

Contextualizing social networks: The role of person–organization fit in the network–job performance relationship

Scott M. Soltis¹ | Brian R. Dineen² | Mikhail A. Wolfson¹

¹Department of Management, University of Kentucky, Lexington, Kentucky, USA

²Department of Management, Purdue University, West Lafayette, Indiana, USA

Correspondence

Scott M. Soltis, Department of Management, University of Kentucky, 550 South Limestone Street, Lexington, KY 40506, USA.
Email: scott.m.soltis@uky.edu

Abstract

While scholars have attended to the performance implications of employee embeddedness in social networks within the workplace, less research accounts for the interface of employee and organizational values in enabling employees to leverage these networks. Network perspectives on employee performance acknowledge that certain informal network positions create resources that are beneficial for performance while simultaneously creating demands that may diminish or erode these benefits. Leveraging a Job Demands-Resources (JD-R) perspective, we suggest that person–organization (PO) fit—the perceived congruence between individual and organizational values—will play a crucial role in shaping the performance effects of demands and resources inherently generated by workplace relationships. Results suggest that PO fit moderates relationships between network positions and individual job performance. Specifically, we find that having many friendships or being heavily sought out for advice enhances performance for those with higher levels of PO fit. Supplemental analyses highlight that incoming friendships or advice ties that are cross-functional are still beneficial for those among the highest in PO fit, but also that these same network positions can be detrimental for employees who are among the lowest in PO fit. These results contribute to a more nuanced understanding of the demands and resources generated by informal networks and how the translation of these features into performance is contingent upon the extent to which an employee identifies with organizational values.

KEYWORDS

individual performance, person–organization fit, social capital, social networks

1 | INTRODUCTION

To the detriment of both research communities, social networks have not been well integrated into the study of human resource management (HRM)-related processes or outcomes, nor has HRM phenomena been used to increase understanding of the origins and impacts of workplace social networks (Soltis et al., 2018). Moreover, despite a common and critical interest in employee performance, significant unanswered performance-related questions remain within both

communities. A focus on structure is a defining characteristic of social network analysis (Burt, 1992; Mayhew, 1980), yet others suggest that certain tie patterns are not necessarily sufficient for understanding the impact of networks on performance (e.g., Brass, 2012). The structurally driven networks literature has generally supported that network embeddedness is beneficial for employee performance, evidenced by Fang et al.'s (2015) meta-analysis. However, recent research has begun to identify crucial moderators of affective (Methot et al., 2016) and instrumental relationship benefits (Causholli

et al., 2021). Conversely, mainstream HRM research takes a markedly different approach to employee performance, attempting to identify individual characteristics that make employees better performers, with little to no acknowledgment of or focus on the role of workplace relationships (e.g., cognitive ability—Hunter, 1986; personality—Barrick & Mount, 1991; psychological capital—Avey et al., 2011).

Despite these seemingly opposed perspectives, and reminiscent of the person-situation debate (Kenrick & Funder, 1988), the common ground does exist that may help unpack employee performance more thoroughly. Network researchers have begun to embrace the role of individual values (conformity—Zhou et al., 2009), personality (extraversion and neuroticism—Regts & Molleman, 2016), and other traits (cognition—Anderson, 2008; Carnabuci & Diószegi, 2015; political skill—Grosser et al., 2018) to more fully unpack relationships between various network positions and crucial employee outcomes such as creativity, innovation, and performance. Further, research has demonstrated that the same network position can lead to important differences based on context such as national or organizational culture (Xiao & Tsui, 2007). We add to the growing literature that demonstrates that network positions are not universally positive or negative but rather are more exploitable or potentially detrimental, contingent on the individual characteristics of the position holder *and* the work environment. Drawing on the job demands-resources (JD-R) model (Demerouti et al., 2001), we argue that informal ties in the workplace may be seen as resources to be leveraged to enhance performance, or as demands that reduce the ability to perform required tasks. This is consistent with research showing that certain network ties can be “mixed blessings” that provide access to work-related resources while simultaneously depleting personal resources (Methot et al., 2016).

While there are likely many elements of the individual or the work environment that influence the relationship between networks and performance, person-organization (PO) fit is a well-positioned construct at the intersection of values and culture and is engrained in both HR research and practice. PO fit can be determined by assessing how well personal values match (or are perceived to match) the values that best represent the culture of the organization within which one is embedded (Chatman, 1989). PO fit has been frequently associated with employee attitudes such as job satisfaction, organizational commitment, and turnover intent (Kristof-Brown et al., 2005). The widespread applicability of fit has positioned it prominently in practice and carries an underlying assumption that those who fit an organization's culture will be strong performers (Davoren, 2012). However, research has repeatedly failed to demonstrate a consistent or strong relationship between PO fit and job performance (Kristof-Brown & Guay, 2010; van Vianen, 2018).

Examining PO fit as a contextual moderator of the networks-performance relationship serves three purposes. First, it is drawn from a family of person-environment fit measures that explicitly maintain dual focus on the individual and their work environment, rather than separating these factors. Second, PO fit and networks integrate well with a JD-R view of the workplace in understanding when a given network position will be experienced differently and thereby relate differently to job performance. Third, fit is a keystone concept in HRM practice, with usage throughout the attraction-selection-

attrition cycle, while network perspectives are still novel. The integration of fit therefore meets the HRM practitioner community in a well-known space to help bridge the research-practice gap.

We contend that PO fit may be a crucial individual characteristic which conditions the performance effects of social network positions such as friendship and advice-sharing ties. Specifically, when employees identify closely with the values of the organization, the demands of maintaining friendships and providing task-related advice may seem less burdensome and the resources these ties provide may be more apparent, impactful, and exploitable. For instance, when one is sought for advice, it provides the opportunity to coordinate with coworkers. In turn, simultaneous alignment between employee and organizational values facilitates effective communication and coordination with coworkers (Edwards & Shipp, 2007). Absent high PO fit, this same advice request is more likely experienced as a hindrance and could require greater effort to satisfy. Similarly, when an employee is socially embedded in an organization, in terms of plentiful friendship ties, he or she might experience a variety of work-enhancing benefits such as psychological need fulfillment (Greguras & Diefendorff, 2009), self-verification (Swann Jr, 1983; Swann Jr, 2011) and motivation to fulfill organizational goals (Goldberg et al., 2016). However, past research has shown that these benefits come with costs such as time and effort needed to maintain these relationships (Methot et al., 2016). The extent to which an employee holds congruent values with the organization is likely to be a key determinant of the way in which these ties are interpreted as well as the efficacy of tie maintenance and utilization.

Given these possibilities, we attempt to better understand the role of workplace social networks on employee performance by exploring how they interact with PO fit. If indeed “the people make the place” (Schneider, 1987), then studying individuals' networks of social relations alongside their fit may help us better understand a complex work environment that provides many signals, resources, and demands. Our research contributes to the social networks literature by identifying PO fit as a key moderator that determines the extent to which incoming ties are a blessing or curse for employee performance. Additionally, we extend JD-R theorizing by suggesting that a single stimulus can be both a work-enhancing resource and a work-inhibiting demand depending on the alignment between characteristics of the individual and work environment. Our research also contributes to HR practice by substantiating the role of PO fit in HR decision-making by demonstrating that fit can shape whether informal relationships enhance or detract from job performance. Finally, given recent advancements highlighting the many ways in which HR practices can shape employee networks (Methot et al., 2018), our research suggests that HR departments should be mindful of employee characteristics and the current organizational culture as they take actions that may alter informal social structures.

