Fit in the Future of Work 2050: Towards a Person-Skills Fit Perspective[1]

Hila Chalutz Ben-Gal
Afeka Tel Aviv Academic College of Engineering
Industrial Engineering and Management Department

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Abstract

What do antecedents of person-job and person-organization fit theories tell us when examining the future of work, and what are the respective theoretical and practical implications? Although the future of work literature is expansive, it has been subject to several questions, some of which involve the theories under which the future of work is studied. However, empirical evidence on fit antecedents for the future of work remains limited, leading researchers to search for an ever-growing but still unsettled list of factors, and theoretical progress in understanding the contingencies has begun to stall. In this article, we seek to address these gaps and help reinvigorate future of work research by focusing attention on a specific form of fit in future organizations—that manifested in employees' competencies and skills. In the context of the future of work, the skills represent specific learned abilities that individuals need to perform well on a given task or job. Guided by these insights and by recent work that outlines future workforce challenges, we introduce and develop a novel construct to future of work research—*Person-Skills (P-S)* fit, that is, skills level and relevancy associated with jobs in future organizations. We illustrate how these changes affect the nature of person-job and person-organization fit theories and thus yield new theoretical and practical implications. We test these ideas by outlining eight research propositions related to the future of work and fit antecedents and by comparing and contrasting traditional and future organizations. We discuss theoretical and practical implications of this novel construct for promoting and measuring fit in the context of the future of work.

Keywords: Future of work, person-job fit, person-organization fit, person-skills fit.

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1. Introduction

In recent years, the future of work is gaining more scholarly and managerial attention (Balliester & Elsheikhi, 2018; Aronowitz & DiFazio, 1994; Nolan & Wood, 2003; Chalutz, Ben-Gal & Ben-Gal, 2017; Valentine, Retelny, Rahmati, Doshi, & Bernstein, 2017). Although there is no universal definition of the future of work, it involves an ongoing process in which automation, machines and artificial intelligence replace labor in tasks that work used to perform (Autor, Levy, & Murnane, 2003; Autor, 2014). These changes influence traditional work arrangements (Valentine et. al., 2017), reducing the demand for labor and wages (Acemoglu & Restrepo, 2018).

The characteristics of the future of work have great influence on the nature of organizations, for several reasons. First, technology continues to dominate how people and organizations communicate and socialize (Valentine et. al., 2017; Chalutz Ben-Gal & Sela, Forthcoming). Second, multiple work arrangements (e.g. freelancing) are predicted to dominate labor markets. For example, according to a recent survey, fifty three percent of generation Z workers freelanced—the highest independent workforce participation of any age. This number is expected to rise to seventy percent by 2030 (UpWork, 2019). Third, the internet and social media play a central role in communication, leading to the fourth industrial revolution (Acemoglu & Restrepo, 2018; Neufeind, O'Reilly & Ranft, 2018; Chalutz Ben-Gal & Ben-Gal, 2017). This study focuses on the second characteristic of the future of work.

How does the future of work challenge the assumptions of traditional organizational and management theories? Are there new theories for the future of work? These rapid changes have great implications for the future of work posing new challenges for people and organizations alike. For example, multiple work arrangements (e.g. freelancing) challenge traditional boundaries of exchange between individuals and organizations yielding the need to explore the nature and boundaries of these new ties. More specifically, what does the future of work tell us regarding person-job (P-J) and person-organization (P-O) fit theories, and what are the respective theoretical and practical implications?

Traditionally, research on fit has focused on the influence of a variety of individual and organizational factors influencing fit levels and outcomes. For example, fit helps facilitate higher employee performance (Michele Kacmar, Andrews, Van Rooy, Chris Steilberg, & Cerrone, 2006; Ton & Huckman, 2008; Crook, Todd, Combs, Woehr, & Ketchen 2011), higher employee satisfaction (Brown & Lam, 2008; de Oliveira, Cavazotte, &Alan Dunzer, 2017), improved employee motivation and commitment (Kim, 2012; Jin, McDonald &Park, 2016), and lower employee turnover (Griffeth, Hom, & Gaertner, 2000). The basic questions guiding this line of research are how a variety of individual and organizational antecedents affect fit levels under a variety of conditions and circumstances (e.g., Edwards, 1991; Edwards & Shipp, 2007; Kristof, 1996) and what these influences are at the individual and organizational levels (e.g., Boon & Biron, 2016).

This focus makes sense given the boundaries of traditional organizational forms in which tasks and jobs are clearly defined (Cable & DeRue, 2002), and given the traditional psychological contract between employees and their organization. However, exploring fit as a dynamic phenomenon (DeRue, & Morgeson, 2007; Zimmerman & Barrick, 2015) leads to the understanding that P-J and P-O fits change and evolve over time, with various implications for future organizations and their employees (Sekiguchi, 2004). Nonetheless, many of those changes remain blurred because theoretical frameworks were sparse until recently. Moreover, theoretical

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and empirical evidence on fit in future organizations remains limited, leading researchers to search for an ever-growing but still unsettled list of factors (Valentine &Edmondson, 2015).

We believe that progress in understanding the future of work—from individual and management perspectives—has begun to stall out because of two core limitations in extant research. First, previous research focused on the macroeconomic level and the effects of technological and societal changes on the future of work (Autor, 2014; Rubery et al., 2018). While the importance of the contribution of these studies is clear, it is typically not possible to observe the organizational and individual responses to these aspects and their specific impact on the employee directly.

While fit is accepted as a dynamic phenomenon (DeRue & Morgeson, 2007; Swider, Zimmerman & Barrick, 2015), studies of the future of work have tended to assume no changes in fit between the employees and the organizations. However, in the context of the future organization, in which organizational forms transform (Johns, 2006; Johns, 2018; Valentine et. al., 2017; Subramony et. al., 2018), these ties clearly transform, yielding the need to further explore the nature of the relationship between the employee and the organization. Whereas the theorized benefits of the P-J and P-O fit theories in achieving organizational goals are clear in traditional organizations, the understanding of employee fit in future organizations remains unclear (Johns, 2006; Johns, 2018; Valentine et. al., 2017). Without being able to observe specific temporal fluctuations between traditional and future organizations, it is impossible to know what the future of work tells us regarding fit or what are the respective theoretical and practical implications.

In this article, we seek to address these gaps and help reinvigorate future of work research by focusing attention on a specific form of fit in future organizations—that manifested in employees' competencies and skills. In the context of the future of work, the skills a person has represent knowledge crucial to task execution more than ever before (Autor, 2014; Alberti, Bessa, Hardy, Trappmann, & Umney, 2018). Guided by these insights, and by recent work that outlines future workforce challenges, we introduce a novel construct to the future of work research: *person-skills (P-S) fit*, that is, skills level and relevancy associated with jobs in future organizations. We illustrate how these changes affect the nature of P-J and P-O fit and thus yield new theoretical and practical implications for the future of work (Autor, 2014; Johns, 2006; Johns, 2018; Chalutz Ben-Gal, 2019).

We test these ideas by outlining eight research propositions related to the future of work and fit antecedents and by comparing and contrasting traditional and future organizations. We discuss theoretical and practical implications of this novel construct for measuring the fit in the context of the future of work.

