



Review Article

Laura Gaižauskienė*, Živilė Tunčikienė

Organizational Level Factors of Knowledge Worker-Workplace Fit: Identifying the Key Drivers

<https://doi.org/10.1515/openec-2018-0010>

Received June 9, 2018; accepted November 8, 2018

Abstract: Nowadays there is bigger than ever mismatch between knowledge worker competencies and workplace requirements. In order to ensure a fit between these two elements, the concept of fit needs to be analysed from a different temporal perspective as well as different levels of the organization. The factors which affect the fit are identified using micro strategic human management system lens and two-periodical time division of time. When the fit is interpreted as the dynamic phenomenon, then it becomes the factor by itself to ensure organization level dynamic capabilities. The purpose of this article is to identify factors of knowledge worker-workplace fit. The methods used to reach the goal were analysed and synthesis of scientific literature were made.

Keywords: fit, knowledge worker, workplace, competencies, strategic human resource management, dynamic capabilities.

1 Introduction

The concept and logic of worker-work fit was born together with the principles of scientific management and vocational orientation. Ever since it was widely developed and is the main pillar for other scientific fields to rise. Person-job fit is seen as the precondition and even essential issue for making the organization work effectively. Organizations in any size at some period of their lifetime are performing the member selection process although the methods of selection and the requirements for the workforce differ. From the organizational point of view, an organization creates work or functions which need to be done. This implies the selection of candidates which would fit to the workplace best. On the other hand, some individuals under specific circumstances, experiences and with favourable environmental conditions create the work by themselves where employee-work fit become perceived.

The need for better human resource management (hereinafter HRM) has increased lately due to a rapid usage of information technologies and its extended field of customization. If the organization declares that its biggest capital is not machines but humans, then the proper management of the workers becomes a core of the company's success. If the logic of fit between workers and workplace would become irrelevant, then none of the organizations would ever spend their resources (e.g., time and money) on implantation of any HRM function. This would allow to abandon planning, attraction, recruitment, management of

Article note: This article is a part of Topical Issue “Business and Management” edited by Viktorija Skvarciany.

***Corresponding author:** Laura Gaižauskienė, Department of Management, Faculty of Business Management, Vilnius Gediminas Technical University, Saulėtekio av. 11, Vilnius, Lithuania, E-mail: laura.gaizauskiene@vgtu.lt

Živilė Tunčikienė, Vilnius Gediminas Technical University, General Jonas Žemaitis Military Academy of Lithuania, Department of Strategic Management, Šilo str. 5A, LT-10322, Vilnius, Lithuania, zivile.tuncikiene@lka.lt

work relations, assessment, development, career planning (Chlivickas et al., 2009) as well as motivation (Appelbaum et al., 2018; Wiley, 1997). Strategic HRM is implementing the idea of worker-workplace fit as it is expected that performance, involvement and commitment of employees are manageable (Sahoo et al., 2011).

The research question is formulated as what is the role of fit regarding the HRM functions and what are the factors that have an influence on knowledge workers-workplaces fit. Identification of the most important drivers of this phenomenon is the main goal of this paper. Our work is based on scientific literature review in the fields of HRM and dynamic capabilities approach in strategic HRM. The main methods used are analyses and synthesis of literature on the following topics:

- traditional HRM functions, precisely recruitment and selection, employer branding and selective selection;
- employees AMO, KSAO, competency modelling;
- high commitment, involvement, and performance HR systems;
- dynamic capabilities approach and strategic HRM.

2 Temporal periods of fit appearance

The concept of fit is based on the person-environment fit theory which plays the central role in the research of organizational behaviour field. It evolved to have a very broad understanding and a number of proposed methods (Kristof-Brown, Billsberry, 2013). However, lately environment was interpreted to be the sum of person, job, group, organization and vocation (Jansen, Kristof-Brown, 2006), but the job and organization are seen to be the most dominant components which appear in HRM functions (Boon, 2008; Boselie, 2014).

There are some attributes which determine knowledge employee-workplace fit. First of them is *reciprocity*. When employees' requirements in the workplace are changing, the organization should be able to react by improving its HRM system. And vice versa, when the organization and its workplaces are shifting, the workers should be able to adapt. A reciprocal interaction may, therefore, prevent an unbalanced power structure from developing (Van Wijk et al., 2005) so the balanced approach (Boselie, 2014) should be the leading in order to find the solution.

Second feature of fit could be named *dynamic*. Although in the Boon's (2008) analysed literature of fit, this concept has been understood as static, but due to the statement that organizations must adapt in the dynamic environment and it is achievable only for dynamic entities. As a respond to this logic, dynamic capabilities path was born (Teece et al., 1997) and based on this approach, fit has also been analysed.

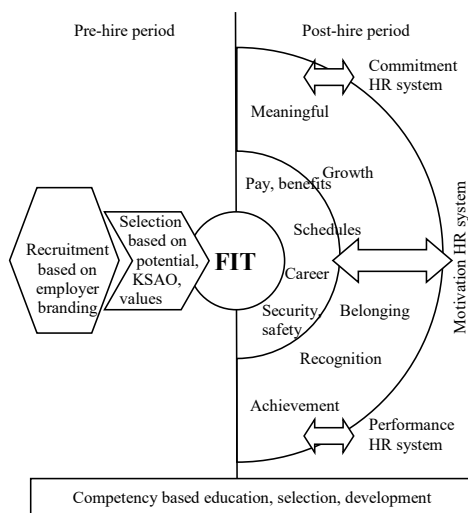


Fig. 1. Fit appearance in workforce flow and fit management foundation (Source: created by authors)