2 | HYPOTHESES DEVELOPMENT

While primarily focusing on the proximal psychological states that job resources elicit, the JD-R model also argues that these resources will

positively relate to employee performance, whereas job demands will negatively relate to performance (Bakker & Demerouti, 2017). *Job demands* refer to “those physical, social, or organizational aspects of the job that require sustained physical or mental effort and are therefore associated with certain physiological and psychological costs (e.g., exhaustion).” *Job resources* refer to “those physical, psychological, social, or organizational aspects of the job that may do any of the following: (a) be functional in achieving work goals; (b) reduce job demands at the associated physiological and psychological costs; (c) stimulate personal growth and development” (Demerouti et al., 2001, p. 501).

Despite the focus on social resources and demands in both definitions, little research has explored the role of workplace relationships from a JD-R perspective. Tims et al. (2012) demonstrated that job crafting via asking for feedback is a way to increase job resources. Fernet et al. (2015) measured job resources as an index that included the quality of workplace relationships, finding an indirect effect of these resources on job performance (via autonomous motivation). A meta-analysis of the JD-R literature examined the general role of social support as a job resource, finding a significant and positive effect on employee engagement (Crawford et al., 2010). Despite this support for the positive effect of relationships on job resources, it is notable that all reported results focused on broad and qualitatively positive measures of relationships such as the ability to seek feedback, general quality of relationships, and perceived social support. While generalized positive relationship perceptions are beneficial to employees as resources, we focus on incoming social ties in the workplace, which may be more specific complex sources of resources and demands.

2.1 | Social networks as job resources and job demands

Workplace networks have been described as pipes, prisms, and girders (Borgatti & Foster, 2003; Podolny, 2001). Networks are pipes in that they carry resources from one individual to another that could be useful in shaping employee knowledge, skills, and abilities. Networks also act as prisms through which employees see the workplace (e.g., an isolated employee may see the workplace as highly individualistic whereas an embedded employee sees it as collaborative) and through which employees are seen (i.e., assumptions and attributions are made about employees based on the company they keep). Finally, networks can be girders, or crucial pieces of organizational infrastructure that support functioning. We explore the ways in which these functions can make a single network position function simultaneously as a job resource and job demand.

Organizations comprise myriad required and voluntary relationships, but we focus on two of the most common: friendships and advice-sharing. Both friendship and advice networks should be of interest to HRM professionals because past research has demonstrated significant overlap between required workflows and advice relations (Soltis et al., 2013), as well as HRM's role in facilitating workplace friendships (Zarankin & Kunkel, 2019). In-degree centrality

denotes how many others in the organization report a tie to a particular employee. In a friendship network, in-degree centrality means that an employee is seen as a friend by others. In an advice network, in-degree centrality represents the extent to which one is sought out for advice by coworkers. We focus on in-degree centrality measures for two reasons. First, this form of centrality is outside the explicit control of the focal employee and better represents the complexities of workplace relationships (compared to out-degree measures which should be overwhelmingly positive for the employee according to past JD-R research referenced above). Second, in-degree centrality measures are ubiquitous in social networks research (Fang et al., 2015) and are unique in their functions in terms of affective and instrumental resources or demands.

Incoming friendship ties can provide a variety of resources which should enable or enhance employee performance. The social capital gained from incoming friendship ties allows the employee to gain access to information that may not otherwise be available (Adler & Kwon, 2002; Berman et al., 2002). For instance, work friends share sensitive information with one another, provide work and non-work support, and increase comfort in performing job tasks (generally referred to as social and instrumental support; Blau, 1964; Ibarra, 1995). Past research has also shown that having friends in the workplace is more beneficial than being friendless in terms of career outcomes, psychological attachment, and productivity (Rath, 2006).

In-degree centrality in the friendship network also functions as a quasi-measure of workplace popularity that relies on the number of actual friendships reported by others versus a more distal definition of “generally being accepted by one's peers” (Scott & Judge, 2009, p. 21). While not frequently studied in workplace settings, popularity has been shown to reduce performance inhibitors such as interpersonal conflict and ostracism (Cullen et al., 2014). Given that informal structures better represent how a great deal of work actually gets accomplished in organizations (compared to formal organizational structures), embeddedness in the friendship network should be critical to employee performance (Krackhardt & Hanson, 1993). Indeed, meta-analytic evidence supports the generally positive nature of incoming friendship ties for both job performance and career success (Fang et al., 2015).

Despite these benefits, incoming friendship ties carry demands that could negatively impact one's ability to perform (see Pillemer & Rothbard, 2018 for an exploration of the “dark sides of workplace friendships”). While information flows through friendship ties, there may be non-germane information embedded in these exchanges. A recent study highlights the detriments of office chit-chat (Methot et al., 2021). There is also an extensive literature on attitude contagion in networks (summarized in Brass, 2012) suggesting that both positive (performance-enhancing) and negative (performance diminishing) attitudes spread through friendships. Finally, while informal friendship networks supplement formal structures, they may also constrain performance by distracting the employee from tasks or creating conflict between formal and informal roles (Bridge & Baxter, 1992).

Incoming advice ties also have a variety of features which could lead them to function as job resources or job demands. Because information about a work issue must be provided in the advice-seeking

process, those who give advice are able to accumulate work-related information from advice seekers that may prove beneficial to performance (Fang et al., 2015). Advice giving also has prismatic effects on how the giver sees and is seen in the organization. For instance, solicited advice is seen as pro-socially motivated and more useful to the advice seeker, creating reputational benefits for the advice-giver (Landis et al., 2021). Additionally, advice-giving enhances perspective-taking by allowing the giver to explore a problem from more angles (Stiller & Dunbar, 2007; Sykes et al., 2014). Finally, to the extent that an employee relies on others or has others rely on them to complete tasks given the formal structure, advice giving becomes a de facto type of performance where behavior and performance ratings are inherently linked (Baldwin et al., 1997; Sparrowe et al., 2001). Unsurprisingly, advice giving has been shown to have a net positive effect on employee performance and career success (Fang et al., 2015).

Still, being sought out for advice could also potentially function as a performance-inhibiting demand. Cross et al. (2001) highlight that the information exchanged in an advice tie can vary widely. They found that workplace advice seeking can be for purposes of solution seeking, generating meta-knowledge, reformulating a problem, seeking validation, or legitimization. While several of these functions have benefits to the advice giver, others suggest little to no expected benefits. Brass (2012) suggests high centrality may create a variety of issues such as conflicting expectations, communication overload, and stress. These risks are particularly acute for advice ties as they require in-depth communication, and thoughtful consideration of responses, and poor advice may have negative workplace implications for both the giver and receiver (Bonaccio & Paik, 2018). Additionally, to the extent that being sought out for advice is an unwanted obligation, it may have negative implications for advice giving employees, such as burnout and turnover intentions (Soltis et al., 2013).

