


Article

Mediating Effects of Self-Efficacy, Resilience and Job Satisfaction on the Relationship between Person–Organisation Fit and Employee Work Adjustment

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Abstract: The purposes of this study were to test the direct and indirect effects of person–organisation fit (POF) and examine how self-efficacy (SE), resilience (RES) and job satisfaction (JS) acted as full or partial mediations between POF and employee work adjustment (EWA). A survey was conducted on 317 new graduates from the Rajamangala University of Technology Thanyaburi, with analysis of direct effects, indirect effects and mediators performed using the Hayes Process Macro Model 81. Results showed that POF had a direct effect on EWA with statistical significance and an indirect effect through self-efficacy, RES and JS, while SE, RES and JS acted as partial mediators between EWA with statistical significance. The mediating effects of SE, RES and JS were helpful in explaining the theory of POF on the work adjustment of new graduates. Results contribute to the development and expansion of POF in various industrial contexts. Human resource department managers can apply the study results as guidelines for selecting suitable employees as well as enhancing SE, RES and JS, leading to fast EWA. This study contributes to POF literature by clarifying the mediating effects of SE, RES and JS and clearly explaining the relationship between POF and EWA.

Keywords: person–organisation fit; self-efficacy; resilience; job satisfaction; employee work adjustment



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1. Introduction

Positive effects of new employees' work adjustment have long been recognised in the literature of organisational behaviour, industrial psychology and human resource development management [1], with variable impacts on employee work adjustment (EWA) and person–organisation fit (POF) [2], self-efficacy (SE) [3], resilience (RES) [4] and job satisfaction (JS) [5]. Recent research indicated that the effects of POF on EWA may be mediated by influences from SE [6], RES [7] and JS [8] as helpful links to make EWA more effective.

Nolan and Morley [6] found that SE acted as a mediator and led to positive effects between POF and EWA, while Bhattacharyya et al. [9], Bernabé and Botia [10] and Malik and Garg [7] suggested that RES was a psychological variable linking the independent and dependent variables to predict the outcome of organisational behaviours. Similarly, Jin et al. [11] and Lim, Lee and Bae [8] found that JS acted as a link between POF and EWA. These findings suggested that the effects of SE, RES and JS acted as linking functions and had significant effects on the work adjustment of new employees through the perception levels of POF. Therefore, these factors develop and promote EWA in a quick and effective way. Apart from discussing POF theory, other variables should also be used to explain and prepare correct and accurate data for executives and human resource managers to promote and develop EWA and allow new employees to realise their true potentials. These findings have some limitations because POF alone is not adequate to explain the phenomenon or effectively predict EWA. This study supported the existing literature on POF and EWA

by clarifying the effects of SE, RES and JS as links between POF and EWA. Analysis of the mediating effects was performed by bootstrapping using the Hayes Process Macro Model 81 in a survey of 317 new graduates with work experience of not more than 1 year in various industries. This study analysed whether SE, RES and JS functioned as full or partial mediators and their impacts on POF and EWA. The results explained and developed the theory of the effects of POF on EWA, thereby providing important empirical data that can be used as guidelines to develop and support human resource department managers and other work units and assist new employees to adjust and realise their true potential to perform their jobs effectively.

2. Background

2.1. Employee Work Adjustment

EWA is a continuous and dynamic process whereby a person seeks to implement his/her own responsibilities successfully in a new environment [1]. Work adjustment is the personal ability to cope with problems and perform successfully [12,13]. Davies et al. [14] stated that work adjustment involves a smooth change to adapt to new surroundings and achieve one's aims and satisfy work commitments. Work adjustment of new employees involves social integration. New employees inevitably face challenges; some cannot continue working in their jobs, while others fail to operate at their full potential [15]. Therefore, work adjustment of new employees is an important issue that companies should consider because employees with good work adjustment can better adapt to other aspects such as family life and socialising with different groups of people. To gain work success, employees must adjust to the new working environment, supervisors and colleagues. Each person is different; some can easily adapt while others face difficulties.

Thorpe and Schmuller [16] classified adjustment into two aspects: personal adjustment and social adjustment. Firstly, *personal adjustment* refers to a person's feelings towards himself/herself, whereas *social adjustment* refers to the thoughts, knowledge or behaviour of a person towards other people. A person with good mental health can balance personal adjustment and social adjustment. Work adjustment often starts when a person enters the work system. Characteristics of work adjustment include the number of working hours, colleagues or supervisors and the general environment [17]. Peltokorpi, Feng, Pustovit, Allen and Rubenstein [17], Andrews and Roy [18], Arkoff [19], Ashforth et al. [20] and Dawis et al. [21] stated that adjustment can occur in four aspects: adjustment to work, adjustment to environment, adjustment to supervisors and adjustment to colleagues.

