Economics & Business Management
ISSN Print: 3079-5214
ISSN Online: 3079-5222
https://doi.org/10.63313/EBM.9223

Proposed Onboarding Intervention Program To Support Work Adjustment of New Employees In E-Commerce Enterprises In Xiamen, China

Ling Huang*. Irene H. Maralit
Batangas State University, Batangas City, Philippines
Email: 23-59052@g.batstate-u.edu.ph

How to cite this paper: Huang, L., & Maralit, I. H. (2026). Proposed Onboarding Intervention Program To Support Work Adjustment of New Employees In E-Commerce Enterprises In Xiamen, China. Economics & Business Management, 7(1), 32–43. ISSN Print: 3079-5214, ISSN Online: 3079-5222.
https://doi.org/10.63313/EBM.9223
Published: 2026-09-03

Copyright © 2026 by author(s) and Erytis Publishing Limited.
This work is licensed under the Creative Commons Attribution International License (CC BY 4.0).
http://creativecommons.org/licenses/by/4.0/

Abstract

This study aimed to examine the mediating roles of self-efficacy, job satisfaction, and resilience in the relationship between person-organization fit and employee work adjustment among new employees in e-commerce enterprises in Xiamen, China. The study employed a quantitative-descriptive research design. Data were collected from 384 new employees of selected e-commerce enterprises in Xiamen, China, who had been working in their respective organizations for 3–12 months. The data were analyzed using appropriate descriptive and inferential statistical techniques. The findings revealed that new employees demonstrated high employee work adjustment, moderately high person-organization fit, low self-efficacy, slightly low job satisfaction, and slightly high resilience. Moreover, results showed that person-organization fit significantly affects employee work adjustment. Self-efficacy and resilience significantly mediated the relationship between person-organization fit and employee work adjustment, whereas job satisfaction did not. Self-efficacy also significantly mediated the relationship between person-organization fit and resilience but did not mediate the relationship between person-organization fit and job satisfaction. Furthermore, resilience significantly mediated the relationship between self-efficacy and employee work adaptation, whereas job satisfaction did not. Based on these findings, an onboarding intervention program was proposed to support the employee work adjustment of new employees in e-commerce companies in Xiamen, China.

Keywords

Self-Efficacy; Job Satisfaction; Resilience; Person-Organization Fit; Employee Work Adjustment

1. Introduction

The e-commerce industry has expanded rapidly alongside digitalization and the increasing reliance on online platforms. This growth has created greater demand for employees who can support technological innovation, business operations, customer service, and organizational development. As competition intensifies,

e-commerce enterprises must not only improve operational efficiency but also attract, develop, and retain employees who can adapt effectively to changing work environments. Thus, human resources have become an important factor in sustaining competitiveness in the industry.

In China, e-commerce has become an important component of the digital economy, characterized by rapid technological development, continuous innovation, and increasing market competition. Xiamen, as a major economic and commercial hub in southeastern China, has developed a growing e-commerce sector, particularly among small and medium-sized enterprises. The city's digital economy is expected to remain an important driver of economic development, with government initiatives supporting continued digital transformation. These developments are likely to increase the demand for employees who can adapt to evolving technologies, business processes, and organizational requirements.

For newly hired employees, adjustment involves more than learning assigned tasks. They must become familiar with organizational culture, workplace norms, communication patterns, interpersonal relationships, performance expectations, and management practices. This adjustment is particularly important in e-commerce enterprises, where changing technologies, customer expectations, and business processes require employees to adapt within a relatively short period. The 2024 China E-commerce Talent Status Survey Report identified personnel stability and normalized recruitment as major characteristics of talent demand in e-commerce enterprises, highlighting the importance of maintaining a stable and capable workforce. The issue is also evident among participating e-commerce enterprises in Xiamen. According to HR managers included in the study, newly hired employees commonly experience difficulties related to organizational culture, unfamiliar business processes, role expectations, communication, and organizational support. The participating companies reported a 16.82% turnover rate among new hires associated with these adjustment-related concerns. These observations establish employee work adjustment as a relevant organizational issue while providing a context for examining individual and organizational factors that may explain differences in adjustment.

