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Providing A Framework for Explaining and Measuring Person-Organization Fit with A Meta-Synthesis Approach (Case Study: Bonyad Shahid Organizations)



Abstract: - The current research, using an inductive approach, is based on the pragmatism paradigm. It used an exploratory research design based on qualitative methods to achieve the research objective. It is an applied-developmental research that provides a framework for explaining and measuring the person-organization fit in the Bonyad Shahid Organizations and the country's Veteran Affairs. It is methodologically a non-experimental (descriptive) research that was conducted with a cross-sectional survey method. Research data was collected by the meta-synthesis method and by reviewing the articles included in reliable electronic databases such as Elsevier, Emerald, and Weboscience. 218 articles published between 2000 and 2024 were collected. The invalid articles were removed after evaluating the quality of the articles for the title, abstract, content, access, and analysis method; finally, 64 articles were left for coding and analysis. Therefore, it used the Critical Skills Assessment Program (CASAP). Cohen's kappa coefficient was estimated at 0.83 for its internal validity, which indicates the appropriate validity of the analysis. The review and analysis of the text of the selected articles occurred through the meta-synthesis method in the Maxqda software. The research identified, as findings showed, 4 main categories, 15 subcategories, and 36 basic codes. These categories were classified as two main constructs: "proportion between the characteristics of the individual and the organization" and "proportion between the needs of the individual and the organization".

Keywords: Person-organization fit, meta-synthesis, Bonyad Shahid Organization

I. INTRODUCTION

The concept of Person-organization fit in the third millennium is one of the most important opportunities that help companies to improve human resources. Recruiting and employing individuals based on job description and qualification conditions gives them the right job position and creates job motivation. Encouraging, rehabilitating, and improving human resources will contribute to job satisfaction, organizational commitment, and job motivation (Park and Hai, 2024). Human resources are the most important capital of any organization. If the organization has a good plan for managing its human resources as organizational capital and manages this capital strategically, it can directly and indirectly develop organizational performance. Therefore, human resources play an essential role in achieving high-level performance in the organization (Wang and Klassen, 2023). Undoubtedly, any transformative process in the organization results from the development of human resources. Human resources development is a comprehensive process during which employees are improved according to the lofty goals of the organization. Thus, organizations seek to increase the coordination and compatibility of their human resources and employees (Subramanian et al., 2023). The Person-organization fit, besides helping organizations to gain and maintain specialized and committed human resources, brings many positive consequences for them, such as improving performance, empowering the workforce, the emergence of innovative behaviors, and so on (Menter et al., 2024).

The more the organization can attract, maintain, and use more qualified human resources, the more successful it will be in achieving its goals and ahead of its competitors. Organizations' competition is not limited to profit and market share. All this results from a more important factor, that is qualified human resources. The organizations have realized this, competed for the forces, tried to keep them, and prevented them from leaving the service (Nasiri et al., 2024). Here the Person-organization fit plays a key role. Perceiving the existing proportions with the job and the organization by the employees facilitates the atmosphere for the organizational goals. When an individual matches his job, he sees the organization's missions and goals as aligned with his interests. Creative behaviors, support, and application of the organization's programs are strengthened in such an atmosphere (Ghanbari and Salimi, 2022). A complementary Person-organization fit increases individuals' efforts to improve the

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organization; so the talent of individuals flourishes and creativity and innovation increase in the work behavior of individuals (Rahimi et al., 2023).

A match between individual and organizational characteristics and values, and between individual competencies and job requirements makes individuals and organizations perform efficiently and effectively. This compatibility predicts employee job satisfaction and commitment (Pratama et al., 2022). Extra-role behaviors in organizations that have a better proportion with their employees are more observed among employees, and appropriate organizational behavior prevails in them. Indeed, when employees, besides respecting organizational values, try to achieve the ultimate goals of the organization, organizations also respect the goals and personal values of employees to meet their needs. Such an interaction will be realized by establishing the Person-organization fit (Rajper et al., 2020). The alignment of goals in the management systems of the organization is supposedly a vital matter for increasing and improving performance. One of the key measures for effective performance management is the alignment of individual performance expectations with organizational goals. Thus, goal alignment ensures that employees direct their efforts toward organizational and management goals. The efficiency of the organization depends largely on the degree of adaptation and compatibility of the goals of the employees with those of the organization (Soltani and Khalili Samani, 2023).