2.2 | PO fit as a performance-enhancing personal resource

As opposed to job resources and job demands, the role of *personal resources*—broadly defined as aspects of the self that aid in resiliency (Hobfoll et al., 2003)—is relatively underexplored in the JD-R model (Bakker & Demerouti, 2017). When operationalized as self-efficacy, self-esteem, or optimism, results have been mixed in supporting the idea that these personal resources can moderate the negative effects of job demands on performance (Xanthopoulou et al., 2007; Xanthopoulou et al., 2013). Regarding the relationship between personal resources and job resources, while the initial conceptualization within the JD-R was that these resources would have reciprocal effects, scholars have suggested that personal resources may act as a prerequisite for exploiting job resources (Buruck et al., 2016). Consistent with prior work on job embeddedness (Mitchell et al., 2001) that highlights the importance of both embeddedness via workplace relationships (which these authors term “links”) and embeddedness in the organizational culture (fit), we explore PO fit as a personal resource that conditions the experience of network ties as demands or resources. Fit is widely researched because of

its relevance to a broad array of HRM issues such as recruitment, selection, and turnover (e.g., Arthur Jr et al., 2006; Hoffman & Woehr, 2005; Kristof-Brown et al., 2005; Verquer et al., 2003). Fit is defined as “the compatibility between an individual and a work environment that occurs when their characteristics are well matched” (Kristof-Brown et al., 2005, p. 281). Although fit has been studied and measured in different ways (e.g., Edwards & Shipp, 2007; Kristof-Brown & Guay, 2010), we focus on PO fit, or the similarity between the organization’s values and those held by individual employees. First, this is most consistent with prior literature, and thus consistent with our desire, in part, to explain the lack of prior performance findings by following previous conventions (Kristof-Brown & Guay, 2010). Second, this operationalization of fit is aligned with the concept of a psychosocial personal resource (Hobfoll et al., 2003), as meta-analytic evidence has demonstrated strong relationships with resilience-related outcomes such as job satisfaction, organizational commitment, strain, and turnover intentions (Kristof-Brown et al., 2005). Third, the mechanisms we and others (e.g., see Edwards & Shipp, 2007) propose for a relationship between fit and performance assume a similarity function that may benefit performance.

Given that perceived PO fit assessments are made solely by the employee rather than by mathematically comparing the values profile of an employee to that of the organization, we expect they are most likely to influence employee behaviors such as job performance (Kristof-Brown & Billsberry, 2012; Vleugels et al., 2018). Greguras and Diefendorff (2009) utilize self-determination theory (Deci & Ryan, 1985, 2000) to argue that different types of fit fulfill important psychological needs for autonomy, relatedness, and competence. The authors find a significant effect of perceived PO fit on the competence needs fulfillment, which, in turn, affects job performance. In another mediated model, Lam et al. (2018) find that PO fit motivates employees to engage in more deep acting and less surface acting which are important antecedents to service interaction quality and customer satisfaction.

In discussing PO fit as a personal resource which may condition the job resources and job demands generated by informal workplace relationships, we draw on social identity theory (Tajfel & Turner, 1986). Specifically, those with high perceived PO fit believe they possess values that match the organization, which in turn suggests the organization plays a greater role in the individual’s identity. Ashforth and Mael (1989) describe three consequences that occur when an individual’s identity is linked to the organization: choice of activities that support the organization, cooperation with group members, and reinforcement of the organization’s values and practices. All three of these mechanisms have implications for the role of PO fit as a personal resource which can shape incoming ties as either job resources or job demands.

2.3 | Moderating effect of PO fit on the relationship between networks and employee performance

While incoming friendship or advice ties may create resources and demands which impact employee performance, meta-analytic evidence points to the benefits of in-degree centrality in both the

friendship and advice networks (Fang et al., 2015). However, these authors lament their inability to test for the moderating role of work and/or individual characteristics and suggest these factors may play an important role in the network position–job performance relationship. Given that networks simultaneously create demands and provide resources, and personal resources can shape both the ways in which networks are perceived (as job demands or resources) and, in turn, ultimately leveraged or mitigated. Below, we develop a JD-R-based approach, with specific types of demands and resources generated by friendship and advice in-degree centrality, and PO fit as the moderating personal resource.

Focusing first on friendship networks, scholars have suggested that the opportunities created via workplace popularity are insufficiently translated into performance, and have suggested personal resources (i.e., political skill; Harris et al., 2007; Cullen et al., 2014) as levers through which benefits can be realized. Network scholars have also found that workplace friendships can be mixed blessings that convey costs as well as benefits (Methot et al., 2016) and do not sufficiently condition performance benefits (Shah et al., 2017). In the previous section, we laid out the ways in which incoming friendship ties can create, or be viewed as, job resources or job demands. We now revisit some of these mechanisms while specifically accounting for PO fit as a personal resource, and the benefits generated by its concomitant social identity, including positive activity choice, enhanced cooperation, and reinforcement of organizational values (Ashforth & Mael, 1989).

Three functions of incoming friendship ties should allow them to act as job resources and enhance employee performance: (1) access to information (Adler & Kwon, 2002), (2) positive affective reactions (Rath, 2006), and (3) embeddedness in informal organizational workflows (Krackhardt & Hanson, 1993). Employee PO fit functions to enhance receptivity toward or utilization of two of these potential resources. The social identity derived from PO fit primes the employee to view incoming ties as a positive reinforcement of this identity, which should allow for the affective benefits of received friendship ties. Additionally, the enhanced cooperation and positive activity choice generated by feelings of fit should allow for more efficient filtering, processing, and dissemination of work-relevant information. In sum, when PO fit is high, incoming friendships are more likely to be seen and leveraged as job resources.

Conversely, the potential detriments of friendship in-degree centrality are likely activated and/or exacerbated for those with lower PO fit. Specific aspects of incoming friendship ties by which such ties might function as performance diminishing job demands are (1) potentially non-germane information (Methot et al., 2021), (2) negative work sentiments (e.g., burnout—Meredith et al., 2020), and (3) conflict between formal and informal roles (Bridge & Baxter, 1992). When social identification with the organization is weak via lower PO fit, there will be less internal impetus to balance chit-chat with work-related conversations, resulting in more conversations which are distractions from work (Jett & George, 2003). To the extent that any negative sentiments are shared about the workplace, these attitudes are more transmittable to those who are not inoculated via a social

identity (Smith & Hogg, 2008). Finally, one of the primary benefits of a social identity is that it inherently reduces role conflict by reframing interactions through the lens of shared group membership. When PO fit is low, role conflicts can both seem larger and demand more time and attention to resolve. Therefore, we expect that incoming friendship ties will be seen and experienced as job demands for those with lower PO fit, resulting in lower job performance.