One factor that may influence employee work adjustment is Person-Organization Fit (P-O Fit), which refers to the compatibility between an individual and an organization in terms of values, needs, and abilities. Despite the growing importance of e-commerce in Xiamen, the mechanisms through which P-O Fit contributes to the work adjustment of new employees remain insufficiently examined. In particular, limited attention has been given to whether self-efficacy, resilience, and job satisfaction explain the relationship between P-O Fit and Employee Work Adjustment. Therefore, this study examines the effect of P-O Fit on Employee Work Adjustment among new employees in e-commerce enterprises in Xiamen, China, with particular attention to the mediating roles of self-efficacy, job satisfaction, and

resilience.

2. LITERATURE REVIEW

2.1. Person-Organization Fit and Employee Work Adjustment

Person-organization fit (P-O fit) refers to the compatibility between an individual's values, beliefs, goals, and characteristics and those of the organization. Harel (2022) described P-O fit as the congruence between an individual's values and beliefs and an organization's values, mission, and ethics. Similarly, Moffat (2023) characterized P-O fit as the compatibility of values, attitudes, and beliefs between employees and organizations. Such compatibility may contribute to favorable employee attitudes and behaviors, including organizational commitment, job satisfaction, and job performance.

Employee work adjustment refers to an individual's ability to adapt effectively to working conditions, supervisors, colleagues, and the work environment (Na-nan, 2019). For newly hired employees, adjustment involves becoming familiar with responsibilities, organizational expectations, workplace relationships, and established practices. Tyler (2023) further viewed work adjustment from a person-environment perspective, emphasizing the importance of compatibility between employees and their work environments. Thus, P-O fit may be particularly relevant during organizational entry because perceived compatibility can facilitate employees' understanding of their roles and their integration into the workplace.

Empirical studies provide support for the relationship between P-O fit and employee work adjustment. Wongsuwan and Na-Nan (2022) found that P-O fit significantly affected employee work adjustment, with employees reporting stronger organizational fit demonstrating higher levels of adjustment. The findings suggest that employees who perceive greater compatibility with their organizations may experience fewer difficulties in responding to workplace demands and may adjust more effectively to organizational conditions.

This relationship is also supported by research focusing specifically on newcomers. Takeutichi et al. (2020) found that pre-entry career maturity was associated with post-entry adjustment outcomes through employees' perceptions of P-O fit at organizational entry. Their findings further indicated that the effectiveness of supervisor and coworker support in enhancing newcomer adjustment varied according to employees' perceptions of P-O fit. This suggests that organizational compatibility may shape how newly hired employees interpret and respond to the support and resources available in their work environment.

Recent research further indicates that P-O fit is associated with favorable employee experiences. Wnuk and Chudzicka-Czupata (2026) reported that P-O fit was associated with a reduced likelihood of employees considering alternative employment and with greater perceptions of meaning in work. Yuan-Liao (2021) likewise found that P-O fit was positively associated with job satisfaction, career

satisfaction, and job involvement. Collectively, these findings suggest that when employees perceive alignment between themselves and their organizations, they may develop stronger organizational identification, more positive work attitudes, and greater capacity to adapt to their work environment.

2.2. Self-Efficacy, Resilience, Job Satisfaction, and Employee Work Adjustment

Self-efficacy refers to an individual's belief in their ability to perform behaviors and achieve desired outcomes (Cherry, 2026; Lopez-Garrido, 2026). Drawing from Social Cognitive Theory, self-efficacy influences how individuals approach tasks, respond to challenges, and persist when difficulties arise. In the workplace, employees with stronger self-efficacy may be more confident in performing unfamiliar tasks and managing new responsibilities. This may be particularly important for newly hired employees who are still developing familiarity with organizational procedures and expectations.

Resilience refers to the capacity to recover from adversity, adapt to challenging circumstances, and maintain effective functioning despite difficulties (Sutton, 2019; Woods, 2026). During organizational entry, employees may encounter uncertainty, unfamiliar responsibilities, performance expectations, and interpersonal challenges. Resilience may therefore enable new employees to recover from setbacks and continue functioning effectively while adapting to their new work environment.