2. The future of work 2050

The future of work is defined as "a growing adoption of artificial intelligence in the workplace, and the expansion of the workforce to include both on-and off-balance-sheet talent" (Trends, D.G.H.C., 2017). The future of work may be analyzed by three inter-connected dimensions: work, workforce (i.e. employees) and the workplace. Furthermore, it is influenced by socio-economic changes and impacted by global forces and trends (Randhawa, 2019).

The future of work is an emerging scholarly and managerial domain (Balliester & Elsheikhi, 2018; Aronowitz & DiFazio, 1994; Nolan & Wood, 2003; Chalutz, Ben-Gal & Ben-Gal, 2017; Valentine, Retelny, Rahmati, Doshi, & Bernstein, 2017). The future of work entails

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ongoing transformation in which automation, machines and artificial intelligence replace labor in tasks that employees used to perform (Autor, Levy, & Murnane, 2003; Autor, 2014). These evolving changes influence traditional work arrangements (Valentine et. al., 2017), shifting the demand for labor and wages (Acemoglu & Restrepo, 2018).

The characteristics of the future of work have great influence on the nature of organizations, for several reasons. First, technology continues to dominate how people and organizations interact, communicate and socialize (Valentine et. al., 2017; Chalutz Ben-Gal & Sela, Forthcoming). Emerging technologies such as artificial intelligence, data analytics, robotics, digital platforms, online labor markets and others are increasingly reshaping human interaction and organizational action in various domains, thus contributing to new forms of social exchange (Blau, 1964; Hom, Tsui, Wu, Lee, Zhang, Fu & Li, 2009) which are increasingly digitally-based. Second, internet, social media and online labor markets play a central role in digital personal and professional communication channels (Acemoglu & Restrepo, 2018; Neufeind, O'Reilly & Ranft, 2018).

These technological changes are increasingly deployed in many organizations; therefore, their adoption is thereby calling into question fundamental organizational theories. For example, extant research confirms that these changes influence the organizational boundaries, employment relationships, individuals' identification with organizations resulting in expanding the boundaries of the traditional psychological contract (Coyle-Shapiro, Pereira Costa, Doden, Chiachi & Chang, 2019; Knapp, Diehl & Dougan, 2020) and other implications for the future of work and organizations alike (Chalutz Ben-Gal et al., 2017; Sousa and Wilks, 2018). Within this scope, we examine the person-job (P-J) and person-organization (P-O) fit theories in the context of the future of work.

3. Towards Person-Skills (P-S) Fit

The organizational literature has usually studied the theoretical concepts of P-J fit and P-O fit by exploring the influence of individual and organizational variables on fit levels and outcomes. The basic questions guiding P-J fit and P-O fit research are how individual and organizational antecedents affect fit levels under certain conditions and circumstances (e.g., Edwards & Cable, 2009; Kristof, 1996; Muchinsky & Monahan, 1987; Shipp & Jansen, 2011) and what these influences are at the individual and organizational levels (e.g., Boon & Biron, 2016; O'Reilly and Chatman, 1991).

Some questions that have been examined in P-J fit and P-O fit research are the identification of the factors that promote or delay fit (e.g., Cable & DeRue, 2002; Cable & Edwards, 2004; Cable & Judge, 1996; Cable & Parsons, 2001) and the consequences of fit for an individual (Caldwell & O'Reilly, 1990; DeRue & Morgeson, 2007), a group, or a broader unit (Cooper-Thomas et. al., 2004; Elfenbein & O'Reilly, 2007). Studies tend to adopt traditional methodological approaches (Vogel & Feldman, 2009; Greguras & Diefendorff, 2009), meta-analysis (e.g., Griffeth et. al., 2000; Kristof-Brown et. al., 2005; Verquer et. al., 2003) and reviews, mostly within traditional organizations (Edwards, 1991; Hoffman & Woehr, 2006; Jansen & Shipp, 2013; Kristof, 1996).

The interaction of P-J fit and P-O fit with employee satisfaction and performance has also been reserched (e.g., DeRue & Morgeson, 2007; Elfenbein & O'Reilly, 2007; Greguras & Diefendorff, 2009; Rounds et. al., 1987). Results indicate that fit leads to positive employee attitudes and behaviors (e.g., trust, commitment, and organizational citizenship behavior).

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Theorizing fit in a number of organizational settings, researchers have typically examined temporal outcomes of fit patterns with the underlying assumption that time has an impact on a variety of fit scenarios. Cable and Edwards (2004), for example, distinguished between complementary and supplementary fit. The researchers found that the two types of fit progressed in parallel but separate streams, and they attempted to articulate the theoretical underpinnings. They tested three alternative conceptual models that examined the complementary fit, and they proposed an integrative model. Similarly, Shipp and Jansen (2011) explored how individuals craft and recraft stories in relation to fit. The authors proposed a model that both extends and reinterprets the understanding of fit over time. Their temporal perception of fit is composed of examining past fit, current fit, and anticipated future fit, helping individuals make sense of their fit experiences and relate them to outcomes through temporal issues. As follows, Boon and Biron (2016) explored the conditions under which fit with one aspect of the environment influences another aspect.

An understanding of the general forms of P-J fit and P-O fit, their antecedents, and their consequences provides important insights into the theoretical phenomenon of fit and its possible outcomes (Toh, Morgeson, & Campion, 2008; Maden & Kabasakal, 2014). Traditionally, research on fit has focused on the influence of a variety of individual and organizational factors influencing fit levels and outcomes. For example, fit helps facilitate higher employee performance (Michele Kacmar, Andrews, Van Rooy, Chris Steilberg, & Cerrone, 2006; Ton & Huckman, 2008; Crook, Todd, Combs, Woehr, & Ketchen 2011), higher employee satisfaction (Brown & Lam, 2008; de Oliveira, Cavazotte, & Alan Dunzer, 2017), improved employee motivation and commitment (Kim, 2012; Jin, McDonald & Park, 2016), and lower employee turnover (Griffeth, Hom, & Gaertner, 2000). The basic questions guiding this line of research are how a variety of individual and organizational antecedents affect fit levels under a variety of conditions and circumstances (e.g., Edwards, 1991; Edwards & Shipp, 2007; Kristof, 1996) and what these influences are at the individual and organizational levels (e.g., Boon & Biron, 2016).

The boundaries of traditional organizational forms in which tasks and jobs are clearly defined (Cable & DeRue, 2002) served as a convenient setting to explore fit. Moreover, in the traditional organization the psychological contract between employees and their organization (Coyle-Shapiro, Pereira Costa, Doden, & Chang, 2019; Knapp, Diehl, & Dougan, 2020) needs to be revisited to expand its boundaries and accommodate it to the context of the future of work. Psychological contracts are conceptualized as an employee's perceived terms of exchange with an employer. However, researchers recognize that defining psychological contracts in a unitary manner does not adequately reflect the complex nature of the future of work (Knapp, Diehl, & Dougan, 2020). Because the future of work may entail complex work arrangements, individuals are probable to maintain several work-related exchange relationships that are not necessarily confined within the boundaries of a single organization nor characterized by a traditional employment relationship. Taking into consideration the dynamic in nature of fit, it changes and evolves over time, thus posing new challenges for future organizations and their employees confined in ever changing psychological contracts (Sekiguchi, 2004; Hom, Tsui, Wu, Lee, Zhang, Fu & Li, 2009; Swider, Zimmerman, & Barrick, 2015). Nonetheless, the nature of fit in this context remains unclear because theoretical frameworks were sparse until recently. Moreover, theoretical and empirical evidence on fit in the future of work context are limited (Valentine & Edmondson, 2015).