Hypothesis 1. *PO fit moderates the relationship between friendship in-degree centrality and employee performance, such that it is positive when PO fit is higher and negative when PO fit is lower.*

Prior research demonstrates that advice in-degree centrality (i.e., advice giving) has a positive impact on employee performance (Settoon & Mossholder, 2002; Sparrowe et al., 2001; Sykes et al., 2014). There are several mechanisms that allow advice-giving to function as a performance-enhancing job resource including (1) access to work-related information (Fang et al., 2015), (2) an enhanced reputation (Landis et al., 2021), and (3) increased perspective taking (Sykes et al., 2014). Based on social identity theory, those high in PO fit should be particularly well-positioned to leverage advice giving to help their own job performance. First, these individuals are primed to seek ways to benefit the organization which should enhance positive receptivity to advice requests as well as how high PO fit advice-givers process information from advice seekers. Second, enhanced desire for cooperation will aid in perspective-taking and providing high-quality advice which will lead to reputational benefits. Further, colored by a PO fit lens, these interactions should not feel burdensome to the advice giver but rather energizing (Dutton, 2003). Thus, based on the enhanced resources that may be gained and reduced demands felt by those with high PO fit, we expect a positive relationship between advice in-degree centrality and task performance when PO fit is high.

Conversely, low-fitting employees may experience advice in-degree as a job demand such that many of the associated benefits may be eroded and potential detriments may emerge. For example, certain advice requests may not readily present information that will be useful to the advice giver (Cross et al., 2001). While high PO fit may encourage employees to look for ways to leverage these requests for their own benefit, low PO fit employees are less likely to take this extra step and are therefore more prone to feelings of information overload. Employees with low PO fit are also then more likely to feel conflicting expectations regarding helping others and helping oneself, creating increased role ambiguity and conflict (Verquer et al., 2003). Similar to the previous discussion of incoming friendship ties for employees with low PO fit, incoming advice requests for these individuals have a greater chance of being seen as work-diminishing distractions (Jett & George, 2003). Finally, while we suggest above that being sought for advice when an employee is high in PO fit may be an energizing experience, the opposite may be true for those low in fit. De-energizing relationships have been shown to have a negative impact on employee

performance (Gerbasi et al., 2015) and we contend that employees low in fit (particularly those resigned to low fit—Follmer et al., 2018) will experience extra-role advice requests as de-energizing. Overall, incoming advice requests are more likely to be received as job demands, with potential job-enhancing resources obfuscated, which can hinder performance for those with low PO fit.

Hypothesis 2. *PO fit moderates the relationship between advice in-degree centrality and employee performance, such that it is positive when PO fit is higher and negative when PO fit is lower.*

3 | METHODS

3.1 | Sample and procedures

We surveyed employees within a region of an emergency helicopter transport company. The region comprised 11 branches, each of which had between 12 and 14 employees. The organization's primary mission is transporting patients via helicopter from emergency sites to hospitals or from one medical facility to another. The current study focused on the two largest divisions of the organization: medical and aviation. Given the potential life-altering performance consequences in this environment, coordination, and communication within and across functions is crucial, and stress and burnout are commonplace. Employees work 12–24 h shifts allowing for significant time when not performing core job duties to socialize and build relationships within their designated location. Further, at least two features of the environment made cross-location relationships possible. First, given the tight geographic grouping of the locations in the region, it was commonplace for employees stationed at one location to cover a shift for an employee at another. Second, all employees were members of a tightly knit community of first responders, with many working second jobs or volunteering within other parts of this community (i.e., community medical centers, ground ambulance services, fire companies). These affiliations provided more opportunities for cross-location relationships given the interconnections of these jobs and organizations.

We collected data via an online survey comprising multiple sections that included demographic, psychometric, and sociometric information. Despite using this online survey, the first author traveled to 10/11 branches over the span of 3 months. This enabled (1) increased response rates and (2) increased data quality since we were asking participants to share sensitive information including their workplace friendships and performance evaluations of their coworkers. The final sample included 107 of 126 employees for a response rate of 84.9%.¹ Branch response rates varied between 100% (obtained twice) and 62.5% (for the base we were unable to visit in person). The sample demographic composition was 79.8% male, 94.1% white, and employee tenure averaged 6.4 years.

3.2 | Measures

3.2.1 | Task performance

We assessed performance following Kilduff and Krackhardt (1994), whereby each employee rated him/herself and every other employee. The task performance item was, “Please respond to the following questions about how well you feel that you and your coworkers are performing the requirements of your jobs.” Each employee rated him/herself and coworkers on how well he or she felt he/she and each of their coworkers were performing on a seven-point scale (1 = “Not Well at All”; 7 = “Extremely Well”). We used the mean of all raters as the measure of task performance to obtain a 360° evaluation as a way of reducing various performance rating biases including those possessed by supervisors when evaluating subordinates with high levels of network centrality (Bizzi, 2018).² On average, an employee had 10 performance ratings and 74.5% of ratings included the employee's direct supervisor.³

3.2.2 | PO fit

We assessed this using Cable and DeRue's (2002) three-item measure (e.g., “my personal values match my organization's values and culture”; $\alpha = 0.85$).

3.2.3 | Social network centrality

To construct the friendship network, we prompted employees as follows: “We are interested in who you consider to be a personal friend. Please check off as many or as few names as are applicable.” This was followed by a list of the coworkers at their base. A subsequent list of all bases followed, along with the prompt, “Are there employees at any other location whom you consider a personal friend? If so, please check their location below and later you will have the opportunity to select them as well.” A list of all employees for any base they checked appeared on the next page. Individuals' responses were aggregated to form a square employee-by-employee matrix where a “1” exists from an actor to a coworker if they claimed the coworker as a friend. We summed an employee's column to assess in-degree centrality, as this indicated the number of other employees who indicated they were friends with the focal employee. We repeated the above procedure to construct the advice network. The specific prompt was, “We are interested in whom you go to for work-related help or advice. Please check off as many or as few names as are applicable.” We used UCINET (Borgatti et al., 2002) to construct both networks and centrality measures.

3.2.4 | Covariates

We include several demographic covariates which might impact PO fit perceptions, social network characteristics, and/or performance,

including tenure, gender, supervisory role, and ethnicity. We also included a division-specific dummy variable to represent the employee's division (i.e., medical or aviation), since performance criteria in these roles are distinct. We also included two variables to better isolate networks and PO fit effects. First, we controlled for perceived demand-abilities (DA) fit—the perceived congruence between job demands and employee abilities—using Cable and DeRue's (2002) measure to ensure (1) we were exploring the role of perceived value congruence on employee performance and (2) that employee perceptions of DA fit were not shaping these relationships ($\alpha = 0.82$). Second, we included the non-focal network measure as a control variable in each of our moderation tests to ensure one dominant network is not driving our results (i.e., we controlled for the friendship network when examining the effects of the advice network and vice versa).

4 | RESULTS

4.1 | Descriptive statistics

The means, standard deviations, and correlations of all study variables appear in Table 1. While not a focus of our study, we note the lack of a significant correlation between PO fit and friendship or advice in-degree centrality as evidence against an alternative mediated model whereby PO fit leads to network positions which are advantageous for performance.

4.2 | Hypothesis tests

Given the multiple branches present in our data, we adopt a four-stage model-building approach to test our hypothesized relationships using two-level hierarchical linear modeling (Raudenbush et al., 2004). We first fit a baseline model to determine criterion variance in task performance that is attributable to individuals (level 1) and branches (level 2). Second, we include tenure, supervisory role, medical role, gender, ethnicity, and perceived DA fit as covariates. Third, we introduce linear effects. Fourth, we introduce moderating effects.