Job satisfaction reflects employees' overall evaluation and emotional response to their jobs (Hoffman-Miller, 2019). It may be influenced by the extent to which work conditions meet employees' needs and expectations, including compensation, job security, organizational culture, recognition, career opportunities, autonomy, and workplace relationships (Vojnovic, 2024). Employees who experience greater job satisfaction may develop more positive attitudes toward their work and organization, which may facilitate their integration into the workplace.

Previous research provides empirical support for the relevance of these three variables to employee work adjustment. Wongsuwan and Na-Nan (2022) found that self-efficacy, resilience, and job satisfaction were related to employee work adjustment. The findings suggest that employees who possess greater confidence in their capabilities, greater capacity to recover from workplace difficulties, and more positive attitudes toward their jobs may be better able to adjust to organizational demands.

The relationship between self-efficacy and work-related outcomes is further supported by Abun et al. (2021), who found that self-efficacy was associated with positive dimensions of work performance, particularly task and contextual performance. More recently, Gao et al. (2026) reported that self-efficacy was an important individual resource in explaining work adaptation among newly graduated nurses in China. Employees with stronger self-efficacy were better

positioned to navigate unfamiliar responsibilities, establish workplace relationships, and understand organizational expectations. These findings are particularly relevant to newly hired employees because organizational entry requires individuals to apply their capabilities in unfamiliar situations.

Resilience may similarly contribute to successful adjustment by helping employees cope with workplace difficulties. Sutton (2019) emphasized that resilience involves flexibility, emotional regulation, optimism, and the ability to maintain well-being despite adversity. In organizational contexts, these capacities may enable employees to respond constructively to challenges rather than becoming overwhelmed by them. Thus, resilience may serve as an important individual resource during the transition into employment.

Job satisfaction may also be associated with adjustment because employees' evaluations of their work environment can influence their attitudes and experiences within the organization. Xiao et al. (2021), examining person-environment fit among medical professionals in Shanghai, found that person-job fit and person-group fit were positively associated with job satisfaction. Their findings indicate that employees who perceive greater compatibility with their work environment are more likely to experience positive evaluations of their jobs. Similarly, Soemadi (2022) found a relationship between self-efficacy, work engagement, and job satisfaction, suggesting that employees who believe in their capabilities may become more engaged in their work and subsequently develop more favorable work attitudes.

2.3. Mediating Mechanisms

The literature suggests that P-O fit may influence employee work adjustment not only directly but also through psychological and attitudinal mechanisms. When employees perceive compatibility between their personal characteristics and organizational values, they may develop greater confidence in their ability to perform their responsibilities, experience more favorable attitudes toward their jobs, and become better equipped to cope with workplace difficulties.

Self-efficacy is one potential mechanism through which P-O fit may influence employee outcomes. Xing and Wu (2026) found that P-O fit was positively associated with self-efficacy, competence, and job satisfaction. Their findings further indicated that self-efficacy and competence may explain the relationship between P-O fit and job satisfaction. This suggests that employees who perceive greater organizational compatibility may develop stronger beliefs in their capabilities, which may subsequently contribute to positive work-related outcomes.

Kuncoro and Putranta (2024) similarly reported positive relationships among person-job fit, self-efficacy, job satisfaction, and job performance. Their findings indicate that employees whose characteristics are compatible with organizational expectations may have greater confidence in their ability to perform their

responsibilities and may consequently experience more favorable work attitudes. These findings provide support for considering self-efficacy as a psychological mechanism linking organizational fit with employee outcomes.

The relationship between self-efficacy and resilience is also supported by Huang et al. (2024), who found that perceived organizational support was positively associated with resilience and that general self-efficacy significantly mediated this relationship. This finding suggests that organizational conditions may strengthen resilience partly by enhancing employees' confidence in their ability to manage difficult situations. In the context of the present study, employees who perceive greater compatibility with their organization may similarly develop stronger self-efficacy, which may help them remain persistent and adaptive when encountering workplace challenges.