Fig. 1 represents the main idea of this paper, as knowledge worker-workplace fit is revealing itself via different ways in two main periods. In the pre-hire period, HR managers are performing functions to ensure the fit between potential applicant and workplace. Hexagon shape is being selected to represent the workforce flow from the education system and decrease of workforce pool after the corporate branding has been implemented on the recruitment stage. The selection is indicated to be the bottleneck for most potential workers to enter organization where the fit is considered to have the most value. Chevron shape is selected for presentation the process and the direction to the main goal – employee-workplace fit. The small semicircle pictures basic needs of employees, the bigger one – higher needs. Both of them are the foundation of the workers to do their job as well as for the HR systems to be implemented in order to reinforce the human capital. Left-right arrows present the linkage between the HR systems being implemented and the individual needs. At the very bottom of the picture, the square with competency notion is being extended to both periods in order to highlight the wide application of this concept.

When we analyse the employee-workplace fit problem in general, there are two main periods of fit: pre-hire and post-hire (Jansen, Kristof-Brown, 2006). In each of them, different fit types are noticed, and different factors have influence.

The following sections will discuss the elements in a more detailed manner and will try to demonstrate the way fit appears and to increase the probability to manage it.

2.1 Fit on Pre-hire Period

Pre-hire period distinguish oneself by pre-recruitment, recruitment/job selection and selection/job choice stages (Jansen, Kristof-Brown, 2006). In this period the following problems are being solved: company's branding by attracting the right people and selection of the most suitable employee to the workplace. At this point, the organization identifies what kind of people it needs and what kind of strategy it implements. There are two main paths for the organization to gain needed human resources: either to buy or to build employee capabilities.

In the corporate brand management the main target is a promise. It is managed by using two approaches: employer branding and internal branding (Foster et al., 2010) and both of them contribute to knowledge worker-workplace fit.

Recruitment can be defined as the process of searching in order to obtain the widest pool of applicants to ensure the greatest opportunity of conducting the selection (AHRI, 2018). Xie et al. (2015) argue that there are two essential factors of attracting a potential employee towards the workplace – reputation and employer brand identity. Apart from this, the employer brand is in close relation with the organization's recruitment strategy (Gilani, Jamshed, 2016).

Barber (1998) created a model of the recruitment process which consists of three main groups. A first group is the applicant population and it consists of potential applicants. This group is to be indicated as the target of the EB process. The second group is named the applicant pool. Opposite to the applicant population, creation of this group is the main goal of the recruitment process and the EB no longer play a significant part in this cohort. The third relevant population comprises the individuals who have been selected to join the organization (selectees). This model is used to understand the target audience of EB and recruitment as well as the flow of the workforce and capture its decrease.

Employer branding (EB) mechanism is based on brand associations with the prospective outcomes in the form of higher employer attraction as well as higher employee productivity. EB highlights the importance of organization identity and such results as employees' intention to quit and organizational outcome – turnover (Sahu et al., 2018). EB is the way organisations make an emotionally and intellectually appealing impression of themselves as employers in the minds of applicant population and pool (Oladipo et al., 2013). According to Maheshwari and colleagues (2017), EB is a progressive approach consisting on principles of branding in general and HR theories with the main goal to make the process of employee attraction, retention and development effective. What is more, the evolutionary theory can also be seen in this mindset as it comprises of variation, selection and retention (Morgulis-Yakushev et al., 2018).

Internal branding has no widely accepted universal definition (Garas et al., 2018), but many scientists (e.g., Du Preez, Bendixen, 2015; Foster et al., 2010; Punjaisri, Wilson, 2011) agree that internal branding makes employees transfer the corporate identity outside the organization. The key target of the internal branding are employees in the organization. By proper branding, it is expected to achieve brand supporting behaviour. Punjaisri and Wilson (2011) research provided empirically based indications showing the relation between internal branding and customer-interface employees' brand-supporting behaviours.

Selection is the bottleneck for the selectee to enter into the organization. Cumings and Coryn (2009) stated that historically the selection topic begins with the publication of R. L. Thorndike (1949) named *Personnel selection: test and measurement techniques*. Janz's (1982) structured interview is still considered one of the most valid predictors of job performance. The amount of methods is numerous.

Kim and Ployhart (2018) conducted the research and found that organization use more selection methods when they play in the low growth and stable industries and also have a less collective turnover. They also indicated that a number of used selection practices positively correlate with productivity (sales per employee). Apart from this, the positive effect of used selection methods depends on the external (dynamic or stable industry) and internal (collective turnover) environment factors. When an organization has a less collective turnover and is a player in the dynamic industry, the impact of selection on general productivity is positive. However, and worth remembering, when an organization is a part of a relatively stable environment, using more selection practices negatively relates to performance.

Different selection methods focus on different aspects, e.g., general intelligence, values and attitudes, specific job-related knowledge, skills and experience (competencies).

Selection is conducted based on the organization's settled approach whether to buy or build employee capabilities. In regard to this, organization hire knowledge workers by conducting selection based on their skills and abilities to perform specific tasks right away (short-term) or broad capabilities to perform a range of tasks that will evolve over time, and by paying attention to the culture-fit with a focus on developing employees as they stay with organization (long-term).

Baron and colleagues (1996) published a report, which was a part from Stanford Project on Emerging Companies, and indicated the selection process of knowledge workers is based on:

- specific skills and tasks (skill-based selection; short-term orientation),
- potential (selection based on knowledge creation capacity, reputation, network ties, etc.; long-term orientation),
- cultural fit (value-based selection; long-term orientation).