1. *Adjustment to work* refers to the personal ability to express effective working behaviours. Work adjustment includes effort to apply knowledge, abilities, skills or attitudes in work operation. Employees with good work adjustment successfully understand their own duties or responsibilities and are ready to face future challenges [19].
2. *Adjustment to environment* refers to the personal ability to accept company requirements or expectations (Dawis and Lofquist, 1984) and adapt to work contexts or cultures [22]. Ashforth, Saks and Lee [20] stated that environment adjustment includes the ability to accept regulations, structures, communication systems, control, decentralisation and physical conditions in workplaces.
3. *Adjustment to supervisors* refers to the ability to adjust behaviours and work with new supervisors through requesting feedback or opinions helpful for work operation. Jokisaari and Nurmi [23] mentioned that work adjustment of new employees can be expressed both as work performance and social performance, while Nifadkar [24] suggested that adjustment to new supervisors is reflected by relaxed behaviours and openness to receiving friendliness, warmth and advice.
4. *Adjustment to colleagues* refers to the behaviour of new employees when working with colleagues at work. Individuals must be prepared to adjust to the status quo [25]. Such adjustment involves interdependent behaviours relating to other people as the basic need for maintaining social security [18].

2.2. Person–Organisation Fit

POF was developed from the original concept of Argyris [26], who suggested that companies should select personnel with appropriate characteristics for the job requirements. Vogel and Feldman [27] mentioned that POF involves the personal perception of company values, goals, norms, personalities, cultures, standards and needs, while Jehanzeb [28] defined POF as the perception to support and enhance motivation and collaboration to work with other employees effectively according to the objectives and goals of the assigned tasks. Moreover, Dhir and Dutta [29] stated that POF occurs when the necessary resources are supplied to respond to employees' needs, and this supports a collaborative mutual atmosphere.

Employees seek jobs that have values, cultures or goals similar to their own to best realise their full potential [2]. Similarly, companies should seek and select employees with acceptable characteristics or attitudes that conform to existing goals, values, cultures and practice [30]. A good POF results in employee adaptability with tasks completed quickly and the readiness to deliver an effective performance. Choi et al. [31] tested the POF theory on EWA. They found that POF had a significant effect on EWA, consistent with Nolan and Morley [6], who determined that POF helped doctors in Ireland to adapt to working in a hospital quickly and effectively. According to the above concepts, theories and empirical data, the first hypothesis was posited as follows.

Hypotheses 1. (H1). *POF has a direct effect on EWA.*

2.3. Self-Efficacy as a Mediating Variable

According to Bandura [32], SE is an individual's belief in his or her ability to achieve success through confidence in knowledge, abilities or skills. New employees with high SE adapt more quickly through socialisation than employees with low SE [33]. Ashforth and Saks [34] conducted a longitudinal study about the SE of new employees and found that different levels of SE expressed different behaviours or outcomes. Employees with positive SE had belief in their work success and potential, and this had a direct effect on dealing with different problems and operating according to company goals.

Many researchers studied SE as a mediating variable [3,35,36], and most agreed that SE functioned as a link between independent and dependent variables. Saks [37] used SE as a mediating variable between training and EWA and found that SE was a mediator enabling new employees to adapt to work effectively. Therefore, the second hypothesis was posited as follows.

Hypotheses 2. (H2). *SE is a mediating variable between POF and EWA.*

2.4. Job Satisfaction and Self-Efficacy as Mediating Variables

Organisations need capable employees with good knowledge, skills, attitudes and varied competencies. Productivity and performance can be measured by EWA effectiveness [38]. According to the literature review, JS enhanced EWA [39,40]. Wang and Sangalang [41] studied the relationship between JS and work adjustment. They found that both variables had a significant relationship, concurring with Jonasson et al. [42]. Employees with high JS showed high work adjustment. Sokro et al. [43] revealed that the relationship between JS and work adjustment was meaningful. JS or good feelings at work and related contexts made employees feel comfortable and ready to realise their true potentials. Many previous studies concluded that employee JS was enhanced through various internal and external responses such as the promotion of a proper working environment, good colleagues, good policies, good supervisors and suitable benefits [5,44]. Therefore, the effectiveness of EWA depends on various aspects including the support or creation of a pleasant environment to encourage employees to operate productively.

When a person perceives that he/she is compatible with company values, JS increases along with EWA [45]. Chen et al. [46] stated that POF can increase JS and reduce work

stress and turnover intention. This finding concurred with Jin, McDonald and Park [11] and Lim, Lee and Bae [8], who found that POF had a significant positive relationship with JS. Good supply and support of working materials make employees feel satisfied and operate effectively [11,47].

SE is important and increases employee confidence to overcome problems or perceive various obstacles as challenges. SE should be encouraged and developed in new employees [48]. Results of a meta-analysis conducted by Judge and Bono [49] showed that SE was a significantly important factor for JS, while Zakariya [50] found that highly perceived SE led to high JS due to a person's self-confidence and readiness to adapt to related contexts or conditions. In the same vein, Burić and Moè [51] found that SE was positively associated with behaviours, emotions, perceptions and commitment. Therefore, employees with high SE show better work adjustment than employees with low SE or without SE. Similarly, Türkoglu et al. [52] found that high SE was associated with emotional outcomes. A person with high SE exuded confidence with positive impacts on work adjustment and performance. Bussey and Bandura [53] stated that a person with high SE was always seeking to develop working conditions, build good relationships and achieve company goals. Employees must have job satisfaction to maximise work performance.

To consider whether SE and JS had a positive chain effect, both variables were tested to determine whether they mediated between the independent variable (POF) and the dependent variable (EWA) and could be used as predictors. Therefore, the third and fourth hypotheses were posited as follows.