The individual-organization proportion is especially important in attracting, recruiting, and employing human resources in government organizations. Human resource managers as one of the prerequisites of the selection and recruiting process, are more interested in knowing about the applicants' adaptation to the existing work environment under the changes inside and outside the organization (Yarahmadi et al., 2022). One of the most important government organizations in the country is the Bonyad Shahid Organization, which aims to revive, preserve, and promote the culture of martyrdom in the society, keep alive the memory and names of the martyrs, and preserve their works, glorify, honor, protect, and support the families of the martyrs and to use the public facilities of the society and the system, and the capital and property of the foundation for the material and spiritual growth of the exalted families of Shahids (Masnani and Ghanbari, 2022). As a review of the research texts of the Martyr Foundation and Bonyad Shahid Organization shows, about 889 articles have studied various organizational subjects. Most of these researches investigate organizational commitment (Barimani and Koochaknejad Saravi, 2018), organizational culture (Mohammadi and Qiyasvand, 2019), organizational happiness (Mohammadi and Rasouli, 2020), organizational health (Kadri, 2021), social welfare (Koochsari, 2021), service quality (Mousavi et al., 2022), organizational justice (Ahmadibani, 2023), and other organizational variables.

We should note that the Person-organization fit is a key factor in aligning the short-term and long-term goals of the employees and the organization, which accelerates and strengthens the achievement of the organization's transcendent goals. This is especially important for the cultural and revolutionary Martyr Foundation organization because the provision of social services to the patrons of this organization requires an atmosphere of spirituality, love, interest, and sincerity. Such an atmosphere will emerge only in the shadow of the presence of employees who are compatible with the job conditions at the Shahid Foundation. If the employees of the Shahid Foundation have sufficient compatibility and fit with the organization in question, expectedly they will perform their job duties properly. These features show the practical importance of the issue, while its negative aspects are also worthy of attention. The inaction of the institutions in charge of the families of martyrs and veterans in responding to the rightful needs and demands of this group will bring negative and destructive consequences for national unity, and the Shahid Foundation must adopt a pioneering policy against its harm. Many studies have investigated person-organization fit in reliable scientific databases, so identifying, analyzing, summarizing, and presenting a framework for it can lead to good achievements for creating person-organization fit based on the background of the studies. However, internal studies have not addressed the assessment of person-organization fit structures in a coherent framework based on the achievements of various studies. The theoretical and knowledge-enhancing contribution of this research is the summation of previous studies and the recognition of the dimensions and components of the person-organization fit in line with leading countries and modern management theories. It answers this key question: what is the framework for explaining and measuring the person-organization fit in the Bonyad Shahid organization?

II. THEORETICAL FOUNDATIONS OF RESEARCH

The "person-organization fit" theory is as old as the history of management theories. This concept can be traced to the theories of scientific management and administrative principles of management. The managers of modern organizations try to identify and hire skilled individuals according to the job descriptions of various organizational jobs to achieve maximum efficiency (Berklee et al., 2024). Chris Argyris (1957), one of the founders of this theory, believes that organizational behavior results from the interaction between the organization and the individual. Organizational efficiency is maximized when the right individuals are employed to perform organizational jobs (Torabi and Rasooli, 2022). Schneider (1987) also expressed the theoretical foundations of person-organization fit in the framework of the attraction-selection-attrition (ASA) theory. As Schneider shows, individuals are looking for organizations that are a source of attraction for them. If the organizations do not create this attraction, the tendency to leave the job will increase. Organizations, as this theory states, have core characteristics and values that, if they are compatible with the individuals' characteristics and beliefs, will enhance the behavior of employees to achieve organizational goals (Kakar et al., 2023). Kristof developed this theory in 1996 and described it as the reason for the success of organizations in the modern and postmodern era. As he argues, the person-organization fit is achieved when the needs of the parties are met through common characteristics and values. There will be two types of relationships: the organization and employees will have common characteristics (complementary fit) and they will work together to satisfy each other's needs (Brown et al., 2023).