The baseline task performance model indicated significant variance attributable to branches (18%) and individuals (82%). As summarized in Table 2, although regressing task performance onto our covariates did not result in any significant effects, the model explained 3.99% of the variance in task performance ($\sim R^2$; see Kreft & de Leeuw, 1998). In Model 3, we regressed task performance onto perceived PO fit ($\beta = -0.05$, $SE = 0.06$), friendship in-degree centrality ($\beta = 0.08$, $SE = 0.09$, not significant [*n.s.*]), and advice in-degree centrality ($\beta = 0.14$, $SE = 0.10$, *n.s.*) which jointly accounted for an additional 9.24% of the variance in task performance. As expected, neither friendship in-degree centrality, nor advice in-degree centrality, nor PO fit was an independent predictor of task performance. In Model 4 we regressed task performance onto the PO fit by friendship in-degree centrality interaction (Hypothesis 1, $\beta = 0.11$, $SE = 0.05$ $p < 0.05$). This accounted for an additional 2.71%, or a total of 15.95%, of

variance in task performance. In Model 5, we regressed task performance onto the PO fit by advice in-degree centrality interaction (Hypothesis 2, $\beta = 0.13$, $SE = 0.05$ $p < 0.05$). This accounted for an additional 3.66%, or a total of 16.89%, of variance in task performance as compared to Model 3.

We examine our interactions in Figures 1 and 2 by first plotting their relations at the mean and plus or minus one standard deviation of PO fit. Additionally, we conducted Regions of Significance tests (Preacher et al., 2006) to illustrate the nature of the interactions. In the figures, the shaded regions represent the observed range of the data, whereas the green cross-hatched and red-dashed subareas represent the regions of significance above, and below the mean levels of PO fit, respectively. The value in a Regions of Significance test lies in the ability to more accurately articulate the specific thresholds at which the conditional effects are significant. Gardner et al. (2017, p. 627) stated “there is nothing sacred about one standard deviation above or below the mean of the moderator, and the combination of the complete range of... values are what give rise to the interactive effect.” As shown in Figure 1, we find partial support for Hypothesis 1; there is a significant positive effect of friendship in-degree centrality on task performance for individuals who perceived a PO fit of 4.67 out of 5 or higher; however, the negative effect of PO low fit was not observed. As shown in Figure 2, we also found partial support for Hypothesis 2; there is a significant effect of advice-in-degree centrality on task performance for individuals who perceived a PO fit of 4.33 out of 5 or higher; however, the negative effect for those with low in PO fit was not observed here either.

4.3 | Supplemental analyses

Hollenbeck and Wright (2017, p. 9) stated that “THARKing (Transparently Hypothesizing After the Results Are Known) should be part of every published empirical study for any authors who do not have perfect ability to omnisciently predict the future.” We argued that incoming ties would function to enhance performance for those high in PO fit and diminish performance for those low in PO fit. Our tests only partially supported this prediction and suggest that incoming friendship ties may operate as job demands for those low in PO fit while incoming advice ties may be important job resources for those high in PO fit. Model under-specification is a potential explanation for our lack of significant positive effects of friendship in-degree centrality for those high in PO fit, and negative effects of advice in-degree centrality for those low in PO fit. Specifically, these effects might be present, but only when we account for other or more precise network measures. For instance, resources obtained from incoming ties might be more pronounced if these incoming ties are from those with whom an employee does not naturally interact in the course of their job while the demands of incoming ties may be accentuated when those ties are cross-functional.

Alignment with a broader set of organizational values assists in collaboration and coordination with other parts of the organization (Edwards & Shipp, 2007). This enhancement provided by PO fit will

TABLE 1 Descriptive statistics and correlations

Variable	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Tenure	6.51	5.54													
2. Supervisor	1.15	0.35	0.21*												
3. Medical	0.70	0.46	-0.35***	-0.29**											
4. Gender	1.20	0.40	-0.07	-0.01	0.27**										
5. Ethnicity	0.94	0.25	0.01	0.00	-0.00	-0.05									
6. Perceived DA fit	4.40	0.62	-0.04	0.13	0.08	0.00	-0.03								
7. Perceived PO fit	3.63	0.76	-0.31**	-0.03	0.11	0.12	0.02	0.35***							
8. Friendship in-degree centrality	12.65	5.67	0.33***	0.18	0.07	0.18	0.02	-0.01	-0.05						
9. Advice in-degree centrality	6.58	4.15	0.28**	0.45***	-0.01	0.18	-0.05	-0.00	-0.03	0.76***					
1. Within-function friendship in-degree centrality ^a	8.03	4.81	0.10	-0.05	0.57***	0.35***	0.00	0.07	0.02	0.78***	0.56***				
11. Cross-functional friendship in-degree centrality ^a	3.90	3.31	0.40***	0.36***	-0.69***	-0.21*	0.00	-0.11	-0.13	0.49***	0.44**	-0.13			
12. Within-function advice in-degree centrality ^a	4.32	3.17	0.14	0.24*	0.38***	0.35***	-0.05	0.02	0.00	0.72***	0.83***	0.79***	0.05		
13. Cross-functional advice in-degree centrality ^a	2.10	2.22	0.28**	0.46***	-0.55***	-0.15	-0.02	-0.06	-0.03	0.39***	0.64***	-0.08	0.76***	0.12	
14. Task performance	5.86	0.58	0.13	-0.04	-0.03	-0.03	-0.12	0.04	-0.03	0.08	0.15	0.06	0.07	0.13	0.10

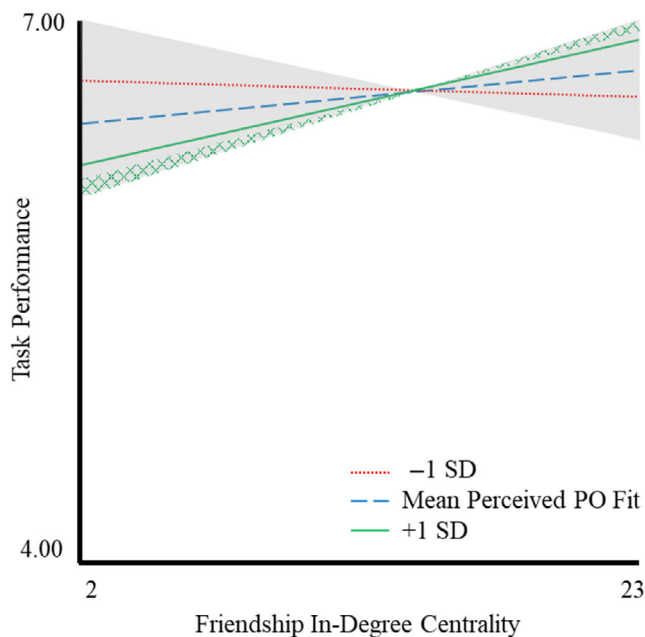
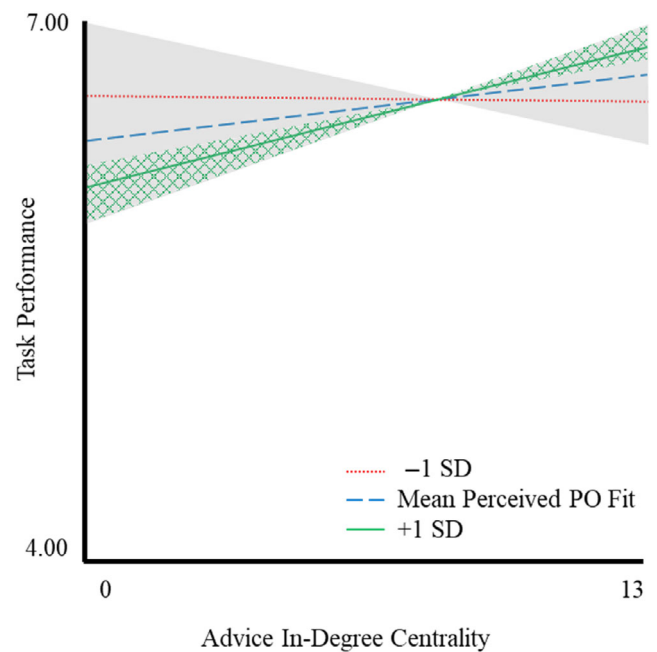
Note: * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$.

