan & Frenkel, 2021). In particular, alienation would emerge when employees feel that their skills and abilities are not effectively utilized, their needs are not met, their preferences are not well recognized, and their values conflict with organizational expectations (Yang et al., 2024). In the healthcare setting, such misalignment negatively influences the healthcare work environment, which highly depends on teamwork, ethical standards, emotional commitment, and continuous interaction with patients, families, visitors, and peers (Cui et al., 2023; Terry et al., 2025).

On the other hand, as propounded by the COR theory and in line with the P-E theory, the more the employees perceive that their personal characteristics align with their job attributes, the more they will invest resources such as time and energy to gain

further resources (Li et al., 2022), preventing future resource losses induced by the sense of powerlessness, meaninglessness, and work alienation (L. Guo et al., 2022). Therefore, we postulate that P-E as a contextual resource would reduce work alienation among HCWs. Hence, we posit:

Hypothesis 4 (H4). *Person–environment fit relates negatively to work alienation.*

2.5. Thriving at Work and Work Alienation

Recent empirical studies investigated the antecedents of work alienation, highlighting work-related and individual-related factors. For instance, openness, psychological capital, extraversion, motivational breach, work meaningfulness, psychological contract breach, and paternalistic leadership trigger employees' work alienation (Lagios et al., 2023). However, further investigations were recommended to understand how psychological traits such as grit, P-E fit, and thriving would reduce work alienation.

According to the COR theory, employees who perceive their work as meaningful and purposeful would demonstrate vitality and would be driven to acquire further resources in the form of knowledge and skills to ensure their personal growth and development, thus exhibiting thriving at work (Guan & Frenkel, 2021). Indeed, thriving employees are emotionally and cognitively prepared to demonstrate good well-being, higher contextual performance, work engagement, organizational commitment, job satisfaction, higher service recovery performance, better service quality, lower turnover intentions (Rabiul et al., 2023; Terry et al., 2025), and a lower sense of alienation (Cui et al., 2023). Based on the above-mentioned information and based on the COR theory, we posit:

Hypothesis 5 (H5). *Thriving at work relates negatively to work alienation.*

2.6. The Mediating Role of Thriving at Work Between Grit and Work Alienation

In line with COR theory, gritty employees tend to invest effort, energy, and cognitive resources in their work. By remaining engaged and re-engaging with tasks despite difficulties, they would have the opportunity to acquire the knowledge and skills needed to master these tasks (Kristinsson et al., 2023; van Zyl et al., 2022). This persistence allows them to continue developing resources under stressful work conditions, leading to higher levels of thriving at work (Fayaz & Gulzar, 2024). Therefore, employees who feel full of energy, continuously engage in learning, and maintain personal growth are less likely to become detached from work. According to the COR theory, thriving employees would invest additional resources, such as time, energy, and knowledge, to acquire further resources and prevent future resource losses, thereby creating a gain spiral (Halbesleben et al., 2014). As a result, they remain psychologically connected to their work, demonstrating a lower sense of alienation (Cui et al., 2023).

From the human sustainability perspective, grit would help HCWs remain energetic, capable of acquiring further knowledge and skills despite the emotional pressure, workload, or patient-related stressors they would face in their daily routine. It would help HCWs avoid resource depletion when it is converted into vitality and learning, reducing work alienation. Therefore, we assume that thriving at work provides an explanatory mechanism through which grit is translated into lower alienation. Hence, we posit:

Hypothesis 6 (H6). *Thriving at work mediates the relationship between grit and work alienation.*

2.7. The Mediating Role of Thriving at Work Between Person–Environment Fit and Work Alienation

According to the P-E fit theory, P-E fit would help employees mitigate work strain to achieve their goals, enhancing their development and growth. In particular, the more organizations consider the needs of their employees, the more employees will thrive and will be motivated to acquire further resources in terms of knowledge, resulting in thriving at work (Liu et al., 2022; van Zyl et al., 2022). Specifically, they would experience more vitality once they perceive that their skills and abilities match their work environment, and they will be more motivated to learn when they perceive that their abilities match job demands and their needs are well supported by their institution.

In the same vein, Yang et al. (2024) argued that the higher the alignment between employees' characteristics and work environment attributes is, the lower the levels of alienation demonstrated by the employees. In the healthcare context, HCWs who believe that their abilities, needs, and values align with their work environment would perceive their work as meaningful, supportive, and development-oriented. Accordingly, thriving HCWs would remain psychologically connected to their job, their personal development, and their contribution to patient care. Based on the above arguments, we assume that thriving at work represents an explanatory mechanism through which P-E fit acts as a protective contextual resource against work alienation. Hence, we posit:

Hypothesis 7 (H7). *Thriving at work mediates the relationship between person–environment fit and work alienation.*

2.8. The Moderating Role of Cultural Intelligence

Recent empirical studies revealed that CI is an essential asset in developing the foundation for appropriate interactions among individuals while reducing conflicts and misunderstanding-related issues (Moslehpour et al., 2024). It has adaptive functioning, enhancing employees' ability to adjust and adapt to a culturally diverse context. Previous empirical studies indicated that culturally intelligent employees demonstrate positive work outcomes such as more innovative behavior, better work engagement, and leadership skills (Hassan & Abdul Hamid, 2023).

CI is conceptualized into four dimensions: meta-cognitive, cognitive, motivational, and behavioral CI (Ang & Van Dyne, 2008). Meta-cognitive CI refers to the degree to which individuals possess cultural awareness or mindfulness while interacting in intercultural contexts. Cognitive CI refers to the extent to which an individual has acquired previous knowledge regarding the similarities and differences between cultures in relation to norms, values, conventions, and practices. Meanwhile, motivational CI refers to the extent to which individuals exert further energy and attention while adapting to a new culture, whereas behavioral CI refers to the verbal and non-verbal behaviors an individual demonstrates in new cultural settings.