Future organizations are defined as new organizational forms designed for adaptability and agility, which shift from hierarchical structures towards models of virtual teamwork and online

labor markets (Hardy, 2016; Valentine at al., 2017; Trends, D.G.H.C., 2017). Table 1 (p.22) summarizes our main assertions for the future of work related to changes in P-J and P-O fit antecedents—competencies, commitment, trust and values—as a function of their respective contribution to fit in traditional organizations compared to future organizations. Table 1 serves as the basis for comparison of fit levels between traditional organizations and future organizations.

We believe that progress in understanding the future of work—from individual and management perspectives—is important and addressed two core scholarly limitations. First, previous research focused on the macroeconomic level and the effect of technological and societal changes of the future of work (Autor, 2014; Rubery et al., 2018). While this is important, it is insufficient. In addition, studies of the future of work assumed no changes in fit between the employees and the organizations. However, in the context of the future organization, these ties undoubtedly transform, generating a need to further explore the nature of the relationship between the employee and the organization. Whereas the theorized benefits of the P-J and P-O fit theories in achieving organizational goals are clear in traditional organizations, the understanding of employee fit in future organizations remains unclear (Daft, 2015; Johns, 2006; Johns, 2018; Valentine et. al., 2017).

In this study we aim to frame the temporal fluctuations between traditional and future organizations, thereby understanding what the future of work tells us regarding fit and what are the key theoretical and practical implications. This work provides an introductory foundation on which a more comprehensive body of future research can be built. This contribution is important because it acknowledges that fit is a dynamic phenomenon that requires further investigation in the context of the future of work.

Figure 1.

Theoretical framework of fit in traditional organizations (P-J / P-O) contrasted with future organizations (P-S)
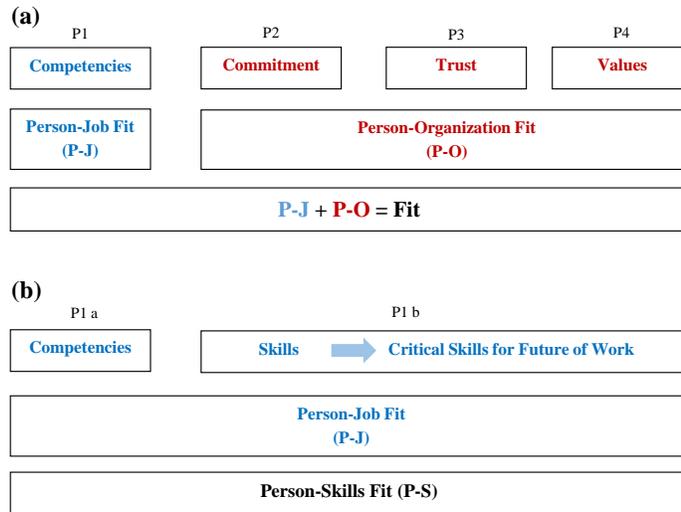
Notes: (a) Fit in traditional organizations; (b) Fit in future organizations

In the remainder of this paper, the Person-Skills (P-S) fit view is elaborated. The following two sections examine two important perspectives: the P-J fit and P-O fit theories and their relevancy to the future of work. These two important questions - of fit - have been considered central by classical organizational theorists (Kristof-Brown, Jansen & Colbert, 2002), who provide a lens through which to examine fit in traditional organizations. Consequently, this paper highlights the impact of changes in the future of work on the mechanisms of Person-Skills (P-S) fit creation.

4. P-J fit: the role of competencies

P-J fit is defined as the relationship between employee characteristics and job characteristics (Kristof-Brown et al., 2005). Edwards (1991) outlined a two-dimensional conceptualization of P-J fit consisting of needs-supplies (N-S) fit and demands-abilities (D-A) fit. N-S fit indicates the congruence of employee needs, desires, and preferences with the rewards received for the job; D-A fit is the congruence between job demands and employee knowledge, skills and abilities, for example, competencies (Cable & DeRue, 2002). Prior studies have supported the effects of both types of P-J fit on employee and organizational attitudes and behaviors (Edwards & Shipp, 2007; Kristof-Brown et al., 2005). Moreover, it has been claimed that P-J fit increases job satisfaction and organizational commitment (OC) and reduces turnover (Lauver and Kristof-Brown, 2001); hence, it plays a critical role in organizational effectiveness.

4.1 Competencies

Employee competencies play an important role in P-J fit (Elfenbein & O'Reilly, 2007; Krausert, 2017). The complexity of modern working environments and the heterogeneity of

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stakeholders, especially in service-organization settings, place challenging demands on employees due to diverse requirements in various aspects of organizational life (Tzafrir et al., 2012).

What is a competency? One definition is "the sum of knowledge and behaviours an individual possesses" (Krausert, 2017); Competencies are also viewed as the knowledge and behaviors that leads an individual to be successful on the job (e.g., problem solving). Within the organizational context, competencies often serve as the building blocks for understanding and measuring individual contributions. Competencies assist in the processes of recruitment, job profiling, people management and talent profiling (Campion et al., 2011; Gerstein & Friedman, 2016). Some scholars (e.g., Devos et al., 2011) acknowledge that a competency also involves behaviors. Thus, it is the ability to meet complex demands by drawing on and mobilizing psychological resources that include both attitudes and behaviors (Campion et al., 2011). Recently, the literature has revealed that individuals in various organizational settings require a wide range of competencies to overcome the complex challenges of modern organizations (Brown & Lam, 2008; Devos et al., 2011).

To better comprehend the role of competencies in P-J fit, organizations must attribute increasing importance to the ability to learn new capabilities and the development of individuals' abilities to perform in new, challenging, and more complex ways (Lawler, 1993). This requirement has major implications for the role of employees in general and more specifically for their entry points in organizations, which are meaningful organizational milestones (Pfeffer, 2007). As a result of the pressure to achieve both efficiency and flexibility in their operations, firms seek to maximize P-J fit. Consequently, firms explore options to enhance both individual and group-based competencies in agreement with the exploration of various work models (Lepak & Snell, 1999; Valentine et al., 2017). Competencies are therefore considered the building blocks of organizational human capital (Campion et al., 2011).

Compared to competencies, skills are specific learned abilities that an individual needs in order to perform well on a given task or job (e.g. coding, handling accounts) (Gerstein & Friedman, 2016; Sousa & Wilks, 2018; Banga & te Velde, 2019). Exploring the skills required in the context of the future of work, researchers have pointed to various directions. For example, a "skills ecosystem" in a digital era (Banga & te Velde, 2019), hard and soft skills analysis (Smart, De Maeyer, & Kralj, 2019) and sustainable skills required in the future of work (Sousa & Wilks, 2018). We know that within the context of traditional organizations the importance of competencies to P-J fit is at a high level (Crook et. al., 2011).

