

Influence of Person-environment Fit on Work Passion of University Graduates

Ruiqing Liu¹ & Sarana Photchanachan²

¹ Ph. D Candidate, Management, School of Management, Shinawatra University, Thailand

² Management, School of Management, Shinawatra University, Thailand

Correspondence: Ruiqing Liu, Management, School of Management, Shinawatra University, Thailand.

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Abstract

At present, low passion for work is a difficult problem in human resource management. This paper breaks the research inertia of scholars in dissecting the relationship between fit and passion for work from the perspective of multiple conflicts, and explores the relationship between person-environment fit and the influence of different fit on passion for work. Through the investigation of 402 university graduates of different levels, the results show that: person-organizational fit, person-job fit, person-leader fit and harmonious work passion, obsessive work passion are positively correlated. The results of this paper provide a new explanation for the generation of work enthusiasm and provide practical guidance for solving the management problem of low work enthusiasm.

Keywords: person-organization fit, person-job fit, person-leader fit, harmonious work passion, obsessive work passion

1. Introduction

Passion is a strong form of emotion. People in the control of passion, often can maximize the creative potential. In the era of Internet + highly challenging and complex jobs continue to emerge, which especially require employees' passion for work to be completed innovatively. Human resource management practice shows that in order to obtain the desired good performance, enterprises are constantly improving the "fit" between the organization and employees, whether in the recruitment link or in the personnel allocation link, enterprises need to give full consideration to the "fit" between the employee and the organization. From the perspective of the organization, it is hoped that by making employees "fit" with the organization, the work passion of employees will be promoted to promote their creativity. From the perspective of employees themselves, the "fit" environment the organization tries its best to provide for them can just meet the fit between them and the requirements of the organization, so that employees are more fond of their work, so it is easy to make employees in a state of being motivated by the work and the environment.

In China, with the continuous enrollment expansion of colleges and universities, college graduates born in the 1990s continue to enter the workplace and will soon become the main body of the workplace. According to the survey and statistics on the work performance of post-90s employees, they not only regard work as a means of making a living, but more for the realization of their life value. They are increasingly looking for a sense of self and whether they can find a platform for their career development in organizations. So can person-environment fit bring about the improvement of the work passion of new university student employees? Is it of positive significance to the organization's innovation? Analyzing the previous research, the research on university graduates' passion for work is still relatively lacking. In view of this situation, it is necessary to explore the differences between the person-environment fit and the work passion of university graduates.

2. Theory and Hypotheses

Personal - environment fit is refers to the individual's harmony with work environment, this kind of harmony is not only on the surface of a behavior, such as the staff to be able to in accordance with the rules and regulations of enterprise to do things step by step, finish the assigned tasks, between employees get along, but dominate the behavior psychological harmony (Vogel, 2009). Only in the personality, interests, culture, values and other aspects of the work done, the organization environment in coordination, will have the motivation to contribute. On the contrary, if peoples can not fully recognize the working environment, can not really integrate into this

environment, then the work is easy to produce negative emotions.

Kristof (1996) divides person-environment fit into person-job fit, person-organization fit, person-sex fit and person-leader fit according to different levels of environment, in recent years, More and more scholars are engaged in the research of person-environment fit, among which person-organization fit and person-job fit are studied the most. On the basis of these two kinds of fit, this paper will conduct related research on person-leader fit. The hypothesis of this paper is deduced based on the previous research.

2.1 Person-organization Fit and Work Passion

As an important aspect of person-environment fit, person-organization fit refers to the compatibility and consistency of individual characteristics and organizational characteristics (Kristof,1996),it is a multidimensional concept. On this basis, Cable and Judge (1994) further refined the complementary fit into work requirement and capability fit, demand and supply fit, and thus proposed the three-dimensional structure of person-organization fit. person - organization fit has attracted the attention of many beginners at home and abroad since it was proposed. The outcome variables are mostly reflected in the work attitude and performance of individuals, such as improving job satisfaction (Tong Xia and Wang Shunhong, 2018), organizational commitment (Straatmannetal, 2017), innovative behavior (Afsar & Badir, 2015), etc.