Hypotheses 3. (H3). *JS is a mediating variable between POF and EWA.*

Hypotheses 4. (H4). *SE and JS are mediating chain variables between POF and EWA.*

2.5. Resilience and Self-Efficacy as Mediating Variables

RES is the ability of people from all races, ethnicities, cultures, societies and countries to withstand adversity and overcome or challenge negative experiences [54]. Tugade et al. [55] defined RES as the ability to bounce back after facing negative emotions or situations such as sad incidents, obstacles, difficulties, tension or life boredom. RES can be applied to explain the ability of employees to overcome different matters in the workplace [4]. Kuntz et al. [56] thought that RES was the ability to adjust behaviours and use the available resources effectively.

When a person considers that he/she fits well in work-related contexts and when an organisation considers that the qualifications of the person match the vacant position, the new employee will gain self-confidence and be ready to realise his/her true potential to manage responsibility and obstacles effectively [57,58]. Shibin et al. [59] found that a person who perceives that he/she fits with an organisation feels comfortable and is ready to put skills and abilities to work responsibility. Similarly, when organisations think that a person fits a job position, they will support him/her with resources, facilities, suggestions and assistance to enable that employee to operate smoothly and achieve goals.

A person with SE shows RES behaviours to perform difficult and challenging tasks confidently and on time. People with SE have patience and the ability to cope with different challenges [60]. Wang, Tao, Bowers, Brown and Zhang [3] showed that employees with high SE had improved JS and were able to cope with problems and obstacles through high RES. Similarly, Narayanan and Weng Onn [61] studied SE as a mediating variable in RES. They found that a person with SE had self-confidence and successfully managed problems and challenges effectively by viewing problematic matters as normal situations.

Many researchers have used SE [3,35,36] and employee RES [7,9,10] as mediating variables between independent and dependent variables. POF has also been studied as an independent variable with an effect on the dependent variable of EWA, while the roles of SE and RES have been investigated as mediating variables that may increase predicting power on employee RES. Therefore, the fifth and sixth hypotheses were posited as follows.

Hypotheses 5. (H5). RES is a mediating variable between POF and EWA.

Hypotheses 6. (H6). SE and RES are mediating chain variables between POF and EWA.

3. Research Methodology

3.1. Model Development and Hypotheses

According to POF theory, a person with perceived organisational fit adjusts to the required work ethics, as stated in the first hypothesis.

H1: POF has a direct effect on EWA.

However, some researchers argued that EWA is affected by POF, while other factors also transmit the power to enable work adjustment. To challenge the theory of POF, this study used SE, JS and RES as mediating variables to co-predict EWA (Figure 1).

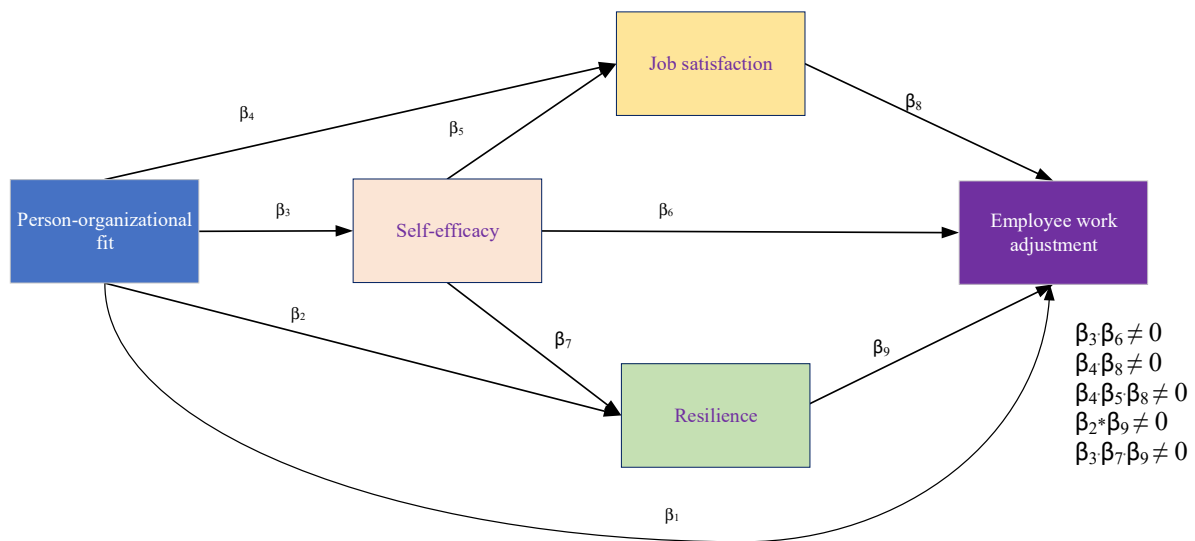


Figure 1. The POF model showing the effect on EWA through the mediating variables of SE, JS and RES.

The remaining hypotheses in this study involved indirect effects to answer the research questions about SE, JS and RES as latent variables transmitting the effects of the causal factor (POF) to the resulting factor (EWA). If any path of indirect effect was significant, this indicated that the mediating variable was real in the study framework.