However, we propose that competencies and skills continue to play a crucial role in P-J fit in future organizations. Since future organizations are technology driven and tend to exist for very specific tasks, for example the flash organization (Valentine et al., 2017), we suggest that their core activities are embedded based on skills rather than on competencies. Whereas competencies include knowledge and behaviours, skills are micro-level and task specific, making them important for project execution in the context of the future of work (Johns, 2006; Johns, 2018; Campion et. al., 2011; Gerstein & Friedman, 2016; Valentine et. al., 2017). In particular, we explore the following hypotheses:

Proposition 1a: Competencies play an important role in P-J fit in traditional organizations.

Proposition 1b: Competencies and skills play an important role in P-J fit in future organizations.

5. P-O fit: the role of commitment, trust and values

P-O fit theory suggests that some characteristics of organizations coincide with characteristics of individuals and that the degree of value congruence or "fit" between individuals and organizations influences individuals' attitudes, behaviors (Kim, 2012), and performance. Advocates of this theory argue that as the similarity between individuals and organizations increases, employees become more committed to and thus more productive and successful in their jobs. P-O fit theory (e.g., Kristof-Brown et al., 2005) provides two criteria to describe compatibility between people and organizations. First, P-O fit occurs when at least one entity provides what the other needs, resulting in complementary fit. Second, P-O fit occurs when the two parties share similar fundamental characteristics, resulting in supplementary fit (Kristof-Brown et al., 2005). Therefore, P-O fit is the compatibility of characteristics between individuals and the organization (Kristof-Brown, Zimmermam & Johnson 2005). In other words, complementary fit compensates for what others lack by meeting the needs of other parties, while supplementary fit emphasizes the match between individual and organizational values (Cable & Edwards 2004). Some results of P-O fit include positive employee attitudinal and behavioral outcomes, e.g., commitment, trust and organizational citizenship behavior.

This is reasonable given the boundaries of traditional organizational forms in which tasks and jobs are visibly defined (Cable & DeRue, 2002) and given the traditional psychological contract between employees and their organization. However, because the dynamic nature of fit (DeRue & Morgeson, 2007) P-O fit may change and evolve over time, making it less relevant for future organizations, characterized by agility and fluidity (Sekiguchi, 2004; Valentine and Edmondson, 2015; Valentine et. al., 2018).

5.1 Commitment

The literature differentiates between two approaches to defining OC. In the first approach, OC is referred to as a behavior, while in the second, OC is referred to as an attitude. Within the behavioral approach, employees are viewed as committed to an organization if they are bound by past investment (e.g., benefits, salary and tenure). Thus, employees become "committed" to organizations because it has become too costly for them to leave. Within this approach, OC is depicted as more calculative in nature (Blau & Boal, 1987).

Scholars have generally discussed the importance of OC consistent with specific organizational contexts. For example, Herscovitch and Meyer (2002, p. 474) claimed that "commitment is arguably one of the most important factors involved in employees' support for change initiatives". OC is one of the most frequently examined forms of attachment to organizations (Ng, 2015). Allen and Meyer (1990) proposed three different formats of OC: affective commitment, normative commitment, and continuance commitment. Affective commitment is driven largely by positive emotions about an organization (O'Reilly & Chatman, 1991), whereas normative commitment is driven by moral obligations, and continuance commitment is driven by organizational culture. When an employee finds an organization to be positive and supportive, he or she likely has a higher degree of continuance commitment (Chalutz Ben-Gal & Tzafrir, 2011; Meyer & Parfyonova, 2010).

OC reflects an intense emotional attachment to an organization (Allen & Meyer, 1990; Herscovitch & Meyer, 2002). Furthermore, OC is the result of a high-quality exchange between an organization and its employees (Colquitt et al., 2014; Ng, 2015); an employee responds to an

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organization's positive treatment with positive feelings toward the organization, manifesting in high levels of commitment.

Some facets of commitment lie in social exchange theory (SET), which attempts to explain relationships that entail unspecified future obligations and generate the expectation of some future return for contributions. This results in reciprocity and is therefore meaningful in dyadic relationships (Blau, 1964). It is safe to assume that a committed employee would tend to extend and prolong the exchange process with peers consistent with the organization as a whole. Thus, we argue that in traditional organizations, in which social exchange is abundant, OC has a high contribution to P-O fit. However, in the context of future of work, in which remote work is plentiful (e.g. freelancing), the opposite occurs. Moreover, recent research on the dynamics of workplace commitment in the context of the future of work (i.e. cross-boundary and temporary work) emphasized the complexities of new forms of commitment (van Rossenberg et al., 2018), contributing to low need for P-O fit in new forms of work. We thus propose the following hypotheses:

Proposition 2a: OC plays an important role in P-O fit in traditional organizations.

Proposition 2b: OC plays a remote role in P-O fit in future organizations.

5.2 Trust

The literature defines trust as the willingness to rely on a partner with respect to whom one has confidence and regard (Moorman et. al., 1992). Mayer and his colleagues (1995) defined trust as "the willingness of one party to be vulnerable to the actions of another party, based on the expectation that the other party will perform particular actions important to the trustor, irrespective of the first party's ability to monitor or control that other party" (p. 710). Rousseau (1998) defined trust as a psychological state comprising the intention to accept vulnerability based on positive expectations about the intentions or behaviors of another. Gambetta (1988) conceived of trust as a calculated decision to cooperate with specific others based on information about others' personal qualities and social constraints.

Accepting that trust is a flexible phenomenon, the definition of the term and its dimensions can vary according to the organizational context (Johns, 2006; Johns, 2018). We examine trust and its level of importance to P-O fit in traditional organizations and in the future of work context. In particular, we follow Fineman's (2003) argument that trust "is not something that is simply present or absent from a social relationship, but is contextually or structurally specific" (p. 565). Thus, from this perspective, our study reveals context-specific patterns related to trust and P-O fit.

Trust is a dyadic reciprocal construct associated with SET making it meaningful in traditional organization. Moorman and her colleagues (1992) suggested that people are eager to explore relationship quality, which is built on trust and reciprocity between two sides. Researchers have described trust and reciprocity as features of relationship quality, along with optimism and satisfaction. They also affect power relationships, communications and goal compatibility (Moorman et al., 1992).

The literature has discussed two dimensions of trust: organizational trust and interpersonal trust. The dichotomy of cognitive and affective trust is often used to indicate two divergent forms of trust (Fulmer & Gelfand, 2012; McAllister 1995). The cognitive and affective forms of trust

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can be seen as two dimensions that describe the trust between two parties, and most relationships contain elements of both. In specific organizational circumstances, Mishra and Mishra (1994) proved through their fieldwork during organizational downsizing that mutual trust can enhance organizational performance (Mishra & Mishra, 1994: 273). Mishra and Mishra's study of the connection between mutual trust and organizational performance suggests that top management teams have a greater influence on the achievement of positive organizational outcomes.