The person-organization fit is a kind of compatibility between the individuals and their organization. So it is very important at the beginning of hiring new employees as a factor of future success. Individuals' opinions about the person-organization fit, during the pre-employment stages, determine the concordance between the values of the job seeker and the values of the hiring organization (Nourbakhsh et al., 2021). The person-organization fit is the compatibility of the individual's personality, goals, attitudes, and needs with the values, demands, and organizational culture. In other words, person-organization fit is the compatibility between the organizational culture and the individual values of the employees. This fit helps employees to use their knowledge, skills, and abilities to achieve the goals of the organization (Gudarzi et al., 2021). Therefore, today the alignment has found a special place in the strategic management of the organization. The alignment of different dimensions and elements of the organization makes the organization more efficient and effective. Coordination between the elements of the organization to successfully implement the formulated strategies is necessary. Thus, we should look for ways to achieve alignment through the person-organization fit to bring the best performance to the organization (Ghayoorbaghbani and Gholami, 2022).

The following criticisms have been proposed to the literature on person-organization fit: previous studies have not provided a framework for explaining and measuring person-organization fit, and frameworks and models are mostly used to determine the level of person-organization fit. Previous studies of person-organization fit have investigated only the effects of person-organization fit on other organizational components such as performance, empowerment, willingness to leave the job, etc. Few studies have paid attention to the person-organization fit from the perspective of the organization, while this has two aspects, and neglecting one aspect, as the organization's perspective, can lead to the presentation of a weak and incomplete scale. The studies have not paid attention to the explanatory factors for the implementation of the person-organization fit strategy. The relevant studies have not comprehensively investigated the components of person-organization fit, its indicators, and its components. Each study mentions a limited number of these factors and prerequisites. Although these researches have pointed out the high potential of person-organization fit in achieving performance and productivity for organizations and businesses, less research on the approach to achieving productivity has tried to provide a comprehensive framework for explaining and measuring the person-organization fit. Although researchers and experts have given a lot of attention to the importance of the concept of person-organization fit, there are many weaknesses in applying and using this strategy by human resource managers, both at the beginning of employment and during the working period of employees. This makes more obvious the lack of a model to explain and measure the person-organization fit. The current research presents the mentioned model and overcomes the criticisms of previous studies. Therefore, it has made an effort, with a systematic approach, to find the direction of the existing articles about the person-organization fit.

III. RESEARCH METHOD

This research is an applied-developmental study. Research data was collected by the meta-synthesis method and by reviewing the articles included in reliable electronic databases such as Elsevier, Emerald, and Weboscience. We collected 218 articles published between 2000 and 2024.

The current research was based on the pragmatism paradigm with an inductive approach. It is an applied-developmental research for providing a framework for explaining and measuring the person-organization fit in the Bonyad Shahid Organization of the country. As for data collection, it is a non-experimental (descriptive) research with a cross-sectional survey method. It used an exploratory research design based on qualitative methods to achieve the research objective.

It evaluated 218 articles on person-organization fit in the qualitative part, after searching the databases, in the period from 2000 to 2024. Finally, it selected 64 articles purposefully and entered the analysis stage. Specifically, it examined the articles indexed in authoritative databases including Elsevier (Science Direct and Scopus), WebOscience, and Emerald.

The main tools for collecting research data are library documents and questionnaires. The CASP (Critical Appraisal Skills Program) model was used to examine the validity of the qualitative section. The reviewed articles in the qualitative section were evaluated based on the ten criteria of this model and the articles were selected with a score above 25. Likewise, Cohen's kappa coefficient was estimated at 0.83 to check the internal validity, which shows the appropriate validity of the analysis. Content validity (opinion of experts) measured the validity of the questionnaire and its validity was confirmable. Meta-synthesis was used to identify the basic research categories and design the initial model. Data analysis was done in the qualitative phase with Maxqda software.