In healthcare settings, HCWs have to interact with patients, families, visitors, and peers who represent different cultural dimensions such as values, expectations, communication styles, and health-related beliefs (Hopf et al., 2021). In the Lebanese context, such culturally diverse interactions are part of HCWs' daily work (Dankar et al., 2025), highlighting the importance of CI as an adaptive capability. Since grit reflects sustained efforts and perseverance, and CI reflects adaptive functioning in diverse cultural contexts, both are considered essential personal resources that would help HCWs respond effectively to work demands and uncertain situations.

In line with the COR theory, employees who are equipped with grit and CI invest essential resources such as time, energy, and attention to tolerate and to adapt to stressful

work demands (Probst et al., 2021). Therefore, gritty and culturally intelligent HCWs have a greater tendency to transform persistence into learning and vitality since they can adapt their efforts to culturally complex interactions. However, the decontextualized nature of grit has been criticized by several researchers since it does not take into consideration sociocultural factors (Agrawal et al., 2022; Datu, 2021). Therefore, our study investigates the moderating effect of CI in the interrelationships between grit and thriving, proposing that the effect of grit on thriving will be greater when HCWs possess higher levels of CI. Hence, we posit:

Hypothesis 8a (H8a). *Cultural intelligence moderates the effect of grit on thriving at work, assuming that this effect is greater in those with higher levels of cultural intelligence.*

Similarly, CI would strengthen the effect of P-E fit on thriving since it helps HCWs adapt to diverse interactions, interpret cultural expectations, and navigate the social demands of the healthcare work environment. However, previous empirical studies that have investigated the impact of P-E fit on employees' work outcomes showed inconsistent results due to cultural differences (Y. Guo & Hou, 2022; Ma et al., 2022). Therefore, the relationship between P-E fit, CI, and thriving at work would highly depend on the quality of alignment between workers and their work environment. For instance, culturally intelligent workers would be more sensitive to contextual differences and would recognize mismatches that others overlook. Since this moderation is more context-dependent, our study investigates the moderating effect of CI on the interrelationships between P-E fit and thriving among HCWs in the Lebanese healthcare sector, proposing that the effect of P-E fit on thriving will be greater when employees possess higher levels of CI. Hence, we posit:

Hypothesis 8b (H8b). *Cultural intelligence moderates the effect of person–environment fit on thriving at work, assuming that the effect of person–environment fit on thriving at work is greater in those with higher levels of cultural intelligence.*

Figure 1 presents our conceptual model.

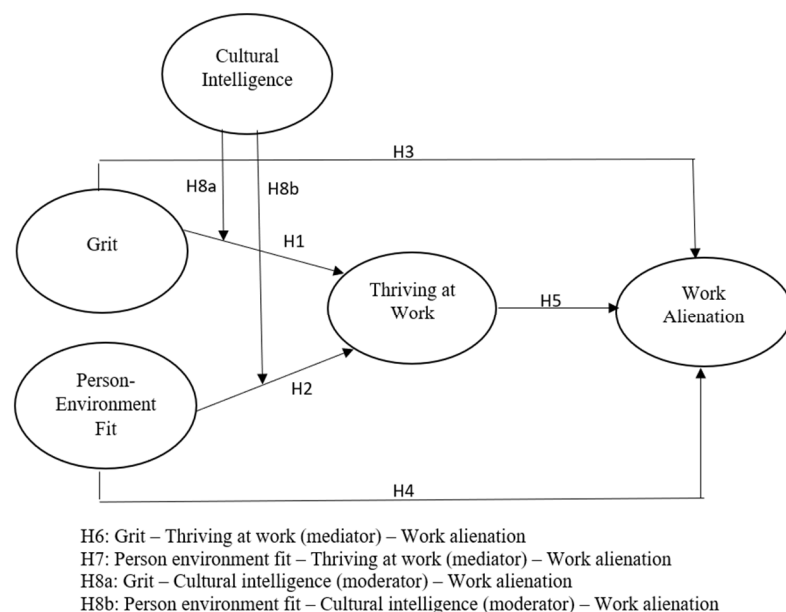


Figure 1. Proposed conceptual model.

3. Methodology

3.1. Sample and Procedure

Data were collected via questionnaires from HCWs such as physicians, nurses, laboratory technologists, and radiologists, in addition to the admission staff working in private hospitals in Beirut, Lebanon. A judgmental sampling technique was adopted for several reasons. First, HCWs work in a highly diversified workforce, providing healthcare services to patients from different cultures and backgrounds (Hopf et al., 2021). Second, HCWs are exposed to stressful work conditions that threaten their essential resources (Hassanie et al., 2024, 2025), driving them to experience alienation (Cui et al., 2023). Third, due to the criticism raised against the decontextualized nature of grit (Agrawal et al., 2022; Datu, 2021) and due to the inconsistent results of previous studies investigating the antecedents and work outcomes of P-E fit (Y. Guo & Hou, 2022; Ma et al., 2022), respondents from the Eastern context were recruited for this study.