Tests of the indirect effect in each path were performed as follows.

H2: $\beta_3 \times \beta_6 \neq 0$ refers to SE as a mediating variable transmitting the effect of POF to EWA.

H3: $\beta_4 \times \beta_8 \neq 0$ refers to JS as a mediating variable transmitting the effect of POF to EWA.

H4: $\beta_4 \times \beta_5 \times \beta_8 \neq 0$ refers to SE and JS as mediating chain variables transmitting the effect of POF to EWA.

H5: $\beta_2 \times \beta_9 \neq 0$ refers to RES as a mediating variable transmitting the effect of POF to EWA.

H6: $\beta_3 \times \beta_7 \times \beta_9 \neq 0$ refers to SE and RES as mediating chain variables transmitting the effect of POF to EWA.

Values of the direct and indirect effects can explain which indirect effect path is the most important and the relative importance of the other paths.

3.2. Materials and Methods

The unit of analysis in this study was newly graduated alumni of the Rajamangala University of Technology Thanyaburi who had worked for not more than 1 year. This population group was selected because members were in the period of EWA, and their

self-reflection provided data about their organisational fit. Moreover, new graduates usually had high SE, which reflected RES and JS as mediating variables affecting POF and EWA. The sample size was calculated following the concept of Boomsma [62], which states that sample size using structural equation modelling should be 10 times the number of questionnaire items. The questionnaire used in this study included 41 items, so the sample size was determined at 410 units of analysis. Simple random sampling was used to select the samples from a name list of the population using a computer program. Then, the online questionnaire was sent to the email addresses of the alumni.

The questionnaire was sent in three rounds. In the first round, the questionnaire was sent to 410 alumni according to names randomly selected from the list. After 2 weeks, 183 responses were received. In the second round, questionnaires were sent to 227 alumni by selecting new names from the same population. If the name was repeated, random selection was performed to obtain new names because the old names did not consent to participate. (The researchers were compliant with the issue of research ethics on participation.) After waiting 2 weeks, 104 respondents returned the questionnaires. Therefore, the researchers sent out a third round of questionnaires and received 30 responses after waiting for 2 weeks. According to the concept of Williams [63], the acceptable response rate should be over 75%. Questionnaire responses at 317 accounted for 77.32% and passed this criterion. Therefore, the researchers decided to stop data collection.

The questionnaire about POF contained 5 items and applied the scale of Resick et al. [64], for example, "I think that company values and image reflect my own", "the company values are similar to my own" and "my values conform to those of other company employees", while the questionnaire about SE consisted of 8 items applied from the questionnaire of Jones [65] and based on the Bandura concept, for example, "I have appropriate skills for the assigned tasks", "I am mature and can handle work responsibilities" and "I can adapt well to changes". The questionnaire about RES had 10 items and was improved from the RES questionnaire of Echezarraga et al. [66], for example, "I can adapt myself to changes", "I can manage various emerging matters" and "I am easily discouraged by failure", while the JS scale had 3 items improved from the questionnaire of Cammann et al. [67], for example, "I am satisfied with my job", "My job has good promotional prospects." and "I enjoy my work". The scale of EWA included 18 items adopted from Na-Nan [68], for example, "I understand well the ways and methods of working", "I do not feel tired doing the work that I am assigned" and "I was frustrated when I failed". All scales were applied based on the original questionnaires because using previous questionnaire development involves rigorous testing to ensure validity, and it would save our time and resources [69,70]. However, Sousa et al. [71] stated that the researcher needs to adjust the questionnaire to be appropriate with language, culture or context before using it to collect the data. So, scales were developed from a western context, especially POF, SE, RES and JS scales, so we adjusted some words to be appropriate with Thai language and context of study. A Likert scale was used for the questionnaire with 5 item levels: strongly disagree (1), disagree (2), indifferent (3), agree (4) and strongly agree (5). Back translation was performed on all questionnaire items from English to Thai by experts specialising in English and organisational behaviours. The questionnaire items were then translated from Thai to English to examine whether they retained the same meaning. All scales were examined for content validity by five experts in organisational behaviour, management, industrial psychology, human resource management and behavioural research, with the index of item-objective congruence determined at 0.8–1.

The questionnaire was applied to another group of 30 alumni in the Faculty of Fine Arts to test for reliability by analysing the Cronbach's alpha coefficient. Results showed highest reliability for EWA (0.962) followed by SE (0.912), RES (0.885) and POF (0.881), with lowest reliability for JS (0.797) and overall reliability of 0.976.

Moreover, convergent validity of the scale was tested according to the concept of Fornell and Larcker [72], while confirmatory factor analysis was used to test the construct validity of each factor in the model. The factors were determined to be real according to

the theory and concept of examining empirical data by considering the statistical value of congruence level, i.e., chi-square (χ^2), relative chi-square (χ^2/df), goodness of fit index (GFI), adjusted goodness of fit index (AGFI), comparative fit index (CFI), standard root mean square residual (SRMR) and root mean square error of approximation (RMSEA) [73]. Table 1 presents the construct validity value of each studied factor with standardised factor loading at the significance level $p < 0.05$. All the questionnaire items correlated significantly under the theoretical structure.