From an organizational perspective, several scholars have advocated the idea that trust is primarily a characteristic of an organizational process. For example, Tzafrir and Dolan (2004) contributed to the notion that trust can be measured at an organizational level (p. 115). Their study adds to the accumulated knowledge on organizational trust by investigating a new domain, providing additional evidence for the underlying structure of trust and creating an effectiveness and efficiency instrument for measuring trust at the organizational level. The literature has also found that trust affects managerial problem solving (Zand, 1972), openness and receptivity (Butler, 1991), affective commitment (Herscovitch & Mayer, 2002), and risk taking (Mayer et al., 1995). Additionally, trust has been found to boost the performance of working teams (Bijlsma – Frankema et al., 2008).

Following recent studies that addressed the challenges associated with technology in virtual teams and associated disruption to trust development, we argue that in future organizations, inspired by digitization and remoteness, trust should be viewed as the result of the rational calculation of costs and benefits. While in traditional organizations, the concept of trust tends to be considered in the context of social exchange between individuals (Kramer, 1999). For example, Hacker and his colleagues (2019) found that trust is a promising solution for overcoming problems associated with virtual work.

What is missing from these studies is a more nuanced view of how trust is related to P-O fit in traditional compared to future organizations with respect to the future of work. Accepting the centrality of trust in traditional organizations increases our understanding that a trusted employee might tend to extend and prolong the exchange process with peers and with the organization. However, we claim that for the future of work and organizations, this acceptance does not occur. Therefore, we propose the following hypotheses:

Proposition 3a: Trust plays an important role in P-O fit in traditional organizations.

Proposition 3b: Trust plays a remote role in P-O fit in future organizations.

5.3 Values

A substantial amount of theoretical and empirical work has focused on the meaning of organizational values and their effects on individuals and on organizations as a whole (Schwartz & Rubel, 2005). For example, researchers have explored the link between human values and organizational values (Schwartz & Bilsky, 1990). Values have been used as a managerial tool in traditional organizations. For example, Dolan and Garcia (2002) introduced the management by values (MBV) concept as a "strategic leadership tool" (p. 102) contributing to cultural redesign by supporting strategic organizational change. In traditional organizations, stakeholders must attain a clear understanding of which values should be changed consistent with how to implement a change process successfully (Tzafrir, Chalutz Ben-Gal & Dolan, 2012).

Researching P-O fit from a value perspective reveals that values are reflected in employees' ongoing and repetitive decision-making processes. In traditional organizations, an alignment of

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individual and organizational values is clearly important for organizations to achieve the desired results (Argandona, 2003). In traditional organizations, individual values can change to fit organizational values (Chatman 1989) through SET and socialization within a community of practice that varies from one organization to another. Moreover, in a traditional organizational setting, success requires employees and organizations to have similar values (Kristof-Brown, Zimmermam, & Johnson 2005) to ensure alignment with the organization's culture (O'Reilly, Chatman & Caldwell, 1991). Notwithstanding, while the similarity between individual and organizational values is important to P-O fit levels in traditional organizations, this is not true in future organizations. Whereas in traditional organizations, employees commit emotionally to the organization when they are able to identify their values within organizational values (O'Reilly, Chatman & Caldwell, 1991), this is not true in future organizations, which are ad hoc in nature (Valentine et al., 2017; Subramony et al., 2018), and therefore rely on multiple psychological contracts (Coyle-Shapiro, Pereira Costa, Doden, & Chang, 2019; Knapp, Diehl & Dougan, 2020).

While recognizing the importance of values in traditional organizations, we claim that in future organizations, which are dominated by knowledge complexity, tasks and skills (Valentine et al., 2018), values are of limited importance to P-O fit. The first reason is that future organizations are complex and include multiple stakeholders. Second, since knowledge is abundant, values have a limited role in daily professional effort, especially when multiple stakeholders are involved (Dolan & Garcia, 2002; Tzafrir, Chalutz Ben-Gal & Dolan, 2012), occasionally through crowdsourcing of remote work over online labor markets (Valentine et al., 2017). Consequently, these issues raise the question of the contribution of values to P-O fit in future organizations.

We believe that extant studies lack a nuanced view of how the exchange process has profoundly transformed in the context of the future of work and organizations, thereby changing the nature of P-O fit. From this perspective on values and their role in P-O fit, we propose the following hypotheses:

Proposition 4a: Values play an important role in P-O fit in traditional organizations.

Proposition 4b: Values play a remote role in P-O fit in future organizations.

6. Overview and comparative analysis

Table 1 serves as the basis for comparison of fit levels between traditional organizations and future organizations. Future organizations are defined as new organizational forms designed for adaptability and agility, which shift from hierarchical structures towards models of virtual teamwork and online labor markets (Hardy, 2016; Valentine at al., 2017; Trends, D.G.H.C., 2017). Table 1 summarizes our main assertions for the future of work related to changes in P-J and P-O fit antecedents—competencies, commitment, trust and values—as a function of their respective contribution to fit in traditional organizations compared to future organizations.

Table 1. Evidence-based fit examination: Traditional vs. Future Organization

	Fit	Traditional Organization	Future Organization	Evidence-Based Examples	Sample References
Competencies (P1a; P1b)	Person-Job (P-J)	High	High ⬇ **Person-Skills Fit*** **(P-S)**	Flash teams; Flash organizations; Temporary and fluid teams; Complementarity of humans and AI	Valentine et. al., 2017; Valentine et. al., 2018; Valentine and Edmondson, 2015; Jarrahi 2018
Commitment (P2a; P2b)	Person-Organization (P-O)	High	Low	Multiple Psychological Contracts; The future of workplace commitment	van Rossenberg et. al., 2018; Knapp, Diehl, & Dougan, 2020)
Trust (P3a; P3b)	Person-Organization (P-O)	High	Low	Integrated model of trust in virtual teams	Hacker et. al., 2019
Values (P4a; P4b)	Person-Organization (P-O)	High	Low	Worker-ecosystem relationship (WER) construct	Subramony et. al., 2018

*NOTES: High / Low = Contribution to fit   * Person-Skills (P-S) Fit = New construct, definition provided on p. 29*

Table 1 presents traditional organizations and future organizations separately in the columns; an additional fit column is presented to highlight the nature of fit, i.e., P-J , P-O and P-S fit. The antecedents of P-J and P-O fit—competencies, commitment, trust and values—are presented in separate rows. Table 1 also presents evidence-based examples and key references to support our analysis.

Table 1 suggests that competencies play an important role in P-J fit in traditional organizations and that they are expected to continue to serve an important role in P-J fit in future organizations, with a growing dominance of skills. As a result, competencies and skills continue to play a vital role in individual and organizational tasks, even more so in future organizations (Daft, 2015; Trends, D.G.H.C., 2017; Sousa & Wilks, 2018). This suggestion is consistent with several studies that indicate the centrality of individuals and their competencies in the future of work. For example, in flash teams—which comprise crowds structured like organizations to achieve complex goals (Valentine et al., 2017) and are said to be central to the future of work—individual competencies, skills and behaviors are crucial in achieving complex tasks. Other studies provide a practical perspective, highlighting the complementarity of humans and human capabilities and the future of work, e.g., artificial intelligence (Jarrahi, 2018). Additionally, in the case of temporary and fluid teams, competencies and roles situated in specific organizational structures contribute (and are expected to continue to do so) to the performance of teams and organizations as a whole (Valentine & Edmondson, 2015; Valentine et al., 2018).