In the Lebanese context, there are 134 private hospitals and 28 public hospitals according to the Syndicate of Hospitals. Twenty-seven private hospitals located in Beirut were contacted. The human resource managers of three hospitals approved the data collection procedure and agreed to disseminate the questionnaire link to physicians, nurses, laboratory technologists, radiologists, and administration staff via their professional emails. Accordingly, the final participating hospitals were selected based on their relevance to the study context and their institutional willingness to facilitate voluntary participation. The total number of questionnaires distributed was 370; however, only 347 were returned. Twelve questionnaires were discarded because of missing data. The total number of useful questionnaires was 335, yielding a response rate of 90.54%. The high response rate can be explained by the electronic distribution process and the support received from the human resource departments in forwarding the questionnaire link to their healthcare staff.

Based on the results presented in Table 1, the study sample included 198 females (59.1%) and 137 males (40.9%). Approximately 59% (58.8%) of the employees were between 28 and 47 years old. In terms of education, 18.8% of the respondents had a vocational degree, 44.5% had a bachelor's degree, 15.8% had a master's degree, and 20.9% had a Ph.D. or MD degree. Moreover, 32.8% of the participants were nurses, 20.9% were physicians, 17% were medical laboratory technologists, 9.6% were radiologists, and 19.7% had an administrative role. Furthermore, 58.8% of the respondents had an organizational tenure between 6 and 15 years.

Table 1. Respondent profile.

Category		Frequency (N = 335)	Percentage (%)
Gender	Male	137	40.9
	Female	198	59.1
Age	18–27	61	18.2
	28–37	117	34.9
	38–47	80	23.9
	48–57	71	21.2
	58 and over	6	1.8
Education	Vocational degree	63	18.8
	Bachelor degree	149	44.5
	Master's degree	53	15.8
	Ph.D./MD	70	20.9

Table 1. *Cont.*

Category		Frequency (N = 335)	Percentage (%)
Organizational tenure	Under 1 year	31	9.3
	1–5 years	73	21.8
	6–10 years	122	36.4
	11–15 years	74	22.1
	16–20 years	35	10.4
Occupation	Nurse	110	32.8
	Medical laboratory technologist	57	17
	Radiologist	32	9.6
	Physician	70	20.9
	Administrative work	66	19.7
Marital Status	Single or divorced	125	37.3
	Married	210	62.7
Nationality	Lebanese	290	86.6
	Foreigner	45	13.4

Source: Authors' work; N: Number of respondents.

3.2. Measures

The questionnaire was prepared utilizing the back-translation method. First, the original questionnaire was prepared in English by the researchers. Then, two academicians who are fluent in the Arabic language translated the English version of the questionnaire into Arabic. Later, two other academicians translated the Arabic questionnaire back into English. The questionnaire was tested by a pilot sample of 10 HCWs to ensure a clear understanding of the measurement items. The results indicated that there was no need for changes to the wording of items. A similar approach was adapted by [Hassanie et al. \(2026\)](#) and [Uludag et al. \(2025\)](#).

Grit was measured utilizing the Grit-O scale from [A. L. Duckworth et al.'s \(2007\)](#) study. It consists of two dimensions: consistency of interests and perseverance of efforts. Six items were used to assess each dimension. Participants were asked to rate each measurement item utilizing a five-point Likert scale (1 = not at all like me to 5 = very much like me). Meanwhile, P-E fit was operationalized via nine items utilizing the Person–Environment Fit Scale from [Cable and DeRue's \(2002\)](#) study. It is a three-dimensional construct. Three measurement items were used to assess the person–organization fit, need–supply fit, and demand–ability fit. On the other hand, thriving at work was measured using 10 items adopted from [Porath et al.'s \(2012\)](#) study. Two items were reverse-coded. Moreover, eight items were adopted from [Nair and Vohra's \(2009\)](#) study to operationalize work alienation. Finally, CI was measured utilizing the Cultural Intelligence Scale developed by [Ang et al. \(2007\)](#). It is a four-dimensional construct. Four items were used to measure meta-cognitive CI, six items were used to measure cognitive CI, five items were used to assess motivational CI, and five items were used to measure behavioral CI. Responses to items assessing P-E fit, thriving at work, and work alienation were rated using a seven-point Likert scale (1 = strongly disagree to 7 = strongly agree).

The original response formats of the validated scales were retained to preserve their psychometric properties. Before conducting structural equation modeling (SEM), all measurement items were checked for coding consistency, and reverse-coded items were recoded. The usage of different Likert formats did not affect the comparability of the constructs because all constructs were modeled as latent variables in SmartPLS 4, where indicators and path coefficients were estimated in standardized form. Additionally, the measurement

model was assessed separately for each construct through factor loadings, Cronbach's alpha, composite reliability, average variance extracted, the Fornell–Lacker criterion, and the Heterotrait–Monotrait ratio of correlations. The results supported convergent validity, discriminant validity, and reliability. Therefore, the different Likert formats did not compromise the interpretation of the SEM results. In addition, using different response formats was consistent with the procedural remedies for reducing common method bias, as recommended by Podsakoff et al. (2014).

Additionally, the present study modeled grit, P-E fit, CI, thriving at work, and work alienation as first-order reflective latent variables, although their scales are theoretically multidimensional. Specifically, the variables were not modeled as second-order constructs because the current study focused on their overall relationships within the proposed moderated–mediation model rather than on the distinct effects of their subdimensions.

3.3. Data Analysis

To analyze the collected data, we used partial least squares structural equation modeling (PLS-SEM) via SmartPLS 4. This approach is recommended by Hair et al. (2014) for analyzing mediating and moderating effects. It also permits the simultaneous testing of multiple variables. The data analysis procedure comprised three stages. First, common method bias was assessed via Harmon's single-factor test, variance inflation factors (VIFs), and a marker variable check. Second, the measurement model was examined utilizing factor loadings, Cronbach's alpha, composite reliability (CR), average variance extracted (AVE), the Fornell–Lacker criterion, and the Heterotrait–Monotrait ratio. Third, a bootstrap analysis with 5000 resamples was conducted to assess the structural model. Lastly, to clarify the moderation, we drew a simple slope diagram. All of the details of the analysis steps are discussed in the following sections.