Job satisfaction represents another potential mediating mechanism. P-O fit may contribute to job satisfaction because employees who perceive alignment between their values, expectations, and organizational characteristics may evaluate their work more positively. Xiao et al. (2021) found that person-environment fit was positively associated with job satisfaction, while Yuan-Liao (2021) reported that P-O fit was positively associated with job satisfaction, career satisfaction, and job involvement. These findings provide empirical support for the possibility that organizational fit may influence employee outcomes through positive work attitudes.

However, the relationship between P-O fit and job satisfaction may vary across contexts. Ghetta et al. (2020) found that person-environment fit and job satisfaction were related, but the relationship was not entirely straightforward. Their findings indicate that the association may depend on the specific dimensions and operationalization of fit. This suggests that job satisfaction should be examined empirically as a potential mediator rather than treated as an automatic consequence of P-O fit.

The potential mediating roles of self-efficacy, resilience, and job satisfaction are further supported by Wongsuwan and Na-Nan (2022), who found that these variables mediated the relationship between P-O fit and employee work adjustment. Their findings provide a basis for examining whether employees' perceptions of organizational compatibility translate into improved adjustment through enhanced psychological capabilities and more positive work attitudes.

The relationship between self-efficacy and employee work adjustment may likewise operate through resilience and job satisfaction. Employees with strong self-efficacy may approach unfamiliar work demands with greater confidence, become more engaged in their responsibilities, and develop stronger capacity to cope with setbacks. Soemadi (2022) provides evidence of the relationship between self-efficacy, work engagement, and job satisfaction, while Priyadharsan and Saravanabawan (2025) highlighted the potential role of job satisfaction in the

relationship between self-efficacy and job performance. These findings suggest that self-efficacy may influence subsequent work-related outcomes through psychological and attitudinal processes.

Based on the foregoing literature, the study proposes the following hypotheses:

H1: Self-efficacy, job satisfaction, and resilience mediate the relationship between person-organization fit and employee work adjustment.

H2: Self-efficacy mediates the relationship between person-organization fit and job satisfaction and resilience.

H3: Job satisfaction and resilience mediate the relationship between self-efficacy and employee work adjustment.

3. MATERIALS AND METHODS

3.1. Research Design

The researcher deemed descriptive correlation research as the most appropriate research design for this study. It comprises performing a comparison or contrast and attempting to uncover relationships between existing variables that have not been altered in any manner. In this study, the descriptive-correlational research design enabled the researcher to systematically describe the variables and examine the relationships among them in their natural setting. Since no experimental manipulation was involved, the study was able to measure and establish the degree of association between the variables objectively. Therefore, this research design provided a suitable framework for describing the variables and determining the nature and extent of their relationships.

3.2. Respondents of the Study

The respondents of the study involved the new employees of e-commerce companies located in Xiamen City, Fujian Province, China. The new employees are the ones who switched from other companies to their current company and have been working there for about 3-12 months. They are still in the process of adapting to the organizational environment and work, and their psychological state, attitude, feelings, and cognition are still in the early stages of construction. Therefore, they are ideal interviewees for evaluating the personal fit between employees and the organization, as well as their work adaptation. The total number of e-commerce enterprises in Xiamen is 572. Using the Raosoft calculator, the sample size equivalent to 384 was determined with a margin of error of 2.87 percent. In order to ensure the comprehensiveness and representativeness of the data, this study adopted a simple random sampling method to select the e-commerce company with new employees as the subject of the study. New employees were randomly selected and prequalified from e-commerce enterprises in Xiamen.

3.3. Data Gathering Instrument

The researcher used a researcher-made questionnaire in order to gather the data needed. The first part consists of the description of the employee work adjustment. On the other hand, the second part includes the assessment of the person-organization fit. Moreover, the third and last part of the questionnaire includes the assessment of self-efficacy, job satisfaction, and resilience. Content validity was established through expert review of the adviser, the set of panels, and the chairperson to confirm that the researcher-made questionnaire adequately represents all of the constructs for the variables. After review, the researcher conducted a dry run.

On the other hand, the researcher used a rating and a 6, 5, and 4 point Likert scale in order for the respondents to assess the different variables used in this study. The use of different rating scales was based on the original structure of the validated instruments from which the questionnaires were adapted. Rather than imposing a single scale across all variables, the researcher retained the respective response formats of the sources of the researcher-made questionnaire to maintain consistency with their established measurement procedures and intended interpretation.