Table 1. Confirmatory factor analysis of the latent factors for model testing.

Latent Factors/Questions	Standardised Factor Loading	AVE and Composite Reliability
POF: $\chi^2 = 4.472$, $df = 5$, p - value = 0.484, $\chi^2/df = 0.894$, GFI = 0.995, AGFI = 0.984, PGFI = 0.332, RMR = 0.010, RMSEA = 0.000		
POF1	0.577	CR = 0.777 AVE = 0.412
POF2	0.654	
POF3	0.738	
POF4	0.595	
POF5	0.636	
SE: $\chi^2 = 26.622$, $df = 17$, p - value = 0.067, $\chi^2/df = 1.566$, GFI = 0.990, AGFI = 0.958, PGFI = 0.463, RMR = 0.016 RMSEA = 0.042		
SE1	0.618	CR = 0.831 AVE = 0.383
SE2	0.641	
SE3	0.501	
SE4	0.587	
SE5	0.649	
SE6	0.668	
SE7	0.640	
SE8	0.633	
JS: $\chi^2 = 0.080$, $df = 1$, p - value = 0.777, $\chi^2/df = 0.08$ GFI = 1.000, AGFI = 0.999, PGFI = 0.167, RMR = 0.003, RMSEA = 0.000		
JS1	0.642	CR = 0.737 AVE = 0.486
JS2	0.782	
JS3	0.658	
RES: $\chi^2 = 12.454$, $df = 6$, p - value = 0.053, $\chi^2/df = 2.076$, GFI = 0.989, AGFI = 0.960, PGFI = 0.282, RMR = 0.020, RMSEA = 0.055		
RES1	0.583	CR = 0.811 AVE = 0.307
RES2	0.566	
RES3	0.635	
RES4	0.669	
RES5	0.431	
RES6	0.475	
RES7	0.613	
RES8	0.325	
RES9	0.565	
RES10	0.593	

Table 1. Cont.

Latent Factors/Questions	Standardised Factor Loading	AVE and Composite Reliability
EWA: $\chi^2 = 139.287$, $df = 144$, $p - \text{value} = 0.054$, $\chi^2/df = 1.222$, GFI = 0.955, AGFI = 0.932, PGFI = 0.636, RMR = 0.024, RMSEA = 0.026		
EWA1	0.446	
EWA2	0.531	
EWA3	0.355	
EWA4	0.561	
EWA5	0.513	
EWA6	0.606	
EWA7	0.602	
EWA8	0.617	
EWA9	0.637	CR = 0.901
EWA10	0.656	AVE = 0.340
EWA11	0.655	
EWA12	0.589	
EWA13	0.538	
EWA14	0.572	
EWA15	0.679	
EWA16	0.634	
EWA17	0.587	
EWA18	0.635	

Total scores of composite reliability (CR) and average variance extracted (AVE) were calculated to test the construct validity [72] by considering the scale and model structure at the final order. Composite reliability was at 0.737–0.901, i.e., over 0.7, whereas AVE was 0.307–0.486, which was lower than the criterion ($AVE > 0.50$). However, Fornell and Larcker [72] stated that if AVE was lower than 0.50 but CR was higher than 0.60, convergent validity was sufficient for measuring the structure of the tested objects. Therefore, all theoretical structures demonstrated acceptable psychological characteristics.

The mediating variables were analyzed according to the concept of Baron and Kenny [74] to consider the overall effect at the initial stage. Chin [75] suggested considering whether the coefficient of the overall effect path was excessive. If the value is over 0.20, such overvalue suggests that there is a mediator. In the second stage, the mediating variable was inserted between the independent and dependent variables to analyze indirect effects. If the indirect effect is not statistically significant, the $H: \beta_i\beta_j = 0$ is accepted. If the path coefficient reduces to 0, that variable is not a mediator. However, if it is significant, the $H: \beta_i\beta_j \neq 0$ is accepted. If the path coefficient reduces but not to 0, the variable is a partial mediator [76]. The Hayes Process Macro Model 81 was used for the analyses.

4. Results

4.1. Sample Characteristics

Among the 317 respondents, 62.10% were female while the rest were male (37.90%). Respondents aged 21 years totalled 21.10%, with 21–25 years (71.30%) and over 25 years (6.6%). Almost all the respondents were single (94.3%), whereas the rest were married (5.7%). More than half of the respondents graduated from the Faculty of Business Administration (56.5%) followed by the Faculty of Science (28.7%) and the Faculty of Engineering (14.8%). Most respondents were managers or administrators (41.3%) followed by industrial

manufacture (19.2%), hospitality business (12.9%), agriculture and food industry (8.5%), financial business (4.7%), health (2.8%), technology (9.8) and maintenance (6%).

4.2. Descriptive Statistics

Results showed that the means, standard deviations and coefficients of variation of the studied variables were at the high level, with the relationships among variables at moderate-to-high levels. Table 2 presents the analysis results of the studied variables. The highest mean was found for JS (3.86) followed by EWA, SE, RES and POF, with correlation coefficients at the high level (0.526–0.695). These relationships did not show multicollinearity. Tabachnick et al. [77] stated that multicollinearity occurs when the correlation coefficient between a pair of variables is over 0.90. Therefore, analysis results on variable relationships conformed to the statistical assumptions.