4. Findings

4.1. Common Method Bias

To mitigate common method bias and to reduce the possibility of internal pressure, several procedural remedies were implemented, as recommended by Podsakoff et al. (2014). First, each questionnaire had a cover page explaining the purpose of the study and ensuring confidentiality and anonymity. Moreover, the authors highlighted that the data will be used for academic purposes only, and no information will be shared with their organizations. Second, the respondents were informed that there were no right or wrong answers to all items to reduce response bias. Furthermore, the researchers clearly stated that the respondents had the right to withdraw from the study if they felt any kind of coercion. Third, the researchers utilized different scale formats to measure the study's variables. The constructs were not identified or presented in the order of the proposed conceptual model so that participants could not infer a cause-and-effect relationship. Finally, written informed consent was received from all participants.

To assess common method bias, the single-factor test procedure was employed (Harman, 1967). A factor greater than eigenvalue 1 was generated using the maximum likelihood method on the Varimax rotation axis. According to Harman (1967), common method bias is present if the total variance extracted by one factor containing all the study items exceeds 50%. In our study, the total variance extracted by one factor was 36.292%, indicating a non-significant common method bias. Second, to evaluate potential multicollinearity problems, the variance inflation factor (VIF) values were examined. Hair et al. (2014) argued that if the VIF value is above 5, multicollinearity problems may occur. In the present study, the VIF values were all below 5, indicating that multicollinearity is not a problem in this study. Third, to control for the issue of common method bias, a

marker variable was equated to the data collection procedure. In particular, the construct cyberloafing was utilized as a marker variable since it is theoretically unrelated to our conceptual model and distinct from the study's main constructs. The results showed that the correlations between the marker variable and the study's main constructs were weak, ranging from 0.147 to 0.269, thus providing further evidence that common method bias was not a concern.

4.2. Validity and Reliability

The factor loadings and average variance extracted (AVE) scores were calculated to test the convergent validity of the scales (Hair et al., 2014). As presented in Table 2, the outer loadings of all measurement items exceeded the threshold of 0.7, and the AVE values of all constructs exceeded the threshold of 0.5, thus confirming the measurement model's convergent validity. Moreover, to test the reliability and internal consistency of the scales, Cronbach's alpha and composite reliability (CR) scores were measured, respectively. As illustrated in Table 2, the Cronbach's alpha values and the CR rates exceeded the threshold of 0.7 for all constructs, thus confirming the reliability of our scales (Hair et al., 2014).

Table 2. Validity and reliability of the scales.

Variable	Measurement Item	Factor Loading	α	CR	AVE
Cultural intelligence (CI)			0.991	0.992	0.852
	Meta_Cognitive_CI1	0.928			
	Meta_Cognitive_CI2	0.899			
	Meta_Cognitive_CI3	0.905			
	Meta_Cognitive_CI4	0.943			
	Cognitive_CI1	0.955			
	Cognitive_CI2	0.897			
	Cognitive_CI3	0.893			
	Cognitive_CI4	0.908			
	Cognitive_CI5	0.899			
	Cognitive_CI6	0.920			
	Motivational_CI1	0.921			
	Motivational_CI2	0.939			
	Motivational_CI3	0.935			
	Motivational_CI4	0.938			
	Motivational_CI5	0.933			
	Behavioral_CI1	0.919			
	Behavioral_CI2	0.957			
	Behavioral_CI3	0.918			
	Behavioral_CI4	0.934			
	Behavioral_CI5	0.921			
Grit			0.970	0.972	0.756
	Consistency_of_Interest1	0.901			
	Consistency_of_Interest2	0.877			
	Consistency_of_Interest3	0.854			
	Consistency_of_Interest4	0.895			
	Consistency_of_Interest5	0.837			
	Consistency_of_Interest6	0.920			
	Preseverance_of_Efforts1	0.829			
	Preseverance_of_Efforts2	0.872			
	Preseverance_of_Efforts3	0.858			
	Preseverance_of_Efforts4	0.901			
	Preseverance_of_Efforts5	0.773			
	Preseverance_of_Efforts6	0.910			

Table 2. *Cont.*

Variable	Measurement Item	Factor Loading	α	CR	AVE
Person–environment fit			0.987	0.987	0.904
	Person-Organization_Fit1	0.921			
	Person-Organization_Fit2	0.940			
	Person-Organization_Fit3	0.968			
	Need_Supply_Fit1	0.962			
	Need_Supply_Fit2	0.954			
	Need_Supply_Fit3	0.966			
	Demand_Ability_Fit1	0.946			
	Demand_Ability_Fit2	0.947			
	Demand_Ability_Fit3	0.955			
Thriving at work			0.975	0.978	0.820
	Vitality1	0.937			
	Vitality2	0.924			
	Vitality3	0.935			
	Vitality4	0.771			
	Vitality5	0.893			
	Learning1	0.952			
	Learning2	0.943			
	Learning3	0.854			
	Learning4	0.904			
	Learning5	0.927			
Work alienation			0.986	0.986	0.912
	Work_Alienation1	0.893			
	Work_Alienation2	0.955			
	Work_Alienation3	0.951			
	Work_Alienation4	0.962			
	Work_Alienation5	0.972			
	Work_Alienation6	0.967			
	Work_Alienation7	0.970			
	Work_Alienation8	0.969			

Note: α : Cronbach's alpha; CR: composite reliability; AVE: average variance extracted.