3.4. Data Gathering Instrument

In order to gather the data, the researcher first acquired the list of e-commerce companies in the city of Xiamen, located in Fujian Province in China. After acquiring the list, a wheel of names was used in order to select the companies that will be used as the subject of the study. After this, with the approval of business owners, the researcher contacted the human resources departments of the selected companies. With their assistance, the study identified the respondents of the study which are the new employees of the selected e-commerce enterprises. One new employee per company participated in answering the survey questionnaire. They are pre-qualified respondents who are identified as a new employee with 3-12 months tenure in the company. Before distributing the questionnaires, informed consent was obtained from the participants, and they were assured of anonymity and confidentiality throughout the study. The questionnaires were then distributed to the participants for completion. After the researchers collected the completed questionnaires, they carefully organized, coded, and analyzed the responses to ensure the authenticity and validity of the data.

3.5. Statistical Treatment of Data

The data collected in this study were analyzed using appropriate statistical tools in order to measure, assess, and interpret the relationships among the study variables. Mean and standard deviation was used to assess the variables of the study. These descriptive statistics summarize the level of each variable. On the other hand, structural equation models allow the simultaneous analysis of multiple

relationships and mediating effects among latent variables. It also enables the assessment of both direct and indirect effects within a single model, making it suitable for testing the research framework.

4. Results and Discussion

Table 1. Effect of Employee Work Adjustment to Person-organization Fit

Employee Work Adjustment	**B**	**Std. Error**	**t-value**	**p-value**	**Decision on H_0**	**Interpretation**
Constant	1.6819	0.1324	12.6984	<.0001	Reject	Significant
Person-Organization Fit	0.5346	0.0359	14.9102	<.0001	Reject	Significant Effect
Model Summary:	R=	0.6065	R^2 =	0.3679		

Table 1 presents the significant effect of person-organization fit on employee work adjustment. The findings revealed a significant effect, with a p-value of <.0001. This indicates that new employees tend to adjust more easily when their personal values, expectations, and beliefs are aligned with those of the organization. Such alignment may strengthen their sense of belonging, help them understand organizational expectations, and facilitate positive relationships with colleagues and supervisors. Thus, person-organization fit contributes to a smoother adjustment to new roles and workplace demands. The findings revealed that self-efficacy and resilience significantly mediate this relationship, with a p-value of <.0001. This suggests that when new employees perceive compatibility between themselves and the organization, they may develop greater confidence in performing their responsibilities and greater capacity to cope with workplace challenges. These psychological resources can help employees manage unfamiliar situations and adapt more effectively to their new work environment.

Table 2. Mediating role of self-efficacy, job satisfaction and resilience to the effect of person-organization fit to employee work adjustment

Path					**B**	**Std. Error**	**z-value**	**p-value**	**Decision on Ho**	**Interpretation**
POF	⇒	*SE*	⇒	*EWA*	*0.1131*	*0.0198*	*5.7082*	*<.0001*	*Reject*	*Mediate*
POF	⇒	*JS*	⇒	*EWA*	*0.0021*	*0.0026*	*0.8057*	*0.4204*	*Failed to Reject*	*Does not mediate*
POF	⇒	*R*	⇒	*EWA*	*0.1382*	*0.0226*	*6.1118*	*<.0001*	*Reject*	*Mediate*

Table 2 hows that resilience mediates the relationship between person-organization fit and employee work adjustment. This indicates that when new employees perceive compatibility with their organization, they may become better able to cope with difficulties, recover from setbacks, and remain persistent during the transition to their new roles. Thus, resilience serves as an important psychological resource that facilitates adjustment to workplace demands and challenges. In contrast, job satisfaction does not mediate the effect of person-organization fit on employee work

adjustment, with a p-value of 0.4204. This suggests that although compatibility with the organization may influence employees' satisfaction, job satisfaction does not significantly explain how person-organization fit contributes to adjustment among newly hired employees.

Table 3. Mediating role of self efficacy to the effect of person-organization fit to job satisfaction and resilience.