^aMeasure used in supplemental analyses.

TABLE 2 Hierarchical linear modeling results predicting task performance

Predictor	Model 1	Model 2	Model 3	Model 4	Model 5
Intercept	5.86 (0.09)***	6.24 (0.32)***	6.58 (0.34)***	6.58 (0.33)***	6.54 (0.33)***
Covariates					
Tenure		0.11 (0.06)	0.05 (0.06)	0.05 (0.06)	0.03 (0.06)
Supervisor		-0.17 (0.15)	-0.41 (0.18)*	-0.39 (0.17)*	-0.37 (0.17)*
Medical		-0.00 (0.13)	-0.09 (0.12)	-0.08 (0.12)	-0.08 (0.12)
Gender		0.04 (0.13)	-0.01 (0.13)	-0.05 (0.13)	-0.03 (0.13)
Ethnicity		-0.23 (0.20)	-0.17 (0.20)	-0.17 (0.19)	-0.17 (0.19)
Perceived DA Fit		0.04 (0.05)	0.07 (0.05)	0.07 (0.05)	0.09 (0.05)
Independent variables					
Perceived PO fit			-0.05 (0.06)	-0.03 (0.06)	-0.05 (0.05)
Friendship in-degree centrality			0.08 (0.09)	0.08 (0.09)	0.10 (0.09)
Advice in-degree centrality			0.14 (0.10)	0.13 (0.10)	0.12 (0.09)
Interaction effects with PO fit					
Friendship in-degree centrality				0.11 (0.05)*	
Advice in-degree centrality					0.13 (0.05)*
$\sim R^2$ (%)		3.99	13.23	15.95	16.89
$\sim \Delta R^2$ (%)		3.99	9.24*	2.71*	3.66*

Note: $N = 107$ individuals in 11 locations. $\sim \Delta R^2$ for Models 4 and 5 are each compared to Model 3. * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$.

**FIGURE 1** Moderating effects of employees' perceived PO fit on the relationship between friendship in-degree centrality and task performance**FIGURE 2** Moderating effects of employees' perceived PO fit on the relationship between advice in-degree centrality and task performance

be less useful to the extent that an employee does not span boundaries. Drawing from structural hole theory (Burt, 1992), incoming ties from outside of departmental or functional boundaries are more likely to carry valuable, nonredundant information. Similarly, the demands created by cross-functional ties are likely to be greater for those low in fit as synergistic information is less

apparent and incoming ties from other functions are more likely to be seen as wasted time when social identification with the organization is low. Given the potential for enhanced value (or enhanced strain) of certain types of incoming ties which PO fit could mitigate or accentuate, we conducted a series of supplemental analyses, shifting from total numbers of incoming friendship or advice ties to

TABLE 3 Hierarchical linear modeling results predicting task performance (supplemental analyses)

Predictor	Model 1	Model 2	Model 3	Model 4	Model 5
Intercept	5.86 (0.09)***	6.24 (0.32)***	6.68 (0.37)***	6.60 (0.35)***	6.50 (0.36)***
Covariates					
Tenure		0.11 (0.06)	0.05 (0.06)	0.06 (0.06)	0.02 (0.06)
Supervisor		-0.17 (0.15)	-0.42 (0.18)*	-0.39 (0.17)*	-0.38 (0.17)*
Medical		-0.00 (0.13)	-0.20 (0.22)	-0.15 (0.21)	-0.11 (0.21)
Gender		0.04 (0.13)	-0.04 (0.13)	-0.02 (0.13)	-0.01 (0.13)
Ethnicity		-0.23 (0.20)	-0.16 (0.19)	-0.15 (0.19)	-0.12 (0.19)
Perceived DA Fit		0.04 (0.05)	0.07 (0.05)	0.08 (0.05)	0.10 (0.05)
Independent variables					
Perceived PO fit			-0.05 (0.06)	-0.05 (0.05)	-0.06 (0.05)
Within-function friendship in-degree centrality			0.08 (0.11)	0.08 (0.11)	0.09 (0.11)
Cross-functional friendship in-degree centrality			-0.00 (0.10)	0.02 (0.09)	0.06 (0.10)
Within-function advice in-degree centrality			0.14 (0.10)	0.10 (0.09)	0.09 (0.10)
Cross-functional advice in-degree centrality			0.08 (0.08)	0.08 (0.08)	0.07 (0.08)
Interaction effects with PO fit					
Within-function friendship in-degree centrality				0.01 (0.06)	
Cross-functional friendship in-degree centrality				0.14 (0.04)**	
Within-function advice in-degree centrality					-0.00 (0.06)
Cross-functional advice in-degree centrality					0.14 (0.05)**
$\sim R^2$ (%)		3.99	14.36	19.74	19.14
$\sim \Delta R^2$ (%)		3.99	10.37*	5.38**	4.78*

Note: $N = 107$ individuals in 11 locations. $\sim \Delta R^2$ for Models 4 and 5 are each compared to Model 3. * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$.

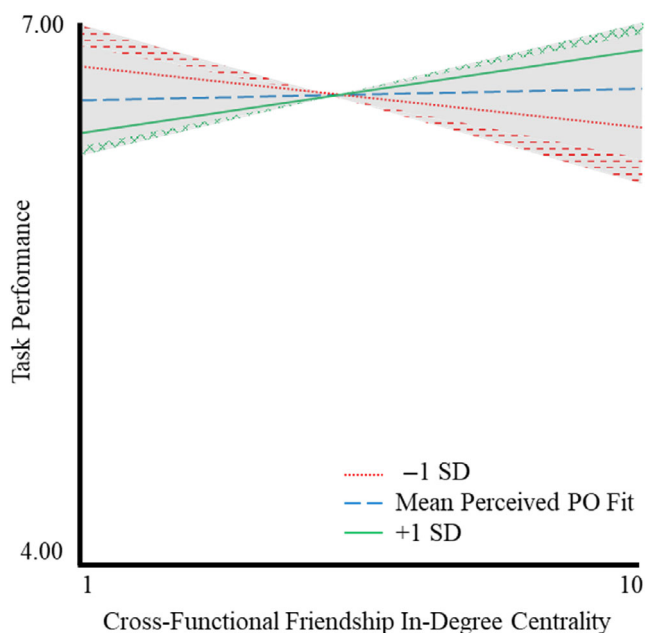


FIGURE 3 Moderating effects of employees' perceived PO fit on the relationship between cross-functional friendship in-degree centrality and task performance

boundary spanning ties from employees performing different functions than the focal employee. In these analyses, we included original covariates but also covary within-boundary ties such as

incoming advice or friendship ties from those performing the same function (medical or aviation).