Based on three dimensions, i.e., selection, attachment and control, Baron and co-workers (1996) identified four pure-type employment models. The first and the most prominent group was labelled “star” and refers to the model when the selection was based on long-term *potential*. These employees are also called high-potential (HiPo) and their potential is the most interesting part for the researchers. Second, the “engineering” label selection based on specific task abilities. Third, the “commitment” labelled employee selection is based on cultural fit. Finally, the “factory” labels the group of employees' selection based on pre-specified tasks. They are motivated purely by monetary remuneration.

Later Baron and Kreps (1999) identified three employee groups: “stars” and “guardians” are seen as core employees. They differ in value adding to the company. “Foot soldiers” is the least important group from company perspective but is still needed to ensure optimal functioning.

From the SHRM point, it is worth to say that selection focus depends on the interpretation of the workers' group role in the company's general goal and their contribution in achieving it. Lepak and colleagues (Lepak, Snell, 2007; Lepak et al., 2011) argue that due to the importance given to the certain employees' group, different selection attributes are highlighted. They created four groups of employment-based strategic value and uniqueness to the company.

It is considered to be the vital function of the HR management and must be conducted rigorously and put value in strategic human resource management (Kim, Ployhard, 2018). By applying employment branding, signalling and eRecruitment, Boselie (2014) argues that recruitment and selection become selective. That is very important to make the right individuals pay attention to vacancies.

2.2 Alignment on post-hire period

Post-hire period is the time when the new employee has to get familiar with the new environment. It consists of socialization and the long-term tenure. When the employee enters the organization, the HR management systems help him achieve the company's goals. Inner-oriented HRM systems help to retain wanted staff.

Many researchers are conducted based on ability–motivation–opportunity model named AMO model. Hutchinson (2013) declares that model origins lay in the work of Bailey (1993) but due to the works of Appelbaum with co-workers (2000) and Purcell and colleagues (2003) this model became widely known and applied (Marin-Garcia, Tomas, 2016). The model suggested that employee performance is a three-component function. What is more, based on the logic of this model, HR systems are designed to maximize employee performance: abilities are realised via high-performance system, motivation is maintained via the high-commitment system and opportunities are established via the high-involvement system. All these systems will be discussed in the next part of this paper as well. In addition, Jiang with colleagues (2012) founded many empirical studies empirical studies that were based on AMO model and they confirm validation if it. These authors also state that HR outcomes can conceptually be divided. Human capital (when it is taken as KSA) and employee motivation are two of the most critical mediating factors that have the most interest in the scientific literature (Jiang et al., 2012).

Motivation maintaining HR practices are related to performance management, all types of compensation, career management and job security (Grimard, Cossette, 2017). All these abovementioned components belong to the basic needs of employees (Fig. 1). Ton (2014) indicated basic as well as higher needs of employees. She named meaningful, growth, belonging, achievement and recognition as the ones which motivate knowledge workers. Her insights are based on fundamental works of Maslow (1943), Herzberg (1957) and other scientists.

Motivation is also dealing with the challenges inside, e.g., motivation to lead (Porter et al., 2016), and outside an organization, e.g., motivation of ageing workforce (Stamov-Roßnagel, Biemann, 2012). In regard with the initial goal of this paper to disclose organizational factors of fit, discussing on challenges inside an organization reflects this logic.

Motivation to lead (hereinafter MTL) may be the approach where not only the basic but also higher level needs of the employee are met while leading is the activity closely related to recognition, achievement, belonging, growth and meaningfulness. Understanding of MTL also helps organizations develop a pool of potential leaders.

Porter and colleagues (2016) identified work environment factors which help to understand what effects MTL. Their list of determinants would be: money, carrier, rewards, job design, internal organizational communication and relationships with a supervisor. Speaking generally, at the moment MTL has two streams for research. At the very beginning, it was conceptualized as an individual difference construct based on antecedents of personality traits, self-efficacy, experience and personal values. Lately, MTL studies have focussed on these individual characteristics together with different work settings.

Skills are a foundation of any work to be done. This trivial statement is the base for implementing HR practices to recruit and select the right employee for the right workplace. Although recruitment and selection are important in acquiring necessary skills, such skills also must be maintained and developed over time in response to the changing needs of the organization and changing environmental factors. There exist multiple skill development strategies (Roos 2017).

The micro approach suggests that the most common set of attributes which determine employees is knowledge, skills, abilities, other characteristics known under abbreviation KSAO (Cumings, Coryn, 2009) can also determine human capital. Skills by themselves are closely related to competencies, and Worawichayavongsa with colleagues (2017) even indicated that competencies are often referred to be the skills of the 21st century.

Competencies is another approach to analyse employees. This view is broader than the abovementioned models as it allows to model itself and can be adopted at the very early stage of potential employee-workplace fit, i.e., at the higher education system (Van Dinther et al., 2015; Koenen et al., 2015; Wijnia et al., 2016) as well as lately, at employee selection stage (Canos et al., 2014) when the trend for selecting individuals to

perform jobs is evolving from traditional task-based selection toward competency-based evaluation that includes the intrinsic traits of the person (Clardy et al., 2017).

Takey and de Carvalho (2015) state that competencies refer to the “ability to mobilize, integrate, and transfer knowledge, skills, and resources to reach or surpass the configured performance in work assignments, adding economic and social value to the organization and the individual”. Although competency term belongs to the individual level, it is addressed to the organizational level by identifying and mapping core competencies (Porto et al., 2017). Competency-based approaches became widely used by practitioners because they can be linked with business goals and incorporated into strategies in a better understandable way (Ngo et al., 2014) as well as competencies can be modelled which increases their usage (Sanghi, 2016). What is more, they are applied not only in private (Brown et al., 2018) but also in public sector organizations (Rekašienė, Sudnickas, 2014).