Passion is an individual's psychological tendency towards an activity that he likes and thinks is important. Passion for work is an attitude towards work that includes emotional and cognitive factors. The definition of passion for work comes from Vallerand (2003, 2007), who defined of passion for work on the basis of passion for activity based on the theory of self-determination. In this paper, the work passion is defined as an employee's work attitude with a strong inclination. It is usually divided into two forms by scholars: harmonious working passion and obsessive working passion. At work, concordant work passion means that an employee loves his or her job because he or she enjoys doing it, rather than because of results-oriented work pressure. They value work, but they don't see it as the entirety of their lives and don't let it conflict with the rest of their lives. Instead, obsessive passion is work or work stress, namely value work because employees itself exists a certain pressure, the pressure may be rooted in their pursuit of relative to their sense of superiority, or is recognized by their praise at work, etc., which, in turn, will make the employees have to maintain a high level of enthusiasm to maintain personal reputation and self worth.

Passion for work itself is not a new concept, however, in the field of empirical research, it is a concept that has been poorly studied. Nyambegera (2001) conducted an empirical study on the variable relationship between person-organization fit and work passion, and the results showed that person-organizational fit was an important antecedent variable to predict employees' work passion. Few empirical studies have found that person-organizational fit directly affects employees' work passion, but relevant studies show that person-organizational fit is indeed an important antecedent variable of work passion. For example, Mueller et al. (2017) argue that the consistency of values is an antecedent variable leading to the passion.

Based on the above analysis, this paper proposes the following hypotheses:

H1: Person-organizational fit has a significant impact on harmonious work passion.

H2: Person-organizational fit has a significant impact on obsessive work passion.

2.2 Person-job Fit and Work Passion

Person-job fit is most often measured by the ability to perform a job. Especially in the selection process, recruiters often judge whether the candidate is suitable for the position based on knowledge, skills and abilities (Kristof - Brown, 2000). According to Holland's theory of type of career interest, different types of people have different needs for life and work. In order to meet these needs, people will seek jobs that are in line with their characteristics. This mutual relationship is called fit. The more consistent the individual's characteristics are with the job characteristics, the better the job-related results will be (e.g., passion for work). Passion, as a strong emotion, stimulates the individual's strong potential, for which the individual is willing to pay a lot of time and energy. In the workplace, too, employees' passion for their work plays a role. American economist Robbins once made a study, found that in the workplace, the value of people is composed of the product of human capital, work passion and work ability, which means that the weakening of work passion will reduce the value of individuals by many times. According to the existing research results, we can also see that harmonious passion can bring a large number of positive emotions, not only can promote the individual's mental focus, but also predict the decrease of burnout and dissatisfaction. Hu Yiting (2005) studied the impact of person-organizational fit and person-job fit on work attitude, and concluded that person-organizational fit and person-job fit had a positive impact on work passion. Cable and DeRue (2002) believed that in the match between demand and

supply of , when employees' personal demand can be rewarded in work, or the things provided by work can meet employees' expectations, employees are easy to achieve psychological satisfaction and have high enthusiasm for work. On the contrary, if employees fail to meet their ideals from work, they will have a low passion for work due to their unsuitable intuition in work (Liao Weizhi, 2008). When an individual is passionate about his work, he will put more time and energy into it, because work is of great significance to him. Based on the above analysis, the following hypotheses are proposed in this paper:

H3: person-job fit has a significant impact on harmonious work passion.

H4: person-job fit has a significant impact on obsessive work passion.

2.3 Person-leader Fit and Work Passion

Houliortand Vallerand (2013) analyzed two related factors, how leadership style and organizational culture affect work enthusiasm. Leaders have a huge impact on their followers and can be role models for their employees. Leaders have a huge impact on the definition of vision, mission, and organizational values. Leaders transcend personal interests, support employee autonomy, and value employee behavior and thinking to promote workplace autonomy. Multiple studies have shown that transformational leadership is more positive than transactional leadership (Dumdum, Low and Avolio, 2002; Judge and Piccolo, 2004; Wang et al., 2011).