Table 2. Mean, standard deviation and correlation coefficients among the study's variables.

	Mean	S.D.	POF	SE	JS	RES	EWA
POF	3.81	0.55	1				
SE	3.83	0.51	0.613 **	1			
JS	3.86	0.60	0.526 **	0.652 **	1		
RES	3.82	0.48	0.670 **	0.689 **	0.546 **	1	
EWA	3.85	0.48	0.695 **	0.671 **	0.581 **	0.669 **	1

Note: ** indicates correlation is significant at the 0.01 level (2-tailed).

4.3. Direct Effect of POF on EWA

When considering the effect of POF on EWA, the path coefficient was 0.615, i.e., over 0.20, with statistical significance ($|t| > 2.58, p < 0.01$) (the superscript is the path coefficient, and the subscript in brackets is t-statistics) according to Chin's [75] suggestion. When considering the predicting value, POF predicted EWA (R^2) at 0.482. The path analysis and prediction were too high, possibly due to some latent factors linking to work adjustment, as shown in Figure 2.

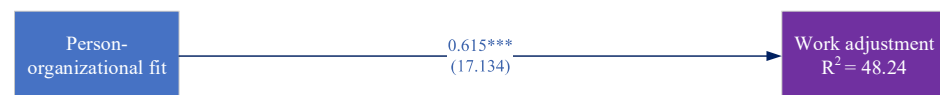


Figure 2. Overall effect of POF on EWA. Note: *** significance at 0.001.

4.4. Research Model Evaluation

The empirical data conformed to suggestions of a previous study. Therefore, the researchers inserted SE, RES and JS between POF and EWA. Analysis results showed that the path coefficient between POF and EWA reduced from 0.615 to 0.305 (49.59%) with statistical significance. The predicting value of POF increased from 0.482 to 0.608 (26.14%). Results showed that the effect of POF on EWA was high, indicating mediating variables between them (when adding a mediating effect, the path coefficient reduced by half). This occurred because SE, RES and JS acted as mediators transmitting a lower effect of POF to EWA. In other words, POF was helpful for employees to adjust to work at a high level. If employees had SE, RES and JS at an appropriate level, the predicting value of work adjustment was observed to be higher (Figure 3).

The indirect effects were tested by the resampling method with 5000 sets of replacements. In this study, n was 317 units. Each dataset was analysed with regression analysis to identify the independent variables, dependent variables and mediating variables. Results gave the path coefficient, product of path coefficient convergent to and divergent from mediating variables and standard error as 5000 values for each. Then, the implementation followed Type 1 or Type 2 (see Table 3).

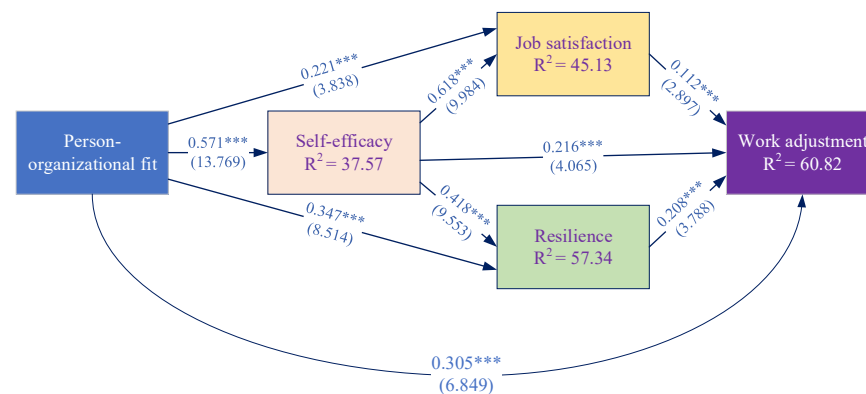


Figure 3. Direct and indirect effects of POF on EWA through mediating variables of SE, JS and RES. Note: *** significance at 0.001.

Table 3. Test results of indirect effects through SE, RES and JS using the 5000-round bootstrap method.

Total and Indirect Path	Effect	SE	<i>t</i>	95% CI		Hypotheses	Results
				LL	UL		
Total	0.305	0.041	7.439	0.275	0.432	H1	Accept
POF > SE > EWA	0.139	0.037	3.757	0.073	0.215	H2	Accept
POF > JS > EWA	0.028	0.014	2.000	0.006	0.058	H3	Accept
POF > SE > JS > EWA	0.045	0.016	2.813	0.015	0.077	H4	Accept
POF > RES > EWA	0.082	0.024	3.417	0.038	0.134	H5	Accept
POF > SE > RES > EWA	0.056	0.016	3.500	0.028	0.092	H6	Accept

Type 1: Calculate product of path coefficient and mean of SE. Then, calculate t-statistics and significance. If $|t| > 1.96$, this indicates significance at $p > 0.05$.

Type 2: Place the product of the path coefficient in a convergent path to the mediator and divergent path from the mediator with 5000 values in an ascending order. Consider whether the value interval between percentile 2.5 and percentile 97.5 covers 0 or not. If it covers 0, the product value is not different from 0 at a significance level of 5% [76]. Indirect effects were analysed using the Hayes Process Macro Model 81 with IBM SPSS Statistics version 24.0 for Windows, as shown in Table 3.