IV. RESEARCH FINDINGS

The categories of the explanatory framework and measurement of person-organization fit were identified in the first step through the meta-synthesis method. Meta-synthesis is a method of meta-study that evaluates other research and is referred to as the evaluation of evaluations. Meta-synthesis is done to integrate several studies to create comprehensive and interpretive findings (Beck, 2002). Meta-synthesis has focused on qualitative studies compared to the quantitative meta-analysis approach that relies on quantitative data from the subject literature and statistical approaches. In other words, meta-synthesis is a synthesis of interpretations of the main data of selected studies (Zimmer, 2006). The meta-synthesis method is a type of qualitative study that uses the information of the findings extracted from other studies on a relevant subject. Thus, the researcher combines the secondary data of the results from other studies to respond to the results of his study and gain new results (Finfgeld-Connett, 2021). The meta-synthesis method used the model of Sandelowski and Barroso to achieve the goal of the research (2007).

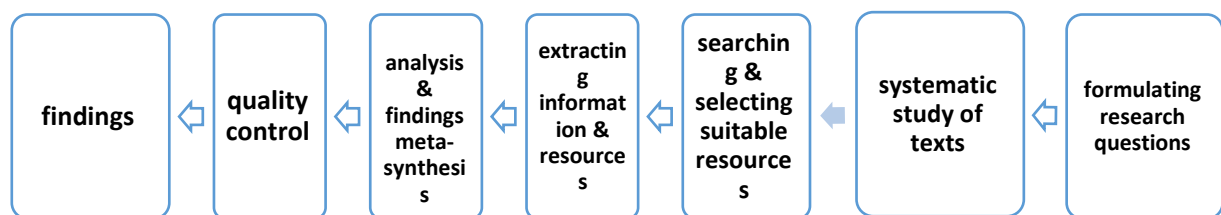


Figure 1: Seven-stage meta-synthesis model (source: Sandelowski and Barroso, 2007)

Step 1) Formulating the research questions. The first step in the meta-synthesis method is to formulate the research questions. These questions are generally based on four parameters: what, who, when, and how. The person-organization fit has been questioned in the grouping and analysis of the dimensions of the explanation and measurement framework.

Table 1: Research questions

Parameter	Question
What	What are the key dimensions of explaining and measuring the person-organization fit?
Who	It defines the population under study. This research examined the databases of Elsevier (Science Direct and Scopus), WebOscience, and Emerald.
When	The time framework or "when" limits the duration of the research. The studied articles in this research are from 2000 to 2024.
How	"How" provides studies. This research used the "content analysis" method to analyze secondary data. The researcher identifies and specifies, based on some criteria, the appropriate articles that enter the meta-synthesis process and the articles that leave the process.

The research questions in the meta-synthesis section are as follows:

1. What are the key dimensions of the model for explaining and measuring the person-organization fit?
2. What are the indicators of the dimensions of the model of explaining and measuring the person-organization fit?

Step 2) Systematic study of texts: The second step uses secondary data such as past documents to collect research data. These documents included all the research on the person-organization fit. This research searched two non-Iranian databases Scopus and Proquest and two Iranian databases Magiran and SID to identify and collect different studies. 218 research were found for this search by entering the keywords for the person-organization fit in the title field.

Table 2: Keywords

Row	Titles
1	person-organization fit
2	P-O Fit
3	person-organization fit + Model
4	person-organization fit + Theory
5	Person-organization fit + measurement
6	person-organization fit + Dimensions
7	person-organization fit + Components
8	person-organization fit + Indicators
9	person-organization fit + Principles

Step 3) Searching and selecting appropriate texts: The third step evaluated each quality article through the CASP method with 10 quality conditions. Each of the articles was scored from 1 to 5 by these conditions, and the articles with a score of 31 and above confirmed their quality, and the rest of the articles were deleted. Figure 2 shows shortly the review and selection process in this research:

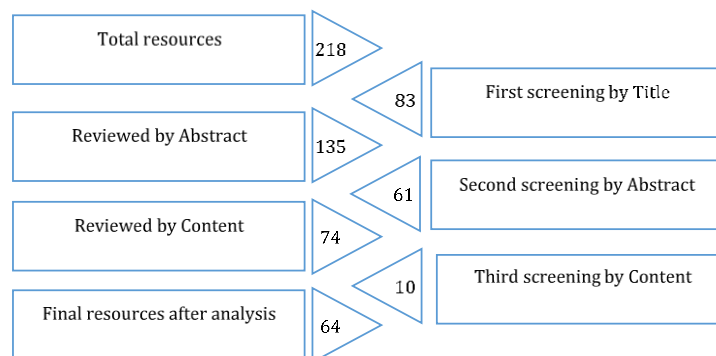


Figure 2: Review and selection process

Finally, the results extracted from 64 studies were re-examined and analyzed after four steps of refining from among 64 studies, reviewing all of them, and considering the output criteria based on content criteria or lack of access. Table 3 shows the scoring of 10 documents.