From a macro-organizational perspective, human capital theory (HCT) continues to play a central role in both traditional and future organizations, supporting our findings. According to HCT (Schultz, 1961), competencies are imbedded in both people's traits and their behaviors. Consistent with HCT, skills, traits and behaviors (i.e., competencies) are an essential part of any task, even within teams that are temporary in nature (Valentine & Edmondson, 2015; Valentine et al., 2018). Table 1 provides insights into the multifaceted nature of P-J fit, as displayed by the relationship between employee characteristics and job characteristics (Kristof-Brown et. al., 2005), consistent with demand and supply perspectives (Edwards, 1991). We suggest that competencies and skills will be central in future organizations, leaving them to play a vital role in P-J fit in the future of work.

A closer look at Table 1 reveals that in contrast to traditional organizations—in which commitment, trust and values play a central role in P-O fit—we expect their contribution to P-O fit in future organizations to be remote. The question arises regarding why this expectation is true. We provide two explanations. First, it seems that the weight of tasks and roles is greater in future organizational forms (Valentine et al., 2017; Jarrahi, 2018), which leads to a greater emphasis on the importance of competencies and skills. Second, we build upon multiple psychological contracts in future work formats (van Rossenberg et. al., 2018; Subramony et. al., 2018; Hacker et. al., 2019; Coyle-Shapiro, Pereira Costa, Doden, & Chang, 2019; Knapp, Diehl, & Dougan, 2020), which changes the contribution of traditional fit antecedents (for example, commitment, trust and values).

We propose a new approach to fit for the future of work based on an individual's skills. Whereas in traditional organizations, trust, commitment and values have important implications (Blau, 1964; Chalutz Ben-Gal & Tzafrir, 2011; Tzafrir, Chalutz Ben-Gal & Dolan, 2012), in the context of the future of work, traditional ties transform, resulting in temporal fluctuations that shift the focus of fit (Johns, 2006; Valentine et. al., 2017; Johns, 2018; van Rossenberg et. al., 2018; Subramony et. al., 2018; Hacker et. al., 2019).

Table 1 reveals that commitment plays an important role in P-O fit in traditional organizations. However, it is expected to play a remote role in P-O fit in future organizations. One question that arises is whether OC disappears completely or changes form with regard to its influence on fit. Will organizations of the future—influenced by technology and digitization—become blind to individuals' merits and involvement? As implied by our analysis, and given the nature of future organizations, the factors associated with P-J fit (competencies and skills) will continue to have a central role in future organizations, whereas the factors associated with P-O fit (commitment, trust and values) are expected to have a remote role in fit.

Likewise, Table 1 reveals that values play an important role in P-O fit in traditional organizations. However, they are expected to play a remote role in P-O fit in future organizations. Organizational working processes are embedded in a set of individual and organizational values derived from beliefs and perceptions that are inherent in culture and guide interactions between actors. In traditional organizations, the better fit is between organizational hierarchies (Valentine, 2017), the higher the probability of organizational success (Kristof, 1996; O'Reilly et. al., 1991). In traditional organizations, values play a central role, and employees hold individual values and grounded notions of what "ought" and what "ought not" to be (Tzafrir, Chalutz Ben-Gal & Dolan, 2012). Thus, in traditional organizations, the social interactions—derived from SET—that originate from values lay the foundation for an understanding of desired behaviors and attitudes. Therefore, in traditional organizations, values help us to "predict, interpret, and act accordingly to achieve better performance" (Ibid, p. 402). P-O fit, or lack thereof, is influenced by this relationship. Moreover, in traditional organizations, an MBV perspective is important (Dolan & Garcia, 2002). In these organizations, in which multiple stakeholders exist, the challenge of aligning values is complex. Key stakeholders—clients, service providers, employees, and others—must attain a clear understanding of which values and beliefs are to be aligned consistent with how to adapt successfully. This alignment is crucial in attaining P-O fit.

However, for the future of work and organizations, which are more task and role centric and are occasionally temporary (Valentine et. al., 2017; Valentine et. al., 2018; van Rossenberg et. al., 2018; Subramony et. al., 2018; Hacker et. al., 2019; Knapp, Diehl & Dougan, 2020) some of these factors can be seen as second-order causes of the achievement of P-O fit. Accordingly, what more specifically determine the level of fit are factors embedded in specific tasks, roles and skills (Valentine & Edmonson, 2015) rather than organizational and individual values.

Overall, our analysis implies that for the future of work, there is an ongoing shift in the fit phenomenon as traditional organizations transform and adapt to future work, thereby changing the nature of work (Jarrahi, 2018; Valentine et. al., 2017; Subramony et. al., 2018; Knapp, Diehl & Dougan, 2020). Our analysis implies that, moving forward, organizations must adjust to new boundaries of a multiple psychological contract with individuals performing complicated tasks. Consequently, in the following section, we present a novel construct, person-skills fit, and discuss its theoretical and practical contribution to the future of work.

6.1 Theoretical Framework of Person-skills fit (P-S)

The complexity and uncertainty of future organizations and work arrangements (Valentine & Edmonson, 2015; Knapp, Diehl & Dougan, 2020) give rise to a vast array of potential social exchange partners, on the one hand, and a corresponding opportunity of isolation on behalf of the employee, on the other hand. Thus, it is important to develop an initial theoretical framework of fit that not only reflects this inherent complexity and broad applicability, but does so in a

parsimonious manner that future researchers can apply and build upon (Bacharach, 1989). Towards this end, we examine two important aspects of fit in the context of the future of work.

First, we recognize that it is important to accept the dynamic nature of fit and the multiple stakeholders with whom an individual is likely to interact in the future of work (Tzafrir et al., 2012; Swider, Zimmerman & Barrick, 2015; Knapp, Diehl & Dougan, 2020). Second, recognizing the potential for context research (Johns, 2006; Johns, 2018), we explain how we can identify the variations in fit moving forward to new forms of fit appropriate for the future of work, so that we can start predicting behavioral outcomes (e.g. performance) that are specific to social exchanges and their corresponding results in future organizations. In explaining the theoretical mechanisms addressing these two issues, we draw on research pertaining to dynamic fit (Swider, Zimmerman & Barrick, 2015) and context research (Johns, 2006; Johns, 2018), both examine organizational processes and interpret them from a vibrant perspective. We also draw on social exchange theory (Blau, 1964; Gouldner, 1960) which examines obligations and reciprocity suitable for examination of what has changed in social exchanges moving forward from traditional towards future organizations. Dynamic fit, contextual research and SET are three complementary theories that help explain the consequences of fit transformation from the traditional organizations domain to the future of work, and gives rise to the S-F construct.