Results in Table 3 showed that SE was a latent factor linking POF and EWA, while RES was also a latent factor linking POF and EWA. Similarly, JS was a latent factor linking POF and EWA. In order of occurrence, the coefficient of POF effect on work adjustment first transmitted through SE and then through RES. The final path of the effect coefficient, as person–organisation fit, impacted EWA through SE and then transmitted through JS. All values were statistically significant at $p > 0.05$.

Results showed that when adding SE, RES and JS between POF and EWA, the path analysis (direct effect) substantially reduced while the predicting value doubled. When testing the significance of the mediating effects supported by empirical data (Table 3), five indirect effect paths with statistical significance ($p < 0.05$) were identified, indicating that despite POF having an important role on EWA, SE helped employees to gain confidence in work operations and be ready to complete assignments. SE also generated RES and enabled employees to cope with rapid changes, problems, obstacles and challenges as well as environmental changes in management, technology and the society so that they could adjust to and cope with changing conditions. Moreover, SE generated JS and readiness for work implementation. These factors all impacted adjustments to work processes, supervisors and colleagues.

5. Discussion

The significant direct effects of POF on EWA suggest that employees with high POF also have high work adjustment. The study result conforms to the concept of Vogel and Feldman [27], who stated that POF can enhance work adjustment quickly since employees perceive the various factors that organisations provide to support motivation and effective performance [28]. Similarly, Dhir and Dutta [29] mentioned that POF promotes work output to achieve the same company goals. Ashfaq and Hamid [2] showed that most employees seek jobs in organisations with values, cultures and goals similar to their own to realise their true potential for effective work operation. Companies also seek to select employees with acceptable characteristics or attitudes similar to existing corporate goals, values, cultures or practical guidelines [30]. Therefore, human resource department managers should select people suitable for vacant job positions. Employees who are satisfied in their job will perform to higher standards [26]. Positive job perception will result in strong work intention [27]. Employee selection and placement must be performed according to knowledge and suitability for the vacant position, while necessary resources should be made available to allow employees to realise their full potential [29]. Happy employees can adapt quickly and work effectively. Our study results showed that good POF leads to more effective EWA and concurred with the empirical results of previous studies [2,6,30,31].

When considering the mediating effects of JS and RES, our findings suggested that JS and RES acted as mediators between POF and EWA, with EWA effectiveness was affected by POF through JS and RES. POF allows employees to have positive feelings towards their work responsibilities since they perceive that the jobs are suitable for their skills. The study's findings concurred with the concept of Bandura [32]. He stated that self-efficacy allows employees to gain self-confidence in their knowledge, abilities and skills to perform work assignments, while Maeda, Shen, Schwarz, Farrell and Mallon [35], Wang, Bao, Liu, Ramos, Wang and Wang [36] and Wang, Tao, Bowers, Brown and Zhang [3] considered that employees with high self-efficacy have more self-confidence that promotes adaptability to face challenges.

Similarly, organisations fully support and promote employees when they perceive that employees are suitable for the job positions. This phenomenon promotes employees with high JS and willingness to learn and socialise, resulting in fast work adjustment. Chen, Sparrow and Cooper [46], Jin, McDonald and Park [11] and Lim, Lee and Bae [8] found that job satisfaction supports person–organisation fit with improved adaptability. Job satisfaction represents a positive perception towards work environments and responsibilities; therefore, new employees with job satisfaction can adapt more quickly and effectively [11,47]. In terms of employee RES, POF promotes good and comfortable feelings at work, resulting in higher employee RES because executives or organisations fully support, promote or develop new employees to operate quickly and effectively [56]. According to Kuntz, Malinen and Näswall [56], employees with resilience can better adapt to novel work situations and manage challenging tasks [57,58]. These findings concurred with Narayanan and Weng Onn [61] and Wang, Tao, Bowers, Brown and Zhang [3], who concluded that self-efficacy results in increased job satisfaction and a happy workplace with high resilience. Job satisfaction enables employees to adapt to operational requirements and perform tasks effectively. This phenomenon supports JS and RES as mediating variables between POF and EWA.

Our findings clearly show that POF has an effect on EWA through SE and also through JS or RES. These mediating effects were in the form of a chain, meaning that when a person perceives fitness with an organisation, that person will gain SE to complete work successfully according to goals [32]. Therefore, new employees with SE can adapt themselves quickly to organisational contexts [33]. The study results can be summarised in Table 4 as follows.

Table 4. Summary of the study results.