Table 3: Evaluating the first ten articles based on CASP

Author	Objectives	Method	Research design	Sampling	Collecting	Reflection	Considerations	Exact analysis	Clear explanation	Research value	Sum
Wang et al. (2023)	3	4	4	4	4	4	5	5	4	3	40
Menter et al. (2022)	3	4	3	4	4	4	5	5	5	3	39
Graczyk-Kucharska & Erickson (2020)	3	4	4	4	4	4	5	5	4	3	36
Pattnaik et al. (2023)	3	4	4	4	4	4	5	4	4	3	39
Mostafa et al. (2023)	3	4	4	4	4	4	5	4	5	3	40
Liu, Yanzhi et al. (2023)	3	4	4	3	4	4	5	4	5	3	39
Weirauch et al. (2023)	3	4	4	4	4	4	5	5	5	4	42
Sun et al. (2023)	3	4	4	4	4	4	5	5	4	3	40
Peltokorpi et al. (2019)	5	4	5	4	4	4	5	5	4	4	44
Jin et al. (2016)	5	4	4	4	4	5	5	5	4	4	44

Step 4) Research information extraction: Research information in the fourth step was classified in a table. This table includes the following information: ID information of the research: title, name and family name of the authors, and the year of publication. Key methodological information: research method and goal. Main findings information: research results and findings.

Step 5) Analysis of qualitative findings: The researcher in the fifth step, looks for subjects that have appeared among the existing studies in the meta-synthesis. This is known as thematic investigation. As soon as the subjects are identified, the examiner forms a classification and places similar and related classifications into a subject that best describes it. Subjects provide the basis for creating explanations, models, and theories or hypotheses. This research considered, at first, as identifiers all the factors extracted from the studies, and then defined identifiers in a similar concept by considering the meaning of each of them; then, it classified the similar concepts in the explanatory categories so that the explanatory axes of the indicators of the explanatory framework and measurement of the person-organization fit were identified as the main and sub-categories of the research.

Step 6) Analysis quality control: Validity in qualitative research means concepts such as defensibility, reasonability, verifiability, and reflectivity of research results. One of the indicators of validity (reliability) of qualitative research is the evaluation of two or more documents about a specific index (Sandelowski and Barroso, 2006). Maxqda software has such a capability and the nature of zero and one codes allows the use of the Kappa index. A selected document was provided to one of the experts to evaluate the reliability of meta-synthesis. The

Kappa coefficient was calculated as 0.83 after evaluation. The Kappa coefficient above 0.6 is desirable. Therefore, this value means the reliability of the research results.

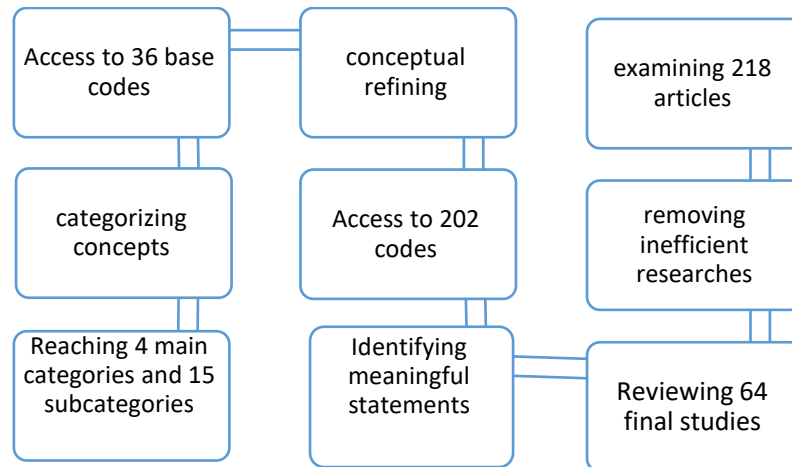


Figure 3: Algorithm of quality control output of research indicators

Presenting the research report and findings: The seventh step of the meta-synthesis method presents the findings of the previous stages. The following will identify the research indicators. It presents the obtained indices as 202 codes from the mentioned articles. 15 subcategories and 36 initial codes were obtained from the indicators extracted from the texts of relevant articles, by removing synonymous and frequent indicators and finally by categorizing the final indicators. This stage of coding identified the main and subcategories of the research.