Leadership behavior has been regarded as an important force among many factors that influence employee creativity. When leaders support their subordinates and care about their feelings and needs, they will enhance their sense of self-determination and arouse their interest in work (Amabile, 2009). According to the organizational support theory, when employees feel the care and support of the organization, they will be encouraged and motivated, so as to bring more positive returns to the organization. In the work, the unique style of leaders will make employees realize the managers' emotional and instrumental support for them. This support can trigger employees' great enthusiasm to actively participate in the work, that is, harmonious work passion. At the same time, it can reduce or even eliminate the emotion of being forced to work, that is, obsessive work passion. Employees work creatively not to prove something to their supervisors or colleagues, but for the love of the job itself. When employees perceive that their leader is able to help them clarify their goals, make plans, and keep track of their work, they feel that they are being cared for by their leader. The excitement of participating in the work and the various mental and material rewards for completing the task are what highly obsessive employees seek. Therefore, when employees' perceived autonomous support is greater, their forced work passion is higher, and they are more inclined to create new things. However, their innovation willingness does not come from their love for work, but from the possible rewards of innovative behaviors and results from the organization.

Based on the above analysis, the following hypotheses are proposed in this paper:

H5: person-leader fit has a significant impact on harmonious work passion.

H6: person-leader fit has a significant impact on obsessive work passion.

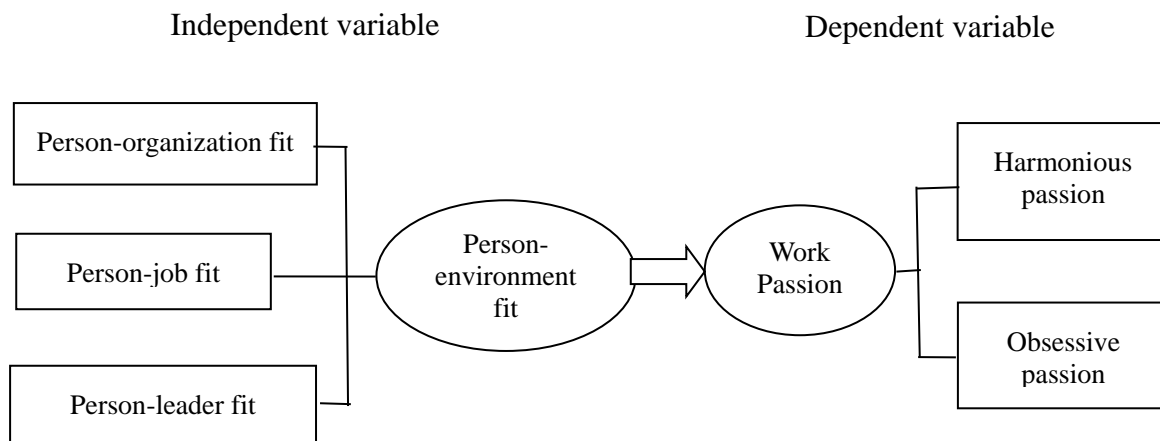


Figure 1. Research Framework

3. Method

3.1 Data Collection

In this paper, relying on the employment guidance departments of various colleges and universities, the graduates who graduated in recent years and have been employed were screened out, and the electronic questionnaire links with the content of "Questionnaire Star" were issued to them, so as to recover the survey data. The survey covers multi-level universities such as universities jointly built by the province and the ministry, provincial undergraduate universities, vocational colleges and so on. A total of 450 questionnaires were sent out, 439 were received, 402 were valid, with effective recovery rate of 89.3%. In terms of gender, women accounted for 86.5%; In terms of education level, 39.28% are junior college students, and 60.72% have bachelor's degree or above. In terms of working years, the vast majority of graduates have just entered the workplace, indicating that with the continuous development in the future, there is a trend of younger age. In terms of unit nature, the government, enterprises, institutions and others form a pyramid; In terms of post type, there is an inverted triangle, which accords with the characteristics of organizational structure. In terms of monthly income, since the survey objects in this paper are mainly in Shanxi Province and the differences in regional economic development are taken into account, some underdeveloped areas are involved in the sampling, which can be seen that this is consistent with the reality.