Additionally, the [Fornell and Larcker \(1981\)](#) criterion was applied to test the discriminant validity. According to this criterion, the square root of the average variance extracted by a construct must be greater than the correlation between the construct and any other construct. The square roots of the AVE scores are presented in parentheses in Table 3, which indicate discriminant validity. Moreover, to confirm the measurement model's discriminant validity, we calculated the Heterotrait–Monotrait ratio of correlations (HTMT). Based on the results presented in Table 3 (in bold font), the HTMT scores were less than 0.90 ([Hair et al., 2014](#)), supporting the discriminant validity.

Table 3. Descriptive statistics and correlations.

Variable	Mean	SD	1	2	3	4	5
1. Cultural intelligence	5.07	1.77	(0.923)	0.619	0.963	0.657	0.699
2. Grit	3.76	1.39	0.611 **	(0.869)	0.809	0.790	0.814
3. Person–environment fit	4.76	1.10	0.689 **	0.794 **	(0.950)	0.880	0.895
4. Thriving at work	5.01	1.59	0.654 **	0.774 **	0.877 **	(0.905)	0.852
5. Work alienation	3.10	1.74	−0.695 **	−0.798 **	−0.897 **	−0.837 **	(0.954)
Skewness	-	-	−0.621	−0.924	−0.588	−0.942	0.515
Kurtosis	-	-	−0.130	−0.614	−0.871	0.157	−0.905

** $p < 0.05$; SD: standard deviation. Note: The square roots of the AVE scores are given in parentheses, and the Heterotrait–Monotrait ratio of correlations is presented in bold font.

4.3. Correlations

Table 3 represents the means, standard deviations, Pearson’s correlation coefficients, and the skewness and kurtosis of the variables included in the research. Skewness and kurtosis were examined to determine the distribution of the data. The values were in the reference range (−1.5, +1.5), highlighting the normality of the data (Hair et al., 2014). Moreover, the correlations between the variables varied between $r = 0.611$ and $r = -0.897$, highlighting the significance of the relationships among the variables.

4.4. Structural Model Testing

To test the research hypotheses, structural equation modeling was adopted utilizing the SmartPLS 4 software. A bootstrapping technique with a resampling of 5000 was implemented. The path coefficient (β) values, the t -values, and the p -values were examined to assess the relationships among constructs. The results of the model test are presented in Table 4. The results showed that grit ($\beta = 0.322$, $p < 0.05$) and P-E fit ($\beta = 0.607$, $p < 0.05$) had positive significant effects on thriving at work. Moreover, the findings revealed that grit ($\beta = -0.201$, $p < 0.05$) and P-E fit ($\beta = -0.604$, $p < 0.05$) had a negative impact on work alienation. Furthermore, thriving at work ($\beta = -0.152$, $p < 0.05$) negatively influenced work alienation. Hence, H1, H2, H3, H4, and H5 were supported. Additionally, the results showed that the indirect effects of grit ($\beta = -0.049$, $p < 0.05$) and P-E fit ($\beta = -0.092$, $p < 0.05$) on work alienation through thriving at work were significant, proving the mediating role of thriving at work. Thus, H6 and H7 were supported.

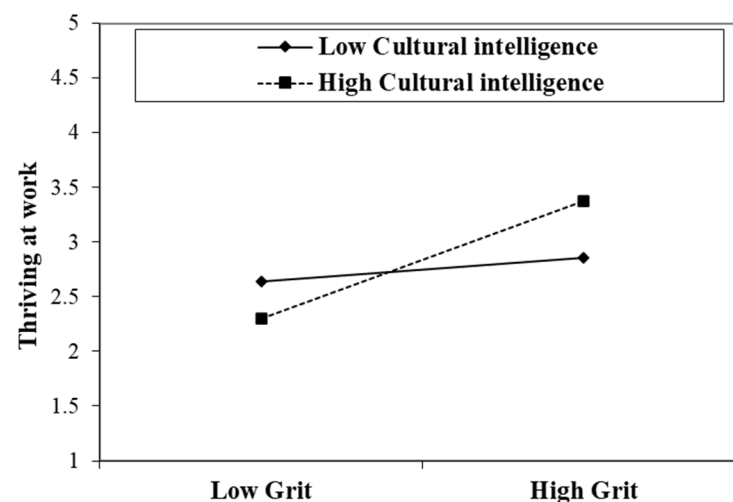
Overall, the results showed that the interaction of grit and CI ($\beta = 0.216$, $p < 0.05$) had a significant positive effect on thriving at work. This result confirms the moderating role of CI between grit and thriving at work. Therefore, H8a was supported. On the other hand, the interaction of P-E fit and CI ($\beta = -0.144$, $p < 0.05$) had a significant negative effect on thriving at work. Although the interaction of P-E fit and CI on thriving at work was statistically significant, its direction was opposite to the hypothesized positive moderating effect. Therefore, H8b was not supported. This finding suggests that CI weakens the positive relationship between P-E fit and thriving at work rather than enhancing it.

To further examine the interaction between grit and thriving at work for high and low CI, a simple slope regression was plotted. Figure 2 shows that for low CI, the effect of grit on thriving at work did not change significantly from low to high grit; however, for the high CI group, the impact of grit significantly increased from low to high grit. Thus, this finding indicates that the positive effect of grit on thriving at work is conditional on having high CI.

Table 4. Hypothesis testing.