Beaudoin (2013) define competency as “the combination of observable and measurable knowledge, skills, abilities and personal attributes that contribute to enhanced employee performance and ultimately result in organizational success”.

Soderquist and colleagues (2010) propose the idea that several analytical approaches increase the understanding, and applicability of different competency types. The authors conducted a review of the scientific literature of competency management and documented consulting practice leads to the identification of the following three perspectives: generic versus organization-specific competencies, managerial versus operational competencies and competencies as skills versus competencies as behaviors.

Despite the variety of practical mapping and conceptual models of competencies, it is clear that this concept widens the view of the individual capabilities and can be used as long-term connector starting from the education sector and continue implementing a life-long learning strategy by gaining new and maintaining already gained competencies.

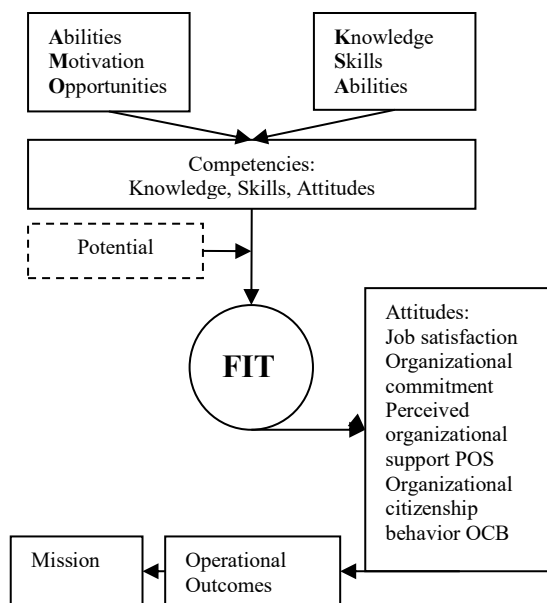


Fig. 2. Worker-workplace fit as aspiration of HR management (Source: created by authors)

As it is shown in Fig. 2, all abovementioned models, i.e., KSA, AMO and competency, contains factors which have to be indicated and seen as the ones which influence fit. The potential is presented in the dashed box as it is the unknown factor which occurs at every stage and step of employee assessment.

Bivainis and Morkvėnas (2008) indicated ten factors of employee’s knowledge potential. It is not strange that at the workplaces HiPo programmes are implemented as the employees with the highest potential are seen as the ones who should be retained by the companies (Khoreva, Van Zalk, 2016).

3 Strategic HRM and fit

Sahoo and colleagues (2011) distinguished three approaches which form strategic human resource management: performance, commitment, and involvement. The authors present them as equally important, but by comparing them by the volume of researches interest, the performance approach is the prevailing one. However, thinking of their purpose, it is clear that they are created to keep tracking employees' workplace outcomes and engagement. It is important to understand each of it by briefly discussing these views. Or to put in Boons' and colleague words (2017) "HR practices are considered as a bundle or system that collectively enhances the skills and motivation of the workforce".

The high-involvement management system is the least researched area. Sahoo and colleagues (2011) define it as the approach which urges to treat employees as partners who are enabled to initiate solutions on problems and issues that bother them. Au-Yong and co-workers (2017) could be cited: "The involvement should focus on information, knowledge and skill sharing, communication, and training for the key stakeholders". By using abovementioned ways, the appropriate climate is being created that will foster expectation on the organisation's mission, values, and objectives sharing between workers and their managers. As a result, connection between individual and strategic levels is sensed. What is more to say, involvement concept is mainly founded in marketing scientific literature. In regards to this, it is not strange that the concept inside marketing has also emerged (Awan et al., 2015; Foreman, Money, 1995).

High-commitment system is enhancing employees' loyalty by creating an environment within the organization via close-knit internal ties and a long-term employment relationship with the organization (Collins, Kehoe, 2017). Scrima and colleagues (2015) indicate that there are different adult attachment styles that have an inherent stable temporal trend. They also state that there is a relation between adult attachment style and organizational commitment as well as the attachment to the workplace. Meanwhile, Collins and Smith (2006) saw the commitment via a broader lens. They defined it as the system which includes selection practices oriented to assess individuals' fit based on organizational values and culture. "Expected outcome is greater attachment and embeddedness through a family-like environment, internal growth opportunities (career path), and pay and rewards tied to organizational performance" (Collins, Smith, 2006). Klein and co-workers (2012) argue to the commitment concept as they state that in most cases it is understood as Meyer and Allen (1991) created model which is based on inclusive approach and leads to great criticism the concept to be redundant. Klein with colleagues (2012) propose another approach to commitment conceptualization which is more related to current trends of investigating the organization's workplace.

The high-performance approach is the dominant one. Murphy and colleagues (2018) conducted a broad literature analysis on high-performance work practices (hereinafter HPWPs) and their findings proclaim several important issues worth discussion.

The scientific literature on this topic has four streams. Early scholars were focused on determining a bundle of practices which would ensure highly effective workplace, e.g., knowledge management system used in relation with job performance (Zhang, 2018). Later on, scholars became interested in the existence of one bundle of practices which fits all industries and any environmental determinants which may occur. Most of their studies' findings concluded positive outcomes while industries and countries varied. After that, the outcomes of HPWPs such as productivity, job satisfaction or turnover reduction were highlighted. Furthermore, their found studies indicating that HR systems are more effective than individual practices. Then the idea of synergy turned to be true. Finally, the last path of literature examines the "black box". This name indicates the limited understanding of HPWPs implementation and what impact it does on organizational performance.