Path					B	Std. Error	z-value	p-value	Decision on Ho	Interpretation
POF	⇒	*SE*	⇒	*JS*	*0.0055*	*0.0075*	*0.7294*	*0.4658*	*Failed to Reject*	*Does not mediate*
POF	⇒	*SE*	⇒	*R*	*0.1016*	*0.027*	*3.7611*	*0.0002*	*Reject*	*Mediate*

Table 3 presents the mediating role of self-efficacy in the relationship between person-organization fit and job satisfaction and resilience. The findings revealed that self-efficacy significantly mediates the effect of person-organization fit on resilience, with a p-value of 0.0002. This indicates that when new employees perceive greater compatibility between their values, abilities, and expectations and those of the organization, they may develop stronger confidence in performing their responsibilities. In contrast, self-efficacy does not mediate the effect of person-organization fit on job satisfaction, with a p-value of 0.4658. This suggests that employees' confidence in performing their tasks does not significantly explain their overall job satisfaction. While self-efficacy focuses on one's belief in the ability to perform tasks and overcome challenges, job satisfaction reflects broader evaluations of the job, which may also be influenced by compensation, workload, working conditions, organizational support, and other workplace factors.

Table 4. Mediating role of self efficacy to the effect of person-organization fit to job satisfaction and resilience.

Path					B	Std. Error	z-value	p-value	Decision on H_o	Interpretation
SE	⇒	*JS*	⇒	*EWA*	-0.0004	0.0028	-0.1565	0.8757	Failed to Reject	Does not mediate
SE	⇒	*R*	⇒	*EWA*	0.1645	0.0252	6.5364	< .0001	Reject	Mediate

Table 4 presents the mediating roles of job satisfaction and resilience in the relationship between self-efficacy and employee work adjustment. The findings revealed that resilience significantly mediates the effect of self-efficacy on employee work adjustment, with a p-value of <.0001. This indicates that employees' confidence in their ability to perform their responsibilities and overcome challenges contributes to their adjustment partly through their ability to remain resilient. For newly hired employees, self-efficacy may strengthen their persistence and flexibility when dealing with unfamiliar tasks and workplace difficulties, thereby facilitating their adjustment to the organization. In contrast, job satisfaction does not mediate the effect of self-efficacy on employee work adjustment, with a p-value of 0.8757.

This suggests that employees' confidence in performing their responsibilities does not necessarily translate into better work adjustment through job satisfaction. As new employees are still becoming familiar with their roles and may have limited experience with organizational benefits and practices, their adjustment may depend more on their perceived ability to perform tasks, learn their responsibilities, and manage workplace challenges than on their overall job satisfaction. These findings suggest that during the early stages of employment, self-efficacy may contribute to adjustment primarily through employees' ability to perform, learn, and interact effectively rather than through job satisfaction.

Acknowledgements

The researcher sincerely expresses her gratitude to the dissertation advisors, panel members, faculty, survey respondents, classmates, and friends for their valuable guidance, insightful feedback, encouragement, participation, and support throughout the research process. Special appreciation is extended to the family and husband for their unconditional love, sacrifices, and unwavering support, which served as a constant source of motivation. Finally, the researcher gratefully acknowledges everyone who, in any capacity, contributed to the successful completion of this study.

References

[1] Abun, D., Nicolas, M. T., Apollo, E. P., Magallanes, T., & Encarnacion, M. J. (2021, October 21). Employees' self-efficacy and work performance of employees as mediated by work environment. INTERNATIONAL JOURNAL OF RESEARCH IN BUSINESS AND SOCIAL SCIENCE, 10(7), 1-15.