Path	β	SE	p	LLCI	ULCI	Result
H1: Grit $\rightarrow$ Thriving at work	0.322	0.056	0.000	0.213	0.425	Supported
H2: P-E Fit $\rightarrow$ Thriving at work	0.607	0.046	0.000	0.518	0.699	Supported
H3: Grit $\rightarrow$ Work alienation	−0.201	0.042	0.000	−0.286	−0.118	Supported
H4: P-E fit $\rightarrow$ Work alienation	−0.604	0.063	0.000	−0.721	−0.471	Supported
H5: Thriving at work $\rightarrow$ Work alienation	−0.152	0.061	0.013	−0.275	−0.033	Supported
H6: Grit $\rightarrow$ Thriving at work $\rightarrow$ Work alienation	−0.049	0.022	0.028	−0.096	−0.009	Supported
H7: P-E fit $\rightarrow$ Thriving at work $\rightarrow$ Work alienation	−0.092	0.037	0.012	−0.166	−0.020	Supported
H8a: Grit * Cultural intelligence $\rightarrow$ Thriving at work	0.216	0.054	0.000	0.098	0.308	Supported
H8b: P-E fit * Cultural intelligence $\rightarrow$ Thriving at work	−0.144	0.049	0.003	−0.227	−0.039	Not supported *

Note: P-E fit: person–environment fit; β : path coefficient; SE: standard error; LLCI: lower-level confidence interval; ULCI: upper-level confidence interval. * The results indicated a significant negative effect that was opposite to the hypothesized direction; therefore, H8b is not supported.

**Figure 2.** Interaction effect of grit and cultural intelligence on thriving at work.

5. Discussion

Our study investigated the effect of grit and P-E fit on work alienation mediated by thriving at work and moderated by CI via data collected from HCWs working in Lebanese private hospitals. All hypotheses received support except for H8b. The results are interpreted as evidence of a broader resource-based process. Specifically, the findings indicated that personal resources, such as grit, and contextual resources, such as P-E fit, are associated with lower levels of work alienation since both resources enhance HCWs' thriving at work. These results provide a clearer understanding of how HCWs remain psychologically connected to their work despite excessive work demands and stressful work conditions.

The findings concerning the effect of grit (H1) and P-E fit (H2) on thriving at work are not only congruent with the COR theory and P-E fit theory, but also dovetail with the finding of other studies (Fayaz & Gulzar, 2024; Kristinsson et al., 2023; Yang et al., 2024). As propounded by the COR theory, grit, as an interpersonal resource, drives individuals to exert more effort,

time, and energy to learn and master tasks (A. Duckworth, 2016). Moreover, gritty employees demonstrate better performance, goal attainment (Fayaz & Gulzar, 2024), and higher levels of thriving (Rabiul et al., 2023). In the same vein, employees invest their valuable resources in an environment that matches their values, needs, and goals (Li et al., 2022). In agreement with the P-E fit theory, employees who have positive perceptions of their working environment demonstrate positive work outcomes such as work meaningfulness (Guan & Frenkel, 2021) and higher levels of thriving (Yang et al., 2024).

Our findings concerning the negative effect of grit (H3) and P-E fit (H4) on work alienation corroborate the evidence reported by Probst et al. (2021), Singh and Srivastava (2023), and Cui et al. (2023). As propounded by the COR theory, HCWs, who are exposed to stressful events and excessive work demands (Hassanie et al., 2024), witness resource depletion and would exhibit work alienation (Cui et al., 2023). However, gritty employees have the ability to cope with stressful events (van Zyl et al., 2022). They tend to protect, conserve, invest, and accumulate resources, thus reducing the sense of alienation. Additionally, employees who perceive that their personal characteristics match their job attributes also invest further resources and prevent future resource losses triggered by work alienation (L. Guo et al., 2022).

Based on the findings, thriving at work has a significant negative effect on work alienation (H5). As the COR theory contends, employees who are energized at work and motivated to acquire further knowledge and skills tend to invest their resources to accumulate further resources (Guan & Frenkel, 2021). Therefore, in agreement with previous empirical studies (Rabiul et al., 2023), employees who exhibit high levels of thriving would demonstrate higher levels of organizational commitment and a lower sense of alienation.

Furthermore, our research findings suggest that thriving at work mediates the relationship between grit and work alienation (H6), as well as between P-E fit and work alienation (H7). In congruence with the COR theory, gritty individuals tend to invest essential resources such as time, energy, effort, and cognitive resources to promote their personal development and vitality (van Zyl et al., 2022). Due to the accumulation of resources, employees become engaged in spiral gain, mitigating the effect of work alienation (Cui et al., 2023). On the other hand, in line with the P-E fit theory, P-E fit helps employees develop and grow, thus reducing the effect of work strains and driving them to achieve their goals (Schaufeli, 2017), acquire further skills and knowledge (van Zyl et al., 2022), and reduce their sense of alienation (Guan & Frenkel, 2021).

Furthermore, the findings revealed that CI moderates the effect of grit on thriving at work (H8a); however, the interaction between P-E fit and CI was statistically significant yet negative, contrary to the expected direction. Therefore, H8b was not supported. This result suggests that CI may reduce the strength of the positive relationship between P-E fit and thriving at work rather than enhancing it among HCWs in Lebanese private hospitals. In line with previous empirical studies (Moslehpour et al., 2024; van Zyl et al., 2022) and in agreement with the COR theory, gritty individuals, who are equipped with higher CI, demonstrate tolerance and adaptation to stressful work demands. Specifically, the results indicated that when gritty individuals are equipped with high CI, the more they will thrive at work. On the other hand, the results revealed that CI does not moderate the effect of P-E fit on thriving at work. In line with previous empirical studies (Datu, 2021; Y. Guo & Hou, 2022; Ma et al., 2022), the effect of P-E fit on work outcomes was influenced by cultural differences. Accordingly, employees belonging to different cultures and backgrounds would have different perceptions regarding their P-E fit.