In the literature of this field, turnover is seen as the most frequent outcome. Boon and colleagues (2017) indicate that the loss of human capital is a problem through which knowledge and skills can diffuse to competitors. However, despite the overall assumed negative view to turnover, they indicate two alternative aspects suggesting that workforce mobility can be actually useful for an organization. First, such departures in terms of social capital may provide benefits (Somaya et al., 2008) as "internal social capital may simply

be transformed into an external social tie, which is now shared between the individual's former and current employers". Second, turnover protects an organization from the status quo which is seen as negative in the dynamic environment. In the light of dynamic capabilities, turnover is not a problem but a natural flow of human capital where it is called mobility.

The systemic approach to the fit problem allows us to see the solution at the organizational level. The economic term *human capital* created by Becker (1964) enables to see a more general view. At this level, competencies and capabilities are not analyzed at individual level although the terms themselves refer to this level but are seen as a possible solution at the bigger scale. If one individual is leaving the workplace, it does not mean that all his created capabilities vanishes, just the manager of those capabilities is changed.

There has been a time when the systemic fit was the main issue to identify and manage (Snell et al., 2000). Boon's dissertation (2008) summarized them and, what is more, she proposed the idea to integrate two levels of fit: individual and systemic. Lately Boon and colleagues (2017) adopted human capital concept in order to analyse strategic HRM.

4 Dynamic capabilities and fit

There are two well-known, significant and widely accepted not only by scholars but also by practitioners approaches in the field of strategic management, namely, the market-based view (MBV), the resource-based view (RBV), and ramification of RBV, the dynamic capabilities view (DCV) (Knecht, 2014).

Knowledge worker-workplace fit could be seen as two dementia process which consists of fit on the present moment and potential which could be revealed in the long run. Boon (2008) in her dissertation state that many theories in SHRM treated fit as a static process, but as organization has to function in the dynamic environment, it is not allowed to be static, although it is a useful approach for scholars at the time of measurement conducted. As employee-workplace fit nature is dynamic, a recent advancement of the RBV, DCV is the place where this concept should belong.

Cordes-Berszinn (2013) states that the concept of dynamic capabilities, especially in terms of organizational knowledge processes, has become the predominant paradigm for the explanation of competitive advantages. The ambition of the dynamic capabilities framework is nothing less than to explain the sources of enterprise-level competitive advantage over time and guide managers to avoid the zero profit condition that results when homogeneous firms compete in perfectly competitive markets.

According to Pavlou and Sawy (2011), the dynamic capabilities idea was introduced by Schumpeter (1934) by "innovation-based competition where competitive advantage is based on the creative destruction of existing resources and novel recombination into new operational capabilities." This mental image was developed in the scientific world and showed up in the forms of new trends like architectural innovation, configuration competence and combinative capabilities. Based on these studies, Teece and colleagues (1997) developed the concept of dynamic capabilities with the definition "the ability to integrate, build, and reconfigure internal and external competencies to address rapidly-changing environments". This paper is considered to be the most influential reference on dynamic capabilities as well as a framework of dynamic capabilities (Teece, 2007).

Although according to Teece (2007) the aspiration of the dynamic capabilities framework is "nothing less than to explain the sources of enterprise-level competitive advantage over time, and provide guidance to managers for avoiding the zero profit condition that results when homogeneous firms compete in perfectly competitive markets", as the part of RBV which was adapted by HRM theorist as well, the dynamic capabilities concept could also be the path for SHRM. Regarding knowledge worker-workplace fit, while conducting the configuration and combination of capabilities, it is clear that fit will be disrupted. Then the questions arise, what is the tolerance of the chaos to maintain the organization work properly and what is the range of tolerable disruption and pressure? Also, the fit could be seen as the mediator/indicator in this innovation process helping to manage.

5 Conclusions

The phenomenon of fit is two-periodical and in each, the fit differs. The pre-hire period is the time when a company indicates the necessary labour force, examines its availability on the market, indicates inner resources and upon adopted strategy makes moves to fill the workplaces with the needed people. To make it more efficient, preparation should be planned. Employer branding which is a blend of marketing principles applied to the field of personnel recruitment can help significantly. Employer branding aim is to create attractiveness by enlarging organization-worker fit probability, to communicate the message to necessary employees and to gain wide applicant pool. By properly conducting selection process, the knowledge of worker-workplace fit may be enhanced.

The selection stage is the bottleneck of entering the organization. It is conducted based on the organization's settled approach whether to buy or build employee capabilities. Regarding this, organisation hire knowledge workers by conducting selection based on their skills and abilities (short-term) as well as broad capabilities called competencies which enable to reveal employees' potential and develop over time (long-term). Attention is also paid to the culture-fit and motivation factors. Competency model approach allows conducting selection and assessment in the long run. By applying these two approaches selective recruitment and selection is created which enhance knowledge worker-workplace fit.

The fit differs when the employee performance is being tested on the workplace, KSAO and AMO models contain the base of criteria helping to decide whether the knowledge worker is suitable for the upper-level workplace. Aligning workplace environments as well as the employees' knowledge and skills to the current situation and needs is an ongoing process which requires collecting proper information about people working in and for the organization as well as environments in which they operate.