3.2 Measurement Development

A hybrid method combining quantitative and qualitative methods was adopted in this paper. Open questions were used for in-depth interviews to collect qualitative data. Quantitative data were collected in combination with questionnaires. In terms of qualitative data, 15 interviewees were selected, including various job levels, working years, working time in the position, etc. In the quantitative aspect, the data analysis of this paper includes two aspects: the structural equation model is used to verify the dimensions of person-organizational fit, person-job fit, person-leader fit and work passion; SPSS22.0 analysis software was used to verify the theoretical models and assumptions proposed in this paper one by one with multiple regression analysis.

4. Analyses and Results

4.1 Reliability and Validity Analysis

The questionnaires involved in this paper were all adjusted on the mature scales developed by foreign authoritative scholars. Person-environment fit mainly refers to the scale of Cable and DeRue (2002), and the reliability coefficient of the scale in this paper is 0.928. The scale of Work passion developed by Vallerand et al. It has 6 harmonious work passion and 5 obsessive work passion in 11 items, and the reliability coefficient of this scale in this paper is 0.929. Cronbach α coefficients were all greater than 0.900, indicating that the scale had good reliability.

Confirmatory factor analysis was performed for each variable using AMOS21.0, the variables from the personal - environment fit second-order confirmatory factor analysis (table 1), $\chi^2/df = 2.581$, less than the best recommended value 3 (GFI = 0.967, RMSEA = 0.046, AGFI = 0.953, CFI = 0.982) meet acceptable standards, the combination of each dimension reliability are above 0.80, shows that the variable reliability is very good, indicated that the model fitting is good.

Table 1. Summary table of second-order confirmatory factor analysis for person-environment fit

Item	λ	CR	Combined reliability	Variant extraction value
ZZ1	0.815	—		
ZZ2	0.854	40.853***		
ZZ3	0.862	35.138***	0.922	0.703
ZZ4	0.820	32.546***		
ZZ5	0.841	33.629***		
GZ1	0.667	—		
GZ2	0.789	24.315***		
GZ3	0.813	25.136***	0.895	0.632
GZ4	0.841	25.260***		
GZ5	0.853	25.643***		
LD1	0.794	—		
LD2	0.833	30.271***		
LD3	0.757	26.242***	0.823	0.500
LD4	0.530	17.820***		
LD5	0.528	17.835***		
$\chi^2/df=2.581$, RMSEA=0.046, GFI=0.967, AGFI=0.953, CFI=0.982, TLI=0.978				

Note: * p <0.05, ** p <0.01, *** p <0.001

From the second-order confirmatory factor analysis of passion for work (Table 2), $\chi^2/df=2.135$, less than 3, RMSEA=0.076, GFI=0.948, AGFI=0.918, CFI=0.963, all reached the acceptable standard. RMSEA value is less than 0.08, indicating a good fitting degree of this model. The combined reliability is above 0.87. Meanwhile, most of the factor standardization loads of each item are above 0.70, and the minimum is 0.678, which indicates that the overall convergence validity of this scale is good.

Table 2. Summary table of second-order confirmatory factor analysis of passion for work

Item	λ	CR	Combined reliability	Variable extraction value
HXJQ1	0.789	—		
HXJQ2	0.825	24.886***		
HXJQ3	0.826	25.696***	0.875	0.583
HXJQ4	0.755	25.837***		
HXJQ5	0.791	24.012***		
HXJQ6	0.678	25.025***		
QPJJQ1	0.796	—		
QPJJQ2	0.792	26.546***		
QPJJQ3	0.716	24.289***	0.902	0.607
QPJJQ4	0.770	26.862***		
QPJJQ5	0.742	23.383***		