[2] Biscontini, T. (2023). Theory of Work Adjustment (TWA) | Psychology | Research Starters. EBSCO. Retrieved August 5, 2026, from https://www.ebsco.com/research-starters/psychology/theory-work-adjustment-twa

[3] Cherry, K. (2026, April 30). Self Efficacy and Why Believing in Yourself Matters. Verywellmind. https://www.verywellmind.com/what-is-self-efficacy-2795954

[4] Gao, S., Zhang, J., & Peng, Y. (2026, January 22). Work Environment, Self-Efficacy, and Organizational Identity Predict Work Adaptation in NGNs: A Latent Profile Analysis. Sage Open, 16(1). https://doi.org/10.1177/21582440251410321

[5] Harel, A. (2022, March 28). How Hiring for Person Organization Fit Can Improve Profits and Productivity. Vervoe. https://vervoe.com/person-organization-fit/

[6] Hoffman-Miller, P. (2019). Job satisfaction | Business and Management | Research Starters. EBSCO. Retrieved August 6, 2026, from https://www.ebsco.com/research-starters/business-and-management/job-satisfaction

[7] Huang, H., Su, Y., Liao, L., Li, R., & Wang, L. (2024, June). Perceived organizational support, self-efficacy and cognitive reappraisal on resilience in emergency nurses who sustained workplace violence: A mediation analysis. Journal of Advanced Nursing, 80, 2379-3391. https://doi.org/10.1111/jan.16006

[8] Kuncoro, P. D., & Putranta, M. P. (2024, August 26). The Effect of Person-Job Fit, Job Satisfaction, and Self-Efficacy on Job Performance (Study on the Indonesian Experiential Learning Association). International Journal of Research and Innovation in Social Science, 8(7). https://dx.doi.org/10.47772/IJRISS.2024.807263

[9] Lopez-Garrido, G. (2026, July 27). Self-Efficacy: Bandura's Theory Of Motivation In

Psychology. Simply Psychology. Retrieved August 6, 2026, from https://www.simplypsychology.org/self-efficacy.html

[10] Na-nan, K. (2019, August 30). Employee work adjustment scale for small and medium-sized enterprises in Thailand. Quality and Reliability Management, 36(8), 1284-1300.

[11] Soemadi, R. (2022, 3 September). The Role of Self-Efficacy on Job Satisfaction through Work Engagement for Automotive Company Employees. International Journal of Social and Management Studies, 3(5). https://doi.org/10.5555/ijosmas.v3i5.233

[12] Sutton, J. (2019, January 3). What Is Resilience & Why Is It Important to Bounce Back? Positive Psychology. Retrieved August 6, 2026, from https://positivepsychology.com/what-is-resilience/

[13] Takeutichi, T., Takeutichi, N., & Jung, Y. (2020, December 28). Toward a process model of newcomer socialization: Integrating pre- and post-entry factors for newcomer adjustment. Human Resource Development Quarterly, 32(3), 391-418. https://doi.org/10.1002/hrdq.21420

[14] Wnuk, M., & Chudzicka-Czupata, A. (2026, January 29). Person-organization fit and turnover intention: the mediating role of meaning in work and moderating effect of independence ethical climate among polish employees. Organizational Psychology. https://doi.org/10.3389/fpsyg.2026.1757699

[15] Wongsuwan, N., & Na-nan, K. (2022, September 19). Mediating Effects of Self-Efficacy, Resilience and Job Satisfaction on the Relationship between Person–Organisation Fit and Employee Work Adjustment. Sustainability, 14(18).

[16] Woods, T. (2026, June 3). What Creates Resilience. Psychology Today. Retrieved August 6, 2026, from https://www.psychologytoday.com/us/basics/resilience

[17] Xing, L., & Wu, X. (2026). Influence of person-organization fit on job satisfaction among pre-service preschool teachers of China: Mediation of teaching self-efficacy and perceived teacher competence. Plos One, 21(6). https://doi.org/10.1371/journal.pone.0351149

[18] Vojnovic, B. (2024, August 15). What is job satisfaction, and why is it important? HeartCount. https://heartcount.com/employee-engagement/job-satisfaction/

[19] Yuan-Liao, P. (2021, August 13). Linking Proactive Personality to Well-Being: The Mediating Role of Person-Environment Fit. Sage Journals. https://doi.org/10.1177/21582440211040118

[20] Mnich, K. (2025, May 14). Why Job Satisfaction Matters (More Than You Think). Positive Psychology. Retrieved August 6, 2026, fromhttps://positivepsychology.com/job-satisfaction/#why-job-satisfaction-matters-for-mental-health-and-wellbeing