The contribution to the theory of fit can be expressed in the sense of creating an understanding that fit in the pre-hire stage but not necessarily in the post-hire stage. The fit which is wanted before the selection is a probability of attracting the most promising knowledge workers. But there is a huge obstacle which is called asymmetric information. When the knowledge worker is enrolled in organizational activities, the process of permanent compatibility emerges with the never fully satisfaction level of fit.

In practice, the potential of the knowledge workers from the HRM perspective is being boosted by primary ensuring their basic needs of employee and HR systems realization. The employee-workplace fit elements are prone intrinsically and historically shift power from one element to another. If an organization is willing to manage fit, it must adapt a balanced power approach otherwise unwanted effects (e.g., turnover) are recorded.

To sum up and give future research direction, the wider and deeper analyses of dynamic capabilities and frameworks should be conducted. Also, digitalization of workplaces has a huge effect on fit on both periods and that also leads to a need for more knowledge to be disclosed.

Disclosure Statement

Authors declare they have no competing financial, professional, or personal interests from other parties.

References

- AHRI. (2018). Recruitment and Selection. Australian HR Institute. Available from Internet: <https://www.ahri.com.au/assist/recruitment-and-selection>
- Appelbaum, E., Bailey, T., Berg, P., & Kalleberg, A. L. (2000). *Manufacturing advantage: Why high-performance work systems pay off*. London: ILR Press.
- Appelbaum, S. H., Profka, E., Depta, A. M., & Petrynski, B. (2018). Impact of business model change on organizational success. *Industrial and Commercial Training*, 50 (2), 41–54.
- Au-Yong, C. P., Ali, A.-S., Amad, F., & Chua, S. J. L. (2017). Influences of key stakeholders' involvement in maintenance management. *Property Management*, 35 (2), 217–231.

- Awan, H. M., Siddiquei, A. N., Jabbar, A., Abrar, M., & Baig, S. A. (2015). Internal Marketing and Customer Loyalty: A Dyadic Analysis. *Journal of Service Science and Management*, 8, 216–228.
- Bailey, T. (1993). *Discretionary effort and the organization of work: Employee participation and work reform since Hawthorne*. Teachers College and Conservation of Human Resources, Columbia University.
- Barber, A. E. (1998). *Recruiting employees: Individual and organizational perspectives*. Thousand Oaks, CA: Sage.
- Baron, J. N., Burton, M. D., & Hannan, M. T. (1996). The road taken: The origins and evolution of employment systems in emerging high-technology companies. *Industrial and Corporate Change*, 5, 239–276.
- Baron, J. N., & Kreps, D. M. (1999). *Strategic Human Resources: Frameworks for General Managers*. New York: John Wiley and Sons, Inc.
- Beaudoin, M. F. (2013). *Online Learner Competencies: Knowledge, Skills, and Attitudes for Successful Learning in Online Settings*. Charlotte, North Carolina: Information Age Publishing.
- Becker, G. (1964). *Human capital: A theoretical and empirical analysis, with special reference to education*. Chicago, IL: University of Chicago Press.
- Bivainis, J., & Morkvėnas, R. (2008). Darbuotojų žinių potencialo vertinimas. *Verslas: teorija ir praktika*, 9(2), 105–115.
- Boon, C. (2008). HRM and fit: survival of the fittest!? (PhD thesis). Rotterdam: Erasmus Research Institute for Management.
- Boon, C., Eckardt, R., Lepak D. P., & Boselie, P. (2017). Integrating strategic human capital and strategic human resource management. *The International Journal of Human Resource Management*, 29(1), 34–67.
- Boselie, P. (2014). *Strategic Human Resource Management: A Balanced Approach*. UK: McGraw-Hill Education.
- Brown, L., George, B., & Mehaffey-Kultgen, C. (2018). The development of a competency model and its implementation in a power utility cooperative: an action research study. *Industrial and Commercial Training*, 50(3), 123–135.
- Canos, L., Casasus, T., Liern, V., & Perez, J. C. (2014). Soft Computing Methods for Personnel Selection Based on the Valuation of Competences. *International Journal of Intelligent Systems*, 29, 1079–1099.
- Chan, K. Y., & Drasgow, F. (2001). Toward a theory of individual differences and leadership: understanding the motivation to lead. *Journal of Applied Psychology*, 86(3), 481–498.
- Chlivickas, E., Papšienė, P., & Papšys, A. (2009). Žmogiškieji ištekliai: strateginio valdymo aspektai. *Verslas, vadyba ir studijos*, 7, 51–65.
- Chuang, C. H., Jackson, S., & Jiang, Y. (2016). Can knowledge-intensive teamwork be managed? Examining the roles of HRM systems, leadership, and tacit knowledge. *Journal of Management*, 42, 524–54.
- Clardy, T., Sarkani, S., & Mazzuchi, T. A. (2017). Preferred Job Competencies of Engineering Leaders in DoD. *Defense ARJ*, 24(4), 682–726.
- Collins, C., & Kehoe, R. (2017). [Examining Strategic Fit and Misfit in the Management of Knowledge Workers](#). *ILR Review*, 70(2), 308–335.
- Collins, J. C., & Smith, K. (2006). Knowledge exchange and combination: The role of human resource practices in the performance of high technology firms. *Academy of Management Journal*, 49, 544–60.
- Cordes-Berszinn, P. (2013). *Dynamic Capabilities: How Organisational Structures Affect Knowledge Processes*. Palgrave Macmillan.
- Cumings, L., & Coryn, C. L. S. (2009). A Job Analysis for K-8 Principals in a Nationwide Charter School System. *Journal of Multidisciplinary Evaluation*, 6 (12), 157–176.
- Doyle, G., Srivastava, S. B., Goldberg, A., & Frank M. C. (2017, August). Alignment at work: Using language to distinguish the internalization and self-regulation components of cultural fit in organizations. Paper presented in the 55th Annual Meeting of the Association for Computational Linguistics.
- Du Preez, R., & Bendixen, M. (2015). The impact of internal brand management on employee job satisfaction, brand commitment and intention to stay. *International Journal of Bank Marketing*, 33 (1), 78–91.
- Foreman, S. K., & Money, A. H. (1995). Internal Marketing: Concepts, Measurement, and Application. *Journal of Marketing Management*, 11, 755–768.
- Foster, C., Punjaisri, K., & Cheng, R. (2010). Exploring the relationship between corporate, internal and employer branding. *Journal of Product and Brand Management*, 19(6), 401–409.
- Garas, S. R. R., Mahran, A. F. A., & Mohamed, H. M. H. (2018). Internal corporate branding impact on employees' brand supporting behaviour. *Journal of Product and Brand Management*, 27 (1), 79–95.
- Gilani, H., & Jamshed, S. (2016). An exploratory study on the impact of recruitment process outsourcing on employer branding of an organisation. *Strategic Outsourcing: An International Journal*, 9(3), 303–323.
- Grimard, C. M., & Cossette, M. (2017). Quick HRM: Using a brief case study to introduce students to HRM. *Developments in Business Simulation and Experiential Learning*, 44, 52–58.
- Herzberg, F. (1957). *Job attitudes: review of research and opinion*. Pittsburgh: Psychological Service of Pittsburgh.
- Hutchinson, S. (2013). Setting the Scene: HRM and Performance. In S. Hutchinson (eds.), *Performance Management: Theory and Practice* (pp. 1–24). CIPD - Kogan Page.
- Jansen, K. J., & Kristof-Brown, A. (2006). Toward a Multidimensional Theory of Person-Environment Fit. *Journal of Managerial Issues*, 18(2), 193–212.
- Janz, T. (1982). Initial comparisons of patterned behavior description interviews versus unstructured interviews. *Journal of Applied Psychology*, 67, 577–582.