Figure 2.
Theoretical Model of Person-Skills Fit (P-S) for the Future of Work
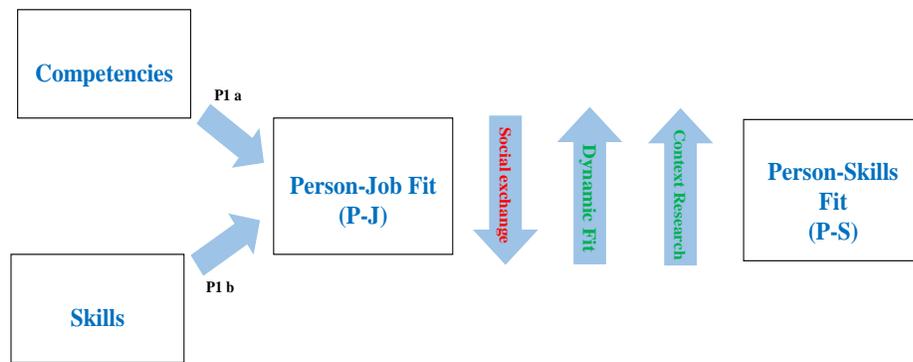
Notes: **Red** = **Low Level**   **Green** = **High Level**

In the context of the future of work, the skills a person has represent knowledge crucial to task execution more than ever before (Autor, 2014; Alberti, Bessa, Hardy, Trappmann & Umney, 2018; Sousa & Wilks, 2018). This work illustrates how major changes in the future of work affect

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the nature of fit, thus yielding new theoretical and practical implications (Autor, 2014; Johns, 2006; Johns, 2018; Chalutz Ben-Gal, 2019).

Past research analyzed skills in the context of individual and organizational characteristics (Prochno, 2001; Chatenier et al., 2010; Gerstein & Friedman, 2016). The concept of skills development is prevalent as a research issue in higher education because such development is an important goal for the universities and students alike. Skills development is perceived as a strategic management tool to cope with the changing business environment (Nyhan, 1998; Porter & Heppelman, 2014) specifically in the context of the future of work (Routley et al., 2013; Gerstein & Friedman, 2016; Sousa & Wilks, 2018). In this flexible job market, there is a growing need for the complex and technical, which requires flexibility and agility (Sousa & Wilks, 2018). This context of complexity and uncertainty, partly due to the globalization and accelerated rhythm of technological change, results in a growing demand for human talent equipped with sustainable skills associated with overcoming these challenges (Gerstein & Friedman, 2016; Sousa & Wilks, 2018).

Guided by these insights and by recent work that outlines future workforce challenges from a skills perspective (Sousa & Wilks, 2018), we introduce a novel construct to the future of work research: *person-skills fit* (P-S), that is, the relevant skill set a person possesses to fulfil particular requirements of a task, project or job. We argue that P-S fit captures the challenges associated with the future of work more precisely compared to P-J and P-O fit alike.

Person-Skills fit: A Real life example

In order to bolster our explanation of the new *Person-Skills* fit construct and in order to illustrate how this construct can be applied in a real world scenario, we illustrate an example of a Person-Skills fit job scenario. The illustrative scenario we provide is an academic in a teaching focused task or job. The future of the academic community, traditionally in the organizational form of a university or college, is likely to need skills set of online teaching and engagement with students using various online teaching platforms and tools (e.g. zoom) in order to conduct online lectures. An additional and important skill set required for this task execution is the ability to execute breakout sessions in an online platform, by utilizing a pebble pad or a padlet online tool, for the purpose of creating further student engagement (ILO, 2018; Sousa & Wilks, 2018; Banga & te Velde, 2019; Smart, De Maeyer, & Kralj, 2019). Person-Skills fit may be indexed, monitored, analyzed and managed utilizing artificial intelligence based recruitment mechanisms (Jarrahi, 2018; Chalutz Ben-Gal, 2019). Consequently, in the following section, we discuss recommendations for improving fit in the context of the future of work.

7. The future of work: recommendations for improved fit

Our analysis illustrates how the future of work changes the nature of both P-J and P-O fit, yielding a novel construct, *person-skills fit*, central for organizations of the future (Autor, 2014; Johns, 2006; Johns, 2018; Chalutz Ben-Gal, 2019). Moreover, our proposed *person-skills fit* construct suggests that the fit phenomenon is shifting in the future of work, resulting in a need to adjust management and HR practices to achieve a desired improved fit for the future of work. Therefore, we argue that managers must take steps to manage the emerging fit challenges in the future of work. Thus, Table 2 presents recommendations to ensure an improved fit in the context of the future of work.

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First, managers should place a clear focus on a compatible job design. The organization of work has important implications for individuals' psychological health and performance outcomes. There is a robust knowledge base available for managers to design jobs that employees are likely to experience as effective, motivating and meaningful (Tims et. al., 2016). At the same time, scholars call attention to the fact that job design—occasionally through organizational learning—is influenced by not only managers but also employees and hierarchy (Valentine, 2017). However, in the context of the future of work, centered on agile, fluid or temporary teams, there are constant changes in how work is structured and performed (Tims et. al., 2016; Valentine et. al., 2017; Subramony et. al., 2018; Hacker et. al., 2019). Therefore, managers would be wise to enable employees to craft their job demands and job resources, based on available individual skills, through self-initiated changes, thus enabling individuals to proactively optimize P-J fit and consequently experience meaningful work.

Second, our analysis demonstrated that known antecedents to fit in traditional organizations contribute little fit in future organizations. If—according to our analysis—commitment, trust and values remotely influence fit in future organizations, the question that should be posed is how fit will be achieved. Our proposed *person-skills fit* construct provides an answer by supporting this analysis and focusing attention on novel avenues to achieving fit in the future of work. Flash organizations through crowdsourcing (Valentine et al., 2017) are just one example of compatible and efficient computationally based work design for the future of work. However, our analysis implies that in the context of the future of work, P-O fit will practically disappear (Table 1), leaving managers challenged to improve P-J fit (Tims et. al., 2016; Valentine et. al., 2017). Therefore, we believe that a *person-skills fit* approach assists in the context of the future of work.

Third, we believe that to address the growing complexity in the context of the future of work, managers should devote attention to knowledge management processes and procedures (Fineman, 2003; Valentine et al., 2018). Building upon the centrality of our proposed construct of *person-skills fit*, we believe that robust knowledge management processes, some of which are possible through use of a knowledge repository, are essential to maintain high levels of fit in the context of the future of work due to a technologically complex environment in which challenging tasks and goals are executed (Valentine et al., 2017; Valentine et al., 2018).

Finally, as presented in Table 2 and in light of our findings, we call for managers looking ahead at the challenges of the future of work, to identify an alternative focus and tools in the quest for improved fit. Our specific recommendations include new managerial tools and measures to support *person-skills fit* (e.g., skill-specific recruitment, development and retention plans and tools). Furthermore, we recommend implementing a *person-skills fit* assessment technological platform. We call for the enhancement of teams' role in *person-skills fit* achievement, for example, implementing skill-specific team-based learning (Valentine & Edmonson, 2015). Finally, shifting the focus and highlighting employee quality of life and wellbeing consistent with designing tools to gain improved fit assists in achieving improved fit and a successful transition to the future of work (Chalutz Ben-Gal et al., 2017; Chalutz Ben-Gal, 2019).