Table 4: Categories of the framework for explaining and measuring the person-organization fit

Concept	Category	Sub-category	Initial code
person-organization fit	Individual characteristics	Individual character	Adaptability, conservatism, responsibility, welcoming new experiences, extroversion and autonomy
		Individual values	Justice, commitment, non-discrimination
		Attitude of the person	Belief in the organization
	Organization characteristics	Organization Culture	Organizational norms, religious beliefs, sociability
		Purpose of the organization	Ability to perform tasks
		Organizational values	Honesty, commitment, professional ethics
person-organization fit by needs	Individual need	Individual finances	Wages, bonuses, job benefits
		Individual work environment conditions	Workplace equipment, organization address
		Person psychology	Organizational atmosphere, need for a sense of belonging, organizational tenure.
		Opportunity	Opportunity to improve and learn
		Job properties	Recruitment process, meaningfulness and attractiveness of tasks, work interactions, and workgroup

	Organization need	Time	Working time, overtime
		Demographic factors	Age, gender, health status (body), education
		Experience	Similar work background
		Skill	Work-related abilities

As the results of the meta-synthesis show, the structures that make up the framework for explaining and measuring the person-organization fit can be categorized into 4 categories: "personal characteristics", "Characteristics of the organization", "Individual needs", and "organizational needs". The subcategories are: "individual personality", "Individual values", "individual attitude", "organizational Culture", "Objective of the organization", "Values of the organization", "individual finance", "Individual working environment conditions", " individual psychology", "opportunity", "job properties", "Time", "demographic factors", "Experience", and "Skill". Figure 4 shows the theme network of the framework for explaining and measuring the person-organization fit.