- Jiang, K., Lepak, D., Hu, J., & Baer, J. (2012). How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. *Academy of Management Journal*, 55(6), 1264–1294.
- Khoreva, V., & Van Zalk, M. (2016). Antecedents of work engagement among high potential employees. *Career Development International*, 21(5), 459–476.
- Kim, Y., & Ployhart, R. E. (2018). The strategic value of selection practices: antecedents and consequences of firm-level selection practice usage. *Academy of Management Journal*, 61 (1), 46–66.
- Klein, H. J., Molloy, J. C., & Brinsfield, C. T. (2012). Reconceptualising workplace commitment to redress a stretched construct: revising assumptions and removing confounds. *Academy of Management Review*, 37(1), 130–151.
- Knecht, M. (2014). *Diversification, Industry Dynamism, and Economic Performance. The Impact of Dynamic-related Diversification on the Multi-business Firm*. Springer.
- Koenen, A. K., Dochy, F., & Berghmans, I. (2015). A phenomenographic analysis of the implementation of competency-based education in higher education. *Teaching and Teacher Education*, 50, 1–12.
- Kristof-Brown, A. L., & Billsberry, J. (eds.). (2013). *Organizational Fit: Key Issues and New Directions*. Wiley-Blackwell.
- Lepak D. P., Takeuchi, R., & Swart, J. (2011). Aligning human capital with organizations needs, Chapter 13 in Burton Jones, A., Spender, J. C. (Eds.). *The Oxford Handbook of Human Capital*. Oxford: Oxford University Press, 333–358.
- Lepak, D. P., & Snell, S. A. (2007). Employment subsystems and the “HRM architecture“, in Boxall, P., Purcell, J., Wright, P. M. (eds.). *The Oxford Handbook of Human Resource Management*. Oxford: Oxford University Press, 210–230.
- Maheshwari, V., Gunesh, P., Lodorfos, G., & Konstantopoulou, A. (2017). Exploring HR practitioners’ perspective on employer branding and its role in organisational attractiveness and talent management. *International Journal of Organizational Analysis*, 25(5), 742–761.
- Marin-García, J. A., & Tomas, J. M. (2016). Deconstructing AMO framework: a systemic review. *Intangible Capital*, 12(4), 1040-1087. Available on Internet: <http://www.intangiblecapital.org/index.php/ic/article/view/838/574>.
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50, 370–396.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1, 61–89.
- Morgulis-Yakushev, S., Yildiz, H. E., & Feyc, C. F. (2018). When same is (not) the aim: A treatise on organizational cultural fit and knowledge transfer. *Journal of World Business*, 53, 151–163.
- Murphy, K., Torres, E., Ingram, W., & Hutchinson, J. (2018). A review of high performance work practices (HPWPs) literature and recommendations for future research in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 30(1), 365–388.
- Ngo, H. Y., Jiang, C. Y., & Loi, R. (2014). Linking HRM competency to firm performance: an empirical investigation of Chinese firms. *Personnel Review*, 43 (6), 898–914.
- Oladipo, T., Iyamabo, J., & Otubanjo, O. (2013). Employer branding: moulding desired perceptions in current and potential employees. *Journal of Management and Sustainability*, 3(3), 55–65.
- Pavlou, P., & Sawy, O. A. E. (2011). Understanding the Elusive Black Box of Dynamic Capabilities. *Decision Sciences*, 42(1), 239–273.
- Porter, T. H., Riesenmy, K. D., & Fields, D. (2016). Work environment and employee motivation to lead: Moderating effects of personal characteristics. *American Journal of Business*, 31(2), 66–84.
- Porto, U. C. M., Passos, F. U., & Figueiredo, P. S. (2017). Are competencies and corporate strategy aligned? An exploratory study in Brazilian steel mills. *Revista Ibero-Americana de Estrategia - RIAE*, 16(4), 117–132.
- Punjaisri, K., & Wilson, A. (2011). Internal branding process: key mechanisms, outcomes and moderating factors. *European Journal of Marketing*, 45 (9/10), 1521–1537.
- Purcell, J., Kinnie, N., Hutchinson, S., Rayton, B., & Swart, J. (2003). *Understanding the people and performance link: Unlocking the black box*. London: CIPD.
- Rekašienė, R., & Sudnickas, T. (2014). Kompetencijų modelio kūrimas ir taikymo perspektyvos Lietuvos valstybės tarnyboje. *Public Policy and Administration*, 13 (4), 590–600.
- Roos, G. (2017). Knowledge management, intellectual capital, structural holes, economic complexity and national prosperity. *Journal of Intellectual Capital*, 18(4), 745–770.
- Russo, G. (2017). Job Design and Skill Development in the Workplace, in Polachek, S. W., Pouliakas, K., Russo, G., Tatsiramos, K. (eds.), *Skill Mismatch in Labor Markets* (Research in Labor Economics, Volume 45) (pp. 409–445). Emerald Publishing Limited.
- Sahoo, Ch. K., Das, S., & Sundaray, B. K. (2011). Strategic human resource management: exploring the key drivers. *Employment Relations Record*, 11 (2), 18–32.
- Sahu, S., Pathardikar, A., & Kumar, A. (2018). Transformational leadership and turnover: Mediating effects of employee engagement, employer branding, and psychological attachment. *Leadership and Organization Development Journal*, 39(1), 82–99.
- Sanghi, S. (2016). *The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations*. 3rd ed. California: SAGE.
- Schumpeter, J. A. (1934). *The theory of economic development*. Cambridge, MA: Harvard University Press.