Table 2. The future of work: recommendations for improved fit

Recommendation	Key actions	Sample references
Compatible job design	Break down job accountabilities to minitasks based on skills. Identify job content based on specific KPIs. Organize work such that performance outcomes are clear. Simplify jobs consistent with technological infrastructure. Design jobs to enhance effectiveness, motivation and meaningfulness. Enable worker to craft job resources by self-initiated changes.	Valentine & Edmonson, 2015; Tims et. al., 2016; Valentine, 2018; Valentine et. al., 2017.
Person-Skills fit	Identify sustainable skills per required task. Match skills and jobs rather than people and jobs. Develop employees using a skill-centered plan. Highlight person-skills fit within the job context. Develop and manage a "skill-acquisition plan" per task utilizing various channels.	Tims et. al., 2016; Sousa & Wilks, 2018; Autor, 2014; Johns, 2018; Chalutz Ben-Gal, 2019.
Knowledge management	Focus on skill-based knowledge management processes & procedures. Develop knowledge repository essential to maintain high levels of fit. Simplify complex tasks and goals through technological innovation.	Fineman, 2003; Valentine & Edmonson, 2015; Valentine et. al., 2018.
Alternative focus	Develop new managerial tools to support person-skills fit. Implement person-skills fit assessment technological platform. Enhance team role in fit achievement. Focus on employee quality of life and wellbeing. Design replacement tools to gain improved fit in the future of work.	Valentine & Edmonson, 2015; Chalutz Ben-Gal et al., 2017; Chalutz Ben-Gal, 2019.

7. Contributions

This work contributes to management and organizational research. At the same time, it has potentially important implications for future of work research and strategic human resource initiatives in organizations. We introduce to the future of work research a novel construct, *person-skills fit*, which integrates organizational and management perspectives on fit and how to analyze and perhaps adjust it to the context of the future of work. Whereas the literature on the future of work has increasingly recognized the need for deeper analytical understanding of the nature of work, we believe that progress in understanding the future of work—from individual and management perspectives—requires further analysis specifically with regard to the fit context (Autor, 2014; Rubery et al., 2018; Swider, Zimmerman, & Barrick, 2015). Our approach demonstrates the utility of our proposed *person-skills fit* construct as a complementary means to understand various facets of the future of work, how they vary within various contexts, and what factors give rise to them.

From a theoretical perspective, we revisit and question traditional boundaries of P-J and P-O fit theories by exploring an ever-changing psychological contract relevant to the context of the future of work (Subramony et. al., 2018; Coyle-Shapiro, Pereira Costa, Doden, & Chang, 2019; Hacker et. al., 2019; Knapp, Diehl, & Dougan, 2020). Moreover, we believe that theoretical and empirical evidence on fit in the context of the future of work is limited; we thus trust that our novel *person-skills fit* construct contributes to this important theoretical discussion. By providing specific insights into P-J fit and P-O fit theories and their relevancy to the future of work, we believe that our *person-skills fit* construct addresses the gaps of fit theories, moving forward from traditional organizations towards the future of work.

We believe, consistent with previous analyses, that only research that is driven by sound theoretical considerations based on a well-established construct can be effective in advancing the understanding of complex issues such as P-J and P-O fit and their changing nature in the future of work. When constructed, as we have done, such constructs can serve as scaffolds for developing management policies and practices consistent with organizational interventions geared at improving fit; because of the task and job design focus and hierarchy alignment challenges, fit often fails to occur (Valentine and Edmonson, 2015; Valentine, 2017; Valentine et. al., 2017). Our analysis suggests that fit changes its formation and presence in the future of work; thus, the evolution in certain types of fit (i.e., P-J and P-O fit) is not an entirely unavoidable reality (see also Jarrahi, 2018), making *person-skills fit* a more suitable construct to improve fit and make it work to the benefit of all stakeholders involved.

We believe that our *person-skills fit* perspective on exploring the future of work—as in other organizationally related challenges—can open up a number of promising pathways for future research. For example, how can organizations adopt the *person-skills fit* construct and integrate it with existing managerial and organizational-related processes—for example, by effective workforce management (Chalutz Ben-Gal, 2019). Similarly, in the context of the future of work, can the introduction of *person-skills fit* bring about greater effectiveness and help address people-related challenges using a more relevant and fine-grained approach? Beyond fit, we see the potential to develop new a "*person-skills fit-index*" based on measures for the purpose of improved people management and behavior prediction in the future of work. Table 3 below presents important research questions to be addresses in future research.

Table 3. Future research questions.

Domain	Sample questions
Fit-Theory and practice	* How does fit change its formation and what are the respective implications for the future of work? * Are there moderators (e.g., individual dispositions, HR strategy, organizational culture) that accentuate or attenuate fit antecedents? * Is there a link between fit and performance outcomes? * Does context matter for P-J fit and P-O fit theories?
Psychological Contract	* What are the key features of a psychological contract relevant to the future of work? * What role do psychological needs play in understanding psychological contracts in the future of work? * How do individuals fulfil their needs associated with psychological contract in the context of the future of work in line with the person-skills construct? * What dimensions of the future of work impact a "new" psychological contract?
Person-Skills (P-S) Fit	* How can organizations measure person-skills fit level in the future? Develop a valid and reliable measurement scale. * What are the sustainable skills required for jobs in the future of work? * Are sustainable skills interchangeable in specific jobs and/or work contexts? * How can organizations adopt the person-skills fit construct and integrate it with existing HR and managerial-related processes? * What are the key features of a "person-skills-fit-index"? Develop such index for the purpose of improved fit and task-specific performance prediction, based on predetermined features.
Future of Work	* Are macroeconomic, cultural, and societal contexts important to understanding the future of work? * What is the role of time in future of work research? * What are management accountabilities in the context of the future of work, if any? * What types of methodologies are appropriate to capture key managerial challenges in future of work research?

8. Limitations

Although we constrained our analysis to include only a few (four) antecedents of P-J and P-O fit (namely, competencies, commitment, trust and values), we do not deny that fit may be a more complex phenomenon in reality. Indeed, fit often combines more than just these four types of antecedents, given its multifaceted nature. In addition, employee and organizational fit may fluctuate between various causes of fit attributed to more than one antecedent. We believe that even if this possibility is most likely true, how to start understanding the fit phenomenon, especially in the context of the future of work, is by dissecting it into smaller parts—i.e., antecedents—that are manageable, as we did in our analysis.

Certainly, despite this restriction, we managed to compare and contrast fit and its antecedents in traditional organizations vs. future organizations (see Table 1) and provide practical managerial tools for improving fit in the context of the future of work. We also believe that the predictions stemming from this analysis must be empirically tested under controlled conditions in the lab and in real-life field research. Only after this testing is done can we obtain a deeper understanding of the issues in question related to fit and the future of work.

Conclusion

In summary, this study introduces and demonstrates the value of the *person-skills fit* construct to the future of work research. Relative to prevailing approaches to studying organizational fit, *person-skills fit* offers a different means of understanding the future of work, including a shifting view of fit antecedents, and unlocks the importance of analyzing and adopting novel fit constructs and explaining them to meet the managerial and organizational challenges of the future of work.

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