Hypotheses (Paths)	Supporting Evidence	Existing Study
H1: POF has a direct effect on EWA	Most employees seek jobs with companies that have values, cultures and goals similar to their own to effectively realise their true potential. Companies also seek employees with acceptable characteristics or attitudes similar to existing corporate goals, values, cultures or practical guidelines [9–11].	POF has a significant and direct effect on EWA at $\beta = 0.350$, $p < 0.05$ and $CI = [0.275, 0.432]$.
H2: SE is a mediating variable between POF and EWA	Employees with high SE have more self-confidence, and this promotes adaptability to face challenges [12–15].	SE has a significant mediating effect between POF and EWA at $\beta = 0.139$, $p < 0.05$ and $CI = [0.073, 0.215]$.
H3: JS is a mediating variable between POF and EWA	JS represents positive perception towards work environments and responsibilities; therefore, new employees with JS can adapt more quickly and effectively [16–19].	JS has a significant mediating effect between POF and EWA at $\beta = 0.028$, $p < 0.05$ and $CI = [0.006, 0.058]$.
H4: SE and JS are mediating chain variables between POF and EWA	Highly perceived SE leads to high JS by increasing self-confidence and readiness to adapt to related contexts or conditions [20–24].	SE and JS have significant mediating effects as chain variables between POF and EWA at $\beta = 0.045$, $p < 0.05$ and $CI = [0.015, 0.077]$.
H5: RES is a mediating variable between POF and EWA	Employees with high RES have the ability to overcome different situations in the workplace [25] and can more readily adjust their behaviour to use the available resources effectively [25–28].	RES has a significant mediating effect between POF and EWA at $\beta = 0.082$, $p < 0.05$ and $CI = [0.038, 0.134]$.
H6: SE and RES are mediating chain variables between POF and EWA	Employees with high SE show RES to perform difficult and challenging tasks confidently and on time. They also have the patience and ability to cope with different challenges [13–15,29–33].	SE and RES have significant mediating effects as chain variables between POF and EWA at $\beta = 0.056$, $p < 0.05$ and $CI = [0.028, 0.092]$.

A longitude study by Ashforth and Saks [34] on employee SE determined that new employees have different levels of SE when entering an organisation and express diverse behaviours and performance. The mediating effect of SE transmits to JS or RES before making adjustments to work. This indicates that SE improves job satisfaction since employees are aware of their competency to deal with assigned work and perceive problems, obstacles or changes in the environment as challenges that they can cope with and overcome, resulting in high JS [78]. In the same way, high SE of new employees transmits positive work adjustment through RES because employees with SE have strong mindsets and high RES. These employees can cope better with difficulties and problems at work. When faced with problems, they find ways to return to normal conditions quickly and achieve operational directives.

6. Conclusions

Person–organisational fit may not be the only factor with a direct effect on EWA. Previous study results suggest that the values of the effect coefficient are too high to be real. Many scholars and researchers have argued that SE, JS and RES may be mediators linking POF and EWA. Our results show that three factors linked POF and EWA as partial mediators. SE, JS and RES all promoted and stimulated new employees to adjust to new working conditions effectively and quickly.

6.1. Theoretical and Practical Implications

Our findings have certain implications. Firstly, new employees with high SE can quickly adjust and work effectively. The perception of POF by employees allows work adjustments to transmit JS and RES more effectively. This finding indicates that when SE is transmitted to JS or RES, the significant predictions of work adjustment increase. Therefore, the effectiveness of POF positively impacts EWA, and the effect is higher if three mediators are used to co-explain the EWA model. Moreover, our study results show that the mediating variables of SE, JS and RES are psychological variables, which are stimulated by functions to promote and support a person to show behaviours of effective work adjustment. This study demonstrated evidence that supported the theory of EWA for new graduates in the Rajamangala University of Technology Thanyaburi.

Secondly, our findings clearly show that SE, JS and RES are mediators linking POF and EWA. Apart from selecting the most suitable people, executives and human resource department managers should find ways to promote, develop, support and drive employees to have higher SE. They should arrange and provide support according to employees' needs to generate higher JS. Moreover, companies should help employees to gain higher RES by arranging training programmes to improve work aspects of psychology, problem solving, sports activities or mediation. These implementations will enhance employee RES and patience to overcome difficult situations.

Thirdly, our findings reveal that the mediating chain variables of POF are transmitted through SE and then through JS before EWA. In addition, POF transmits an effect to SE and then through RES before EWA. Therefore, executives, human resource department managers or employee recruitment units should holistically promote, implement and support mediating chain variables that link POF and EWA. Promotion and development courses should be planned to enhance JS and improve the working environment. This will enable employees to resist different work pressures and be ready to face changes and problems in an effective manner. Our study results present empirical evidence that will be useful for scholars and practitioners to apply to new graduates in Business Administration.

6.2. Research Limitations and Suggestions for Future Study

This cross-sectional research was conducted at a particular time due to budget limitations, and the results only reflect empirical data at the time of the study. Therefore, a longitude study should be implemented to further examine these issues and obtain more reliable results. The sample group comprised new graduates from the Rajamangala University of Technology Thanyaburi and may not represent new graduates from other universities. Future research should also assess new graduates from other faculties. Application of our study results to graduates from other faculties should be implemented carefully. This study used four variables for EWA that predicted work adjustment at up to 60%, indicating that they were latent mediators. Other mediating variables such as positive thinking, work motivation and support from executives and colleagues should also be assisted to increase effectiveness in predicting EWA. Moreover, our model was tested under Thai social contexts and the COVID-19 situation, so the rigidity of the results may be impacted. In future, the study contexts should be expanded to cover different occupations, languages, societies, cultures and normal situations to effectively increase the rigidity of the model.

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