We present the full supplemental analyses in Table 3. In Model 4, we regressed task performance onto the PO fit by within-function friendship in-degree centrality interaction ($\beta = 0.01$, $SE = 0.06$, *n.s.*), and the PO fit by cross-functional friendship in-degree centrality interaction ($\beta = 0.14$, $SE = 0.04$, $p < 0.01$). These jointly accounted for an additional 5.38%, or a total of 19.74%, of variance in task performance. In Model 5, we regressed task performance onto the PO fit by within-function advice in-degree centrality interaction ($\beta = 0.13$, $SE = 0.05$ *n.s.*), and the cross-functional advice in-degree centrality interaction ($\beta = 0.14$, $SE = 0.05$, $p < 0.01$). These accounted for an additional 4.78%, or a total of 19.14%, of variance in task performance as compared to Model 3.

As shown in Figure 3, when specifically considering the cross-functional friendship tie effect on task performance, the relationship was now significant and positive for individuals who perceived either extremely high PO fit (a 5 out of 5), or extremely low PO fit (1 or 2 out of 5). This pattern of results suggests that friendship in-degree centrality from a more functionally diverse set of coworkers is more beneficial to performance for those with higher PO fit and more detrimental to those with lower PO fit in accordance with the prediction made in Hypothesis 1. A similar pattern of effects can be seen in Figure 4, whereby cross-functional advice in-degree centrality exhibited a significant positive effect on task performance for

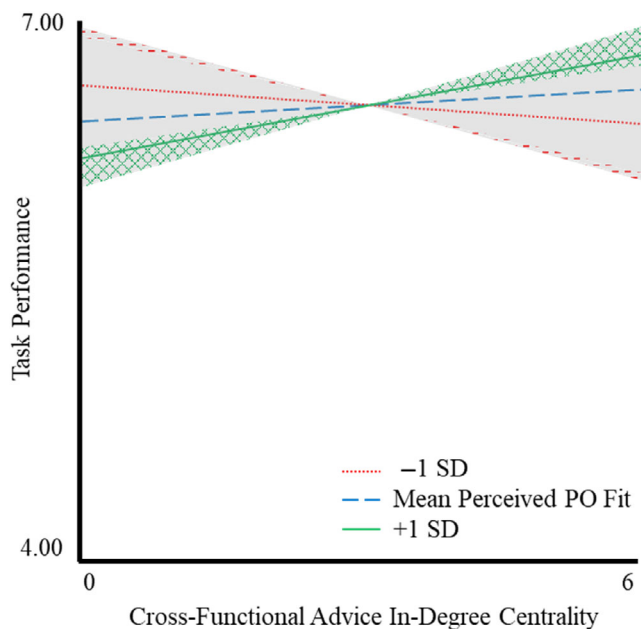


FIGURE 4 Moderating effects of employees' perceived PO fit on the relationship between cross-functional advice in-degree centrality and task performance

individuals who were greater than 4 out of 5 on PO fit, and a significantly negative effect for those who were less than a 2 out of 5 on PO fit. Likewise, when considering advice in-degree centrality from a more diverse set of coworkers, it is more beneficial for those with higher PO fit and more detrimental for those with lower PO fit in accordance with Hypothesis 2.

5 | DISCUSSION

Workplace relationships and the purported benefits of PO fit have captivated managers and scholars for decades. Yet, respective literatures have largely developed in isolation and, specifically regarding the prediction of performance, have yielded mixed and under-probed results. Regarding informal workplace networks, managers are still learning how to leverage the value of social networks (Roberts, 2014) as scholars continue to stress the importance of individual differences (Fang et al., 2015) and the context within which networks exist (Goldberg et al., 2016). Regarding PO fit, there is a critical disconnect between organizational research and practice, as practitioners persistently believe that fit is crucial for evaluating employee success (Carlton, 2017) yet the results from past research have demonstrated mixed or weak effects (e.g., Kristof-Brown et al., 2005).

Our results indicate that it is critical to simultaneously consider the resources and demands conveyed by network positions while accounting for how PO fit may shape these experiences. Specifically, we find interactive effects of friendship in-degree centrality and PO fit on performance, as well as advice in-degree centrality and PO fit

on performance. In our main and supplemental analyses, we find broad support for the idea that some network positions generate job resources that are beneficial to those higher in PO fit, while the demands created by these same positions can eliminate benefits or even create performance detriments. Specifically, friendship in-degree centrality creates performance-enhancing resources for employees with the highest PO fit, yet supplemental analyses indicate that similar positions in the social structure can create performance-inhibiting job demands if an employee does not identify with the organization's values. Turning to advice in-degree centrality, we find that job resource benefits for performance are similarly amplified for those with high levels of PO fit. Rooted in the well-documented network findings regarding the performance benefits of access to non-redundant information (Burt, 1992), we find that when this access is measured as incoming cross-functional advice relationships there are indeed performance benefits (but only for those with very high levels of PO fit) but also performance detriments (for those with very low levels of PO fit).

5.1 | Theoretical implications

This study makes several theoretical contributions. Broadly, advancing an approach that accounts for social capital, human capital, and organizational context moves the field toward a more holistic view of how employees thrive in organizations. The social network and PO fit paradigms emerged out of a reaction to work environment intricacies. The modern interactionist view of social networks (Burt, 1992) built upon its structural roots (Mayhew, 1980) to suggest that individual differences within social networks matter. The PO fit literature maintained the traditional focus on the role of the individual (Hunter, 1986) while placing individual values in the context of organizational culture (Chatman, 1989). By combining these perspectives, we hope to forward a more complete perspective that represents the role of values, networks, and employee fit within organizations.

This study also has direct implications for the social networks literature. While the historical finding in the networks-task performance literature has been that in-degree centrality in affective and instrumental networks is beneficial to performance (Fang et al., 2015), it has long been asserted that the same network position will yield differential returns depending on the person occupying it (Brass, 1984; Burt, 1992). Still, there have been relatively few studies which explore moderators of this relationship with extant research tending to focus on stable individual differences (Anderson, 2008; Carnabuci & Diószegi, 2015; Grosser et al., 2018; Zhou et al., 2009) and very few which examine a broader context within which networks exist (Xiao & Tsui, 2007). As a result, one of the primary criticisms levied against social networks is that it is an "All Networks, No Context" literature with little attention paid to the culture or environments within which networks exist (Borgatti et al., 2014). By accounting for a contextual characteristic of an individual network occupant, we hope to

advance this conversation by demonstrating that PO fit can enhance, diminish, or reverse network benefits. We attempt to move the network literature from traditionally viewing embeddedness as a pattern of social relations (Granovetter, 1985) toward a more multifaceted view of embeddedness. For example, the employee retention literature defines embeddedness as a function of links, fit, and sacrifice (Kiazad et al., 2015; Mitchell et al., 2001). Further, we hope that the application of the JD-R to networks in this study encourages future network scholars to consider this theoretical perspective. The broader JD-R model highlights several micro-processes which are underexplored from a network perspective such as job crafting (Tims et al., 2012), self-undermining (Bakker & Costa, 2014), motivation (Hobfoll, 2001), and strain (Bakker et al., 2008).