- Scrima, F., Stefano, G. D., Guanaccia, C., & Lorito, L. (2015). The impact of adult attachment style on organizational commitment and adult attachment in the workplace. *Personality and Individual Differences*, 86, 432–437.
- Snell, S. A., Shadur, M. A., & Wright, P. M. (2000). Human Resources Strategy: The Era of Our Ways (CAHRS Working Paper #00-17). Ithaca, NY: Cornell University, School of Industrial and Labor Relations, Center for Advanced Human Resource Studies. <http://digitalcommons.ilr.cornell.edu/cahrswp/95>
- Soderquist, K. E., Papalexandris, A., Ioannou, G., & Prastacos, G. (2010). From task-based to competency-based. *Personnel Review*, 39(3), 325–346.
- Somaya, D., Williamson, I. O., & Lorinkova, N. (2008). Gone but not lost: The different performance impacts of employee mobility between cooperators versus competitors. *Academy of Management Journal*, 51, 936–953.
- Stamov-Roßnagel, C., & Biemann, T. (2012). Ageing and work motivation: a task-level perspective. *Journal of Managerial Psychology*, 27(5), 459–478.
- Takey, S. M., & de Carvalho, M. M. (2015). Competency mapping in project management: an action research study in an engineering company. *International Journal of Project Management*, 33(4), 784–796.
- Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic Capabilities and Strategic Management. *Strategic Management Journal*, 18(7), 509–533.
- Teece, D. J. (2007). Explicating Dynamic Capacities: the Nature and Microfoundations of (Sustainable) Enterprise Performance. *Strategic Management Journal*, 28, 1319–1350.
- Thorndike, R. L. (1949). *Personnel selection: test and measurement techniques*. New York, Sydney: Wiley.
- Ton, Z. (2014). *The Good Jobs Strategy: How the Smartest Companies Invest in Employees to Lower Costs and Boost Profits*. New Harvest.
- Van Dinther, M., Dochy, F., & Segers, M. (2016). The contribution of assessment experiences to student teachers' self-efficacy in competence-based education. *Teaching and Teacher Education*, 49, 45–55.
- Van Wijk, R., Van den Bosch, F. A. J., Volberda, H. W., & Heinhuis, S. M. (2005). Knowledge Reciprocity as a Managerial Competence: the Determinants of Reciprocity of Knowledge Flows in Internal Network Forms of Organizing. *Research in Competence-Based Management*, 2, 117–140.
- Wijnia, L., Kunst, E. M., Van Woerkom, M., & Poell, R. F. (2016). Team learning and its association with the implementation of competence-based education. *Teaching and Teacher Education*, 56, 115–126.
- Wiley, C. (1997). What motivates employees according to over 40 years of motivation surveys. *International Journal of Manpower*, 18(3), 263–280.
- Worawichayavongsa, W., Wiele, P. V., & Bennet, A. (2017, December 7-8). Mindfulness to enable Success of the 21st Century Knowledge Worker, In: Tsui, E., Cheung, B. (eds.) Proceedings of the 14th International Conference on Intellectual Capital and Knowledge Management and Organisational Learning. 346–353.
- Xie, C., Bagozzi, R., & Meland, K. (2015). The impact of reputation and identity congruence on employer brand attractiveness. *Marketing Intelligence and Planning*, 33(2), 124–146.
- Zhang, X. (2018). Knowledge Management System Use and Job Performance: A Multilevel Contingency Model. *MIS Quarterly*, 41(3), 811–840.