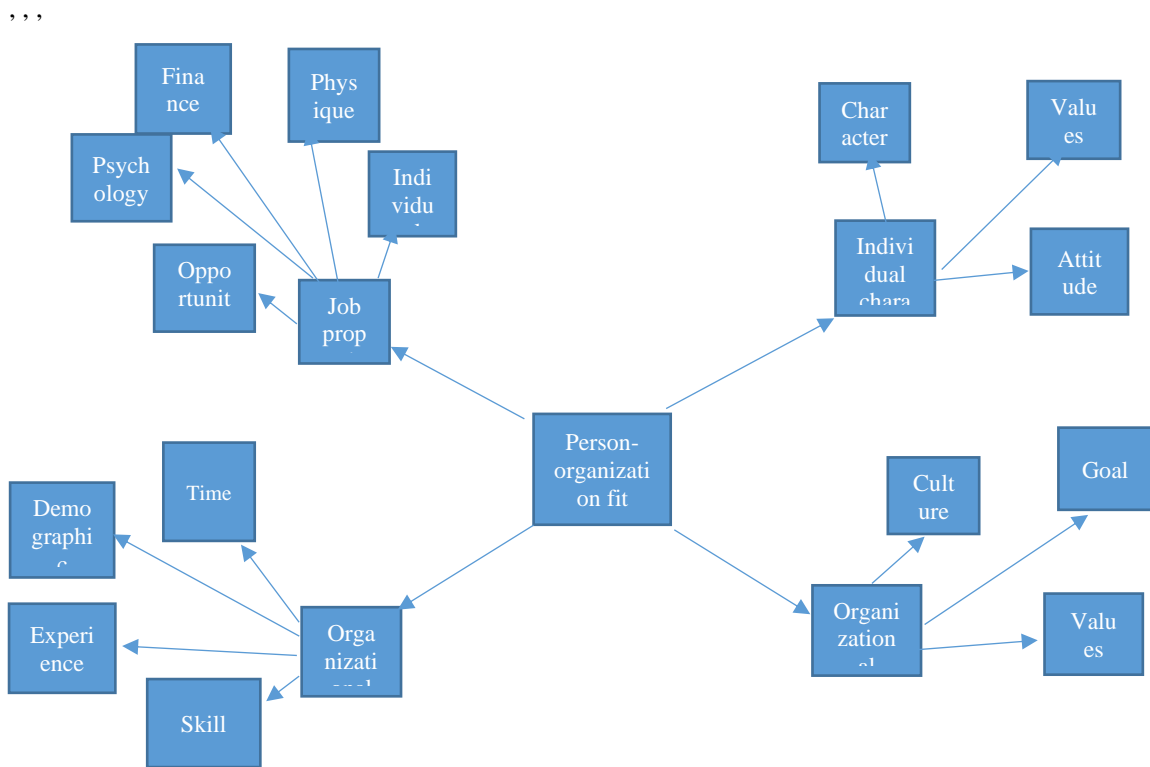


Figure 4: Theme network of the framework for explaining and measuring the person-organization fit

Person-organization fit: individual characteristics: Character, values, attitude - organizational characteristics: culture, goal, values;

Individual needs: Finance, physique, psychology, opportunity, job properties – organizational needs: time, demographic factors, experience, skill

Finally, the invalid articles were removed after evaluating the quality of the articles by aspects such as the title, abstract, content, access, and analysis method. 64 articles were left for coding and analysis. As research findings showed, examining 64 articles results in 4 main categories, 15 subcategories, and 36 basic codes. These categories can be classified as two main constructs: "person-organization fit by the characteristics" and "person-organization fit by the needs".

V. CONCLUSION AND DISCUSSION

The current research provides a framework for explaining and measuring the Person-organization fit with a meta-synthesis approach (case study: organization of Martyrs Foundation and Veteran Affairs).

Nowadays, the environment of organizations is rapidly changing; so organizations must adapt to these conditions. This adaptation also includes individuals working in organizations; so one of the types of proportion of a person with his surrounding environment is job proportion. The lack of Person-job fit can impose many costs on the organization. The job proportion is defined differently. Job proportion theory is based on the assumption that many job requirements can fit with personal characteristics and individual abilities. Consequently, individual behaviors and attitudes are affected by accepting the compatibility between a person and his job.

Employees feel adapted to their jobs for various reasons. Human nature tends towards justice and mostly does not tolerate injustice. The individuals' responsibility in the organization and their work shape their view of the job. If they feel that the procedure for doing things is fair and that they receive fair rewards for their work, they will understand the Person-job fit; but if, compared to their colleagues, they conclude that they get more results and consequences by doing less effort, they consider themselves as strangers to the job and have less understanding of proportion.

As for the characteristics of the individual, we can acknowledge that the neuroticism and extroversion of the individual in the organization will receive more attention from the relevant managers. Identifying the personality type of the employees and their adaptation to the work environment has a great impact on welcoming the experience and their responsibility. Likewise, establishing justice and non-discrimination in the organization will also lead to an increase in the commitment of employees in the organization. This increases the employees' belief in the organization.

As for the characteristics of the organization, we can argue that compliance with organizational norms by managers and employees is effective in complying with their religious beliefs. Paying attention to the social factor by employees improves their ability to perform their tasks. Likewise, honesty, commitment, and professional ethics can be gained by a professional organization.

As for the needs of the individual, the organization should encourage the employees to carry out their assigned tasks by giving appropriate salary, bonus, and job benefits. The workplace equipment and the organization's accessible address are also an effective factor. What is important in the individuals' needs is the organizational atmosphere, the need for a sense of belonging to the organization, which is achievable by relevant managers and by providing opportunities for promotion and learning. The recruitment process, meaningful and attractive tasks, work interactions, and work groups can also meet the needs of employees.

As for the needs of the organization, sufficient attention should also be paid to other elements such as age, sex, health status (body), education, and similar work background of the employees while developing a specific plan for the time of work and overtime. The tasks in the organization should be assigned based on the individuals' abilities, and here the work-related abilities are an important element. Indeed, the Person-organization fit is a type of compatibility between an individual and his organization. Therefore, it is very important to pay attention to this issue at the beginning of recruiting new troops as a cause of future success. Individuals' opinion about the Person-organization fit during the pre-employment stage determines the concordance between the values of the job seeker and the values of the relevant organization. Therefore, the type of work and the ability of employees is important.

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