Our findings also have multiple implications for JD-R theory itself. First, it has been proposed (but not yet empirically proven) that personal resources can moderate the effects of job demands on employee performance (Bakker & Demerouti, 2017). Our results support this linkage as we find that when the personal resource of PO fit is lacking, incoming friendship ties become a hindrance to employee performance. Our results extend conventional JD-R thinking by demonstrating that personal resources can also moderate the effects of job resources, as we demonstrate that PO fit enhances the benefits of incoming advice ties and incoming cross-functional friendships. We acknowledge that some of these additions to the JD-R model may be idiosyncratic to the specific environmental and personal stimuli in our study, but encourage future work in this area to embrace these contingencies as well as supplemental theories that may enrich studies of specific JD-R manifestations, as we did here with social identity theory.

Finally, a recent review of the PO fit literature identified the following as the second most important remaining research theme: "Does fit relate to performance? What are the possible moderators of this relationship?" (van Vianen, 2018, p. 92). While we operationalize fit as a moderator of the network–performance relationship, the fact that we found significant interactions between fit and networks suggests that yes, fit can matter for performance. By mingling social networks and fit, we hope to further contribute to advances in PO fit theory that explore other ways in which different networks or network positions interplay with fit types, as there are abundant synergies between the two fields (Soltis, 2019).

5.2 | Practical implications

HRM practitioners are only beginning to realize the potential to leverage their employees' social networks. Practitioner outlets have published articles suggesting network analysis may become required knowledge in the HRM field (Rowh, 2007) and HRM consultants increasingly leverage networks (Roberts, 2014). Research such as ours, by highlighting the important role networks can play in enhancing or inhibiting employee performance, should spur future social network analysis consideration to create competitive advantage while

such knowledge among practitioners is still rare. Relatedly, our findings also suggest caution when conducting interventions aimed at growing employee social networks. Expansive friendship and advice networks may create job-enhancing resources for employees who are very high in fit, but these same network positions create job-inhibiting demands for employees who are very low in fit. When coupled with the inherent risks of low-fit contagion via social ties, it is crucial that network growth interventions be preceded by attempts to ensure enhanced PO fit.

The tension between practitioner belief in PO fit importance for employee performance, yet lack of consistent evidence, is heightened given increased concerns about unintended negative consequences of "hiring for fit" for organizational diversity, equity, and inclusion (Bouton, 2015; Hennigan & Evans, 2018; Rivera, 2020; Shellenbarger, 2019). Our finding that employee *perceptions* of PO fit moderate the performance effects of employee network positions has implications for employee entry and onboarding. It suggests a need for an emphasis on hiring employees who will feel they fit the culture rather than those who objectively fit. Additionally, it adds nuance to the idea of "hiring for networks" (Zhang & Lin, 2016) as it is important that new hires possess the social capital requisite for their job but also that they believe they fit with the organization's values, given that fostering many ties without fit can be detrimental.

After new employees enter the organization, it is important to provide opportunities for them to cultivate informal networks as a crucial next step in the onboarding process, in order for fit to translate into performance. While recent research has suggested there are benefits to making the "right friends" (those who have more existing social capital) as a new entrant (Yuan et al., 2020), for those higher in PO fit, it is crucial to have friends in order to realize the benefits that come from this social identification. The interaction of friendship in-degree and PO fit emphasizes the need to understand employee networks and fit interchangeably. Importantly, had we collected and analyzed only fit data or only network data, we would have concluded that neither matters for employee performance. It is only when the two elements are examined in tandem that their relational complexities are revealed.

5.3 | Limitations and suggestions for future research

While we believe our study has important theoretical and practical implications, we acknowledge several limitations. We employed a 360° task performance measure comprising self, peer, and supervisory reports, yet we recognize that single-item performance measures have drawbacks. Multi-rater, multi-item, multi-item, single rater, or objective performance measures would ideally disentangle whether we are finding effects on performance or performance reputation.

We also focused on in-degree rather than out-degree centrality or other, more complex measures of social network positions.

Theoretically, in-degree centrality signifies that someone else is claiming a relationship with the focal employee and is thus more likely to create some of the conditions whereby these relationships can yield job resources or job demands. Out-degree centrality means something different and would require an altered theoretical lens. Moreover, we would expect (given the voluntary nature of sending friendship ties) that experienced demands would be reduced, although resources may also be reduced since we do not know if any information or knowledge is flowing into the tie sender. We also chose to focus on in-degree centrality to reduce common source bias where both our independent variable and moderator would have come from a single employee. There are other measures which reduce this bias within the networks and fit literatures, such as out-degree centrality and objective PO fit, but again, these measures carry different theoretical implications and are better suited for a follow-up study. Additionally, while the JD-R treats performance as the ultimate outcome, much of the research in this area focuses on micro-processes such as the effects of demands and resources on stress or work engagement. Our data were not this granular; thus, we encourage future researchers to further explore all the specific mechanisms we propose, which could result in network ties manifesting as resources or demands. Similarly, we would encourage future researchers to explore other (potentially more proximal) attitudinal moderators to various network-job outcome relationships such as organizational identification, organizational-based self-esteem, or organizational commitment which may also play crucial roles in shaping how incoming ties are experienced.

Finally, we would be remiss if we did not acknowledge and address how our research setting may have influenced our results and reduced their generalizability. We studied employees in a high stress, high stakes, team-based performance environment. The organization also had undergone both a reorganization and a major acquisition within the 5 years prior to our study. While employee performance, PO fit, and employee performance are ubiquitous in all organizations, this strong environment and shifting culture may have exacerbated and/or dampened some of our proposed effects. While we see our study as one of many starting points toward the greater incorporation of relational perspectives in HRM, we strongly encourage future researchers to replicate and extend our work in other organizational contexts.

AUTHOR CONTRIBUTIONS

The authors confirm their contribution to the paper as follows: study conception and design: Scott M. Soltis and Brian R. Dineen; data collection: Scott M. Soltis; analysis and interpretation of results: Scott M. Soltis and Mikhail A. Wolfson; draft manuscript preparation: Scott M. Soltis, Brian R. Dineen, and Mikhail A. Wolfson. All authors reviewed the results and approved the final version of the manuscript.

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CONFLICT OF INTEREST

The authors declare that there is no conflict of interest.

DATA AVAILABILITY STATEMENT

The data that support the findings of this study are available from the corresponding author upon reasonable request.

ENDNOTES

- ¹ *N* for analyses varies between 104 and 107 due to missing data. Respondents were not significantly different from nonrespondents in terms of task performance rating, advice in-degree, or friendship in-degree.
- ² Rater agreement and measure reliability were assessed using the r_{wg} and ICC statistics: Median r_{wg} = 0.74, ICC(1) = 0.14, ICC(2) = 0.63.
- ³ The reported pattern of results was not significantly different if we excluded self-reports from the task performance measure.

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