6. Theoretical Implications

The theoretical implications of our study provide valuable insights into the relationships among grit, P-E fit, CI, thriving at work, and work alienation within the framework of the COR theory, the P-E fit theory, and the literature on human resource management sustainability.

First, our study extends the COR theory by indicating that resource protection and resource gain processes are two essential mechanisms to reduce work alienation. Specifically, our study revealed that personal resources, such as grit, and contextual resources, such as P-E fit, not only directly reduce negative work outcomes, such as work alienation, but also indirectly create a resource-gain pathway that enables employees to thrive at work (Halbesleben et al., 2014). Therefore, thriving at work may serve as a human sustainability mechanism through which employees maintain vitality, learning, and psychological connection to their work, enhancing our understanding of how human-centered resources can support sustainable performance without overwhelming employees.

Second, the current study extends the P-E fit theory by explaining why fit matters for reducing work alienation. The P-E fit theory emphasizes the importance of congruence between employees' attributes and their work environment. The findings indicated that HCWs who perceive that their values, needs, and abilities align with their work environment experience vitality, learning, and lower psychological disconnection from work. In this vein, our study advances the P-E fit theory by positioning thriving at work as an explanatory mechanism linking P-E fit to work alienation. It also connects P-E fit theory to sustainable human resource management by showing that the alignment between employees' attributes and their work environment can help in achieving sustainable, healthy performance.

Third, the study contributes to the literature on sustainable human resource management and human-centered organizational sustainability. Sustainable human resource management highlights the necessity of maintaining a balance between long-term organizational effectiveness and employee well-being, avoiding human resource depletion. From this perspective, thriving at work represents a positive human sustainability outcome since it reflects employees' vitality, learning, and personal development. On the other hand, work alienation represents a threat to human sustainability because it reflects psychological disconnection and estrangement from work. By linking grit and P-E fit to thriving and work alienation, the study shows how organizations could support healthy performance systems that protect employees while maintaining appropriate organizational functioning.

Fourth, the study offers a more nuanced theoretical understanding of CI. The results indicated that CI strengthens the relationship between grit and thriving at work, suggesting that culturally intelligent HCWs are able to translate sustained efforts and perseverance into vitality and learning in culturally diverse work settings. In other words, HCWs' adaptive cultural capabilities would help them use their personal resources more effectively. On the other hand, the P-E fit–CI interaction was significant in the opposite direction to the hypothesis. Accordingly, the results suggest that CI is not an unconditional enhancer of all positive work relationships. In fact, culturally intelligent workers may be more aware of contextual mismatches, which might weaken the positive effect of perceived fit on thriving. Therefore, this result refines the COR theory and the P-E fit theory, demonstrating that adaptive capabilities can strengthen the effect of personal resources while complicating the effect of contextual resources.

Fifth, our study contributes contextually by assessing the conceptual model among HCWs in Lebanon. This context is theoretically meaningful because Lebanese HCWs operate in an Eastern context and in a resource-constrained setting characterized by high work demands, stressful work environments, and culturally diverse interactions. By investigating the proposed model in this context, the study extends the applicability

of the COR theory and the P-E fit theory beyond the stable environments in Western contexts. Furthermore, this study contributes to the organizational sustainability literature by revealing how human-centered strategies can support thriving and reduce alienation in healthcare systems facing stressful conditions.

Based on the above-mentioned implications, this study is the first of its kind, integrating four core aspects: the Lebanese healthcare context, the link between grit, P-E fit, and work alienation, the mediating mechanism of thriving at work, and the moderating role of CI. The study's results show that sustainable organizational performance depends not only on reducing negative work conditions but also on strengthening the personal, contextual, and adaptive resources that promote thriving. Moreover, the study contributes to the literature by demonstrating how organizations could promote human sustainability, healthy performance, and lower alienation through people-centered resource pathways.

7. Managerial Implications

From a managerial viewpoint, our study has a number of useful implications for enhancing thriving and reducing alienation among HCWs in the Lebanese healthcare sector.

Our findings revealed that grit and P-E fit have a significant effect on thriving. Moreover, the results indicated that grit, P-E fit, and thriving at work have a significant impact on work alienation. Therefore, organizations need to build a positive organizational culture that encourages the alignment between employees' personal characteristics and work attributes. Additionally, healthcare institutions need to create a resourceful work environment by implementing adequate and effective high-performance work practices such as mentoring, coaching, and resilience-building workshops. Moreover, healthcare management should provide organizational support to employees so that they do not feel alienated, powerless, or isolated from their work environment. In particular, managers need to encourage employees' engagement in decision-making processes, enhance their ability to set goals, and promote their coping capabilities to reduce alienation.

However, it is essential to highlight that P-E fit has a stronger positive effect on thriving at work and a stronger negative effect on work alienation than grit. Accordingly, managers need to give more attention to improving the alignment between HCWs' attributes and their work environment in addition to the development of HCWs' personal resources. Therefore, healthcare institutions need to implement concrete human resource practices that align HCWs' values, needs, and expectations with the demands and characteristics of their work environment. For instance, management needs to communicate its values clearly during recruitment and onboarding to strengthen person–organization fit. It should provide applicants with valuable information about the ethical standards, patient-care expectations, shift requirements, teamwork norms, and the emotional demands of a specific job. This approach would help employees understand the work environment, reducing later feelings of mismatch. Moreover, employees' skills and competencies should align with their work roles to improve demand–ability fit. Therefore, management needs to share clear job descriptions, develop structured orientation programs, and ensure continuous professional development through integrating role-specific training, mentoring, and stimulation-based learning based on regular skills assessment. Employees who perceive that their skills and abilities match their job requirements will become more energetic and more motivated to acquire further knowledge and demonstrate lower alienation. Additionally, to enhance need–supply fit, management needs to implement specific practices to match employees' expectations in exchange for their commitment and efforts. This could be achieved by implementing fair compensation practices, introducing career development opportunities, providing psychological support and access to well-being resources, and promoting flexible scheduling. Therefore, managers need to regularly assess whether

the healthcare institution satisfies employees' expectations and well-being needs through regular engagement surveys, performance conversations, and exit interviews.