$\chi^2/df=2.135$, RMSEA=0.076, GFI=0.948, AGFI=0.918, CFI=0.963, TLI=0.952

Note: * p <0.05, ** p <0.01, *** p <0.001

4.2 Descriptive Statistics and Correlation Analysis

Table 3 shows the mean value, standard deviation and correlation coefficient of each variable. It can be seen that the correlation coefficients between person-organization fit and obsessive work passion and harmonious work passion are 0.561 (P <0.01) and 0.519 (P <0.01), respectively. The correlation coefficients between person-job fit and obsessive work passion and harmonious work passion were 0.601 (P <0.01) and 0.546 (P <0.01). The correlation coefficients between person-leader fit and obsessive work passion and harmonious work passion were 0.585 (P <0.01) and 0.528 (P <0.01). The results show that the mean value and standard deviation of each variable are within a reasonable range, and there is a positive correlation between the variables, and the correlation is significant, which provides support for the research hypothesis of this paper.

Table 3. Description statistics and correlation analysis of each variable

	M	SD	ZZ	GZ	LD	QP	HX
ZZ	3.739	0.682	1				
GZ	3.534	0.794	0.807**	1			
LD	3.489	0.777	0.636**	0.687**	1		
QP	3.741	0.777	0.561**	0.601**	0.585**	1	
HX	3.813	0.705	0.519**	0.546**	0.528**	0.787**	1

Note: **. 0.01 level (two-tailed), the correlation is significant. M is the mean, SD is the standard deviation, ZZ is the person and organization, GZ is the person and job, LD is the person and leader, QP is the obsessive work passion, HX is the harmonious work passion.

4.3 Hypothesis Test

Table 4 summarizes the regression analysis results of person-environment fit on work passion hierarchy. It can be seen that Model 1 and Model 2 support hypothesis H2, H4 and H6. person-organization fit, person-job fit, person-leader fit and obsessive work passion have significant positive effects, the coefficients are $r=0.149$ (P <0.001), $r=0.275$ (P <0.001), $r=0.293$ (P <0.001), ΔR^2 is 0.406, hypothesis is valid, and person-leader fit has the strongest effect ($r=0.293$). Models 3 and 4 support hypotheses H1, H3, and H5. Personal organization work, person-organization fit, person-job fit, person-leader fit and harmonious working enthusiasm has significant positive influence, coefficient of $r = 0.158$, respectively ($p < 0.001$), $r = 0.242$ ($p < 0.001$), $r = 0.261$ ($p < 0.001$), ΔR^2 is 0.344, It shows that there is a strong correlation between person-organization fit, person-job fit, person-leader fit and harmonious work passion, and the impact of person-job fit was strongest ($r = 0.242$).

Table 4. The results of person-environment fit regression analysis on job passion class

Independent variable	obsessive work passion		Harmonious working passion	
	Model 1	Model 2	Model 3	Model 4
xb	0.009	-0.028	-0.001	-0.035
xl	-0.089**	-0.022	-0.032	0.028
gznx	0.033	0.019	0.044	0.033
dwxz	-0.064*	0.007	-0.066*	0.000
gwlx	0.016	0.021	0-.010	-0.005
ysr	-0.134***	-0.095***	-0.084**	-0.049
ZZ		0.149***		0.158***
GZ		0.275***		0.242***
LD		0.293***		0.261***
R ²	0.027	0.433	0.011	0.355
ΔR ²	0.027	0.406	0.011	0.344
F	5.672***	102.981***	2.321*	74.151***

Note: * p <0.05, ** p <0.01, *** p <0.001; xb means gender, xl means education, gznx means working years, dwxz means unit nature, gwlx means job type, ysr means monthly income, ZZ means person and organization, GZ means person and job, LD means person and leader.

5. Conclusion

5.1 Major Findings

Based on self-determination theory, organizational support theory, and the focus on university students' graduation, this paper proposed a theoretical model of the relationship between person-environment fit and work passion, and deeply analyzed the relationship and influence mechanism between person-environment fit. This paper found that Person-environment fit was positively related to work passion. person-organizational fit, person-job fit, person-leader fit was positively related to harmonious work passion and obsessive work passion.