Moreover, the findings highlighted the mediating role of thriving at work. Consequently, managers need to create a healthy work environment where HCWs can thrive by encouraging job rotation, knowledge sharing, and participative decision-making. Specifically, managers need to create opportunities where employees can develop and grow while feeling that their work is meaningful. Accordingly, thriving would become a practical pathway through which grit and P-E fit reduce work alienation.

Meanwhile, the results concerning the moderation effects suggest that CI should be developed strategically. Since the results indicated that CI strengthens the relationship between grit and thriving, managers need to develop training programs that promote HCWs' abilities to understand, communicate with, and adapt to culturally diverse colleagues, patients, and families. These programs might help gritty employees use their perseverance more effectively in culturally complex situations. On the other hand, the results showed that the interaction between P-E fit and CI was not supported in the expected positive direction. Accordingly, managers should recognize that culturally intelligent employees might be more aware of mismatches. Therefore, CI training programs should be accompanied by further organizational efforts to enhance fit, fairness, communication, and support.

8. Limitations and Future Directions

The findings of the study should be interpreted with consideration of some limitations that open up new lines of future research. The study adopted a cross-sectional design, limiting our ability to draw causal conclusions about the study's interrelationships. Although the proposed conceptual model was theoretically based on the COR theory and the P-E fit theory, the temporal ordering of relationships cannot be fully established utilizing cross-sectional data. Moreover, our study utilized data collected via self-reported questionnaires; hence, the study's findings could have been affected by social desirability bias. Despite the implementation of several procedural remedies, as recommended by Podsakoff et al. (2012), self-reported data may still be affected by respondents' subjective perceptions. Furthermore, the data were gathered from HCWs working in the Lebanese healthcare sector, which is characterized by its demanding and resource-constrained nature. Accordingly, the single-country design could limit the generalization of the findings to other institutional settings and cultural contexts. Additionally, our conceptual framework assesses the mediating role of thriving at work and the moderating role of CI without taking into consideration other social, psychological, and organizational factors that could help in explaining or conditioning the relationship between HCWs' resources and alienation.

Therefore, future studies could build on these limitations in several ways. In particular, longitudinal research designs could be adopted to examine how grit, P-E fit, CI, thriving at work, and work alienation change over time, allowing researchers to determine whether personal and contextual resources lead to sustained thriving and whether thriving mitigates work alienation across different stages of HCWs' work experiences. Moreover, to reduce social desirability bias, future studies could replicate our study utilizing multi-source data such as employees' complaints, peer evaluations, absenteeism records, turnover data, or other objective performance indicators. Additionally, future studies could combine employee self-reported data with supervisor ratings or utilize patient-service outcomes to reduce respondents' subjectivity. Furthermore, to enhance the generalizability of the findings, future research could compare our proposed model across different healthcare systems, countries, and cultural contexts. Conducting comparative studies between Eastern and Western healthcare systems, or between resource-rich and resource-constrained work environments, would help in determining whether the iden-

tified relationships in the Lebanese healthcare sector in this study are context-specific or generalizable across different contexts. Finally, future research could examine additional mediating or moderating variables such as gender differences, emotional intelligence, psychological resilience, mindfulness, self-efficacy, leadership style, organizational support, and occupational roles. Investigating these variables would help in clarifying how personal and contextual resources are translated into thriving and reduced alienation. In addition, future research could integrate other work outcomes such as job performance, turnover intentions, employee engagement, innovative work behavior, and service quality, to clarify how human-centered resources can contribute to healthy performance, organizational sustainability, and sustainable human resource management.

9. Conclusions

Drawing on the COR theory and the P-E fit theory, the current study examined the interrelationships among grit, P-E fit, CI, thriving at work, and work alienation among HCWs in Lebanese private hospitals. The results revealed that grit and P-E fit are essential resources that can reduce work alienation. The results further highlighted the mediating role of thriving at work, suggesting that employees are less likely to feel alienated when they are engaged in continuous learning and personal development while maintaining their vitality. The study contributes to the literature by showing that work alienation can be reduced by strengthening positive personal and contextual resources that allow employees to thrive. In addition, the findings provide a more nuanced understanding of CI, which strengthens the relationship between grit and thriving at work. However, the findings indicated that the interaction between P-E fit and CI operated in the opposite direction to our assumption, suggesting that CI helps employees transform grit into thriving while making them more sensitive to contextual mismatches in the work environment. Based on the findings, the current study contributes to human-centered organizational sustainability by highlighting thriving at work as a human sustainability mechanism and work alienation as a threat to healthy performance. It is well known that human-centered organizational sustainability depends on creating work environments where employees can thrive rather than merely endure. Accordingly, in highly demanding healthcare contexts such as Lebanon, hospitals need to support HCWs not only by improving fit and mitigating work stressors, but also by cultivating personal and adaptive resources that help them remain energetic, connected, and capable of development.

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Informed Consent Statement: Informed consent was obtained from all individual participants included in the study.

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Conflicts of Interest: The authors declare no conflicts of interest.

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