The influence of person-environment fit on the outcome variable of harmonious passion. The result shows that the more fit the relationship between the person and the organization and the work, the higher the level of harmonious passion of the employee, the higher the individual's sense of work achievement, and the more harmonious the relationship with the leader, the better the personal development. That is to say, if employees have a positive attitude towards their work, love their work and can make their work and other activities in daily life harmoniously co-exist, they are likely to show better job performance in actual work.

The influence of person-environment fit on the outcome variable obsessive passion. The paper found that the more fit an individual was with the environment, the same positive predictor of obsessive passion. It's not hard to understand. Although obsessive passion can have negative emotional and cognitive consequences, it still manifests itself as a person's intense interest in something. He would also invest a lot of time and energy in doing this, but not voluntarily, but for some ancillary reason, perhaps because of his self-esteem, or the sense of accomplishment from being praised by the leader, and so on. Because it's not a voluntary commitment, these additional reasons can make them feel compelled.

The results show that person-environment fit is an important antecedent variable to predict employees' work passion, and its correlation with work passion is as high as 0.601, which is basically consistent with the results of the researchers. It is obvious that working in an organization culture that one likes and having a job that one likes and is competent is an important prerequisite for one to develop one's passion for work.

5.2 Theoretical Contribution

Focusing on university graduates, this paper studies the influence of person-environment fit environment on university graduates' work passion and its mechanism. The existing literature on the impact of work passion is based on the average employee. At present, university graduates have become the main force of China's economic development, taking university graduates as the research object is more applicable, and at the same time, it makes up for the relevant literature fit the research on passion for work.

Enriched the research on the generation mechanism of work passion. At home and abroad about the research of the generation mechanism of passion are relatively scarce, and innovation in this paper the person - organization fit, person-job fit, person-leader fit front variable as work passion for theory and practice to explore, examining person-organizations fit or person - job fit, person-leader fit role of university graduates work passion, is a supplement to the theoretical research of passion and innovation.

Verify the adaptability of the work passion scale in China. In the previous studies, there are few quantitative studies on "passion for work", and most of them stay on the qualitative research. In the previous studies, few researchers studied the application of the Harmonious Work Passion Scale in the Chinese context. In this application, it is found that it still has good reliability and validity in China, which provides an effective measurement tool for future further research on work passion.

5.3 Practical Contributions

The work passion from the perspective of person-environment interaction provides a new way to explain the generation of employees' work passion. It is beneficial to clarify the mechanism of people-organization fit, people-job fit and people-leader fit affecting peoples' work passion under the background of reform and development. From the perspective of human resource management, it is suggested that human resource management practitioners achieve different person-environment fit in different stages and links of human resource management. It is suggested that new graduates need to strengthen their own career planning and life-long learning in order to adapt to social development.

From organizational perspective optimizes human-organization fit and enhances employees' passion for work. Optimize person-organization fit from person perspective to enhance work passion Before entering the organization - job search, choice and career planning, choose and match their own industry and work.

6. Limitations

All variables in this paper are mainly self-evaluation method. In the future, multi-source evaluation can be adopted, that is, the evaluation data of superiors and colleagues can be collected synchronously to reflect the situation in a more comprehensive and three-dimensional way; During the questionnaire response, the sample's environment, emotions, and attitudes may respond to their true situation, and may be affected by some unrelated variables. Therefore, there are future Some measures should be taken in the research to reduce the shortcomings caused by this method; The relationship design of the research variables can be further deepened and improved. Due to the lack of research experience, a single-dimensional variable is mainly used in the process of selecting variables. In the follow-up research, we should continue to expand the thinking and research on variables based on a more in-depth observation of reality. This research focuses on the two mechanisms of person-organization fit, person-work fit, person leadership fit and employee work passion, but there is no in- depth discussion on the specific dimensions of fit. Future research may consider adding suitable variables, such as value fit with supply, creativity, etc. to further clarify the impact of person-environment fit on work passion.

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