

Mapping Person–Organization Fit in Digital-Era Government Librarianship: An Exploratory Factor Analysis

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Abstrak

Digital transformation is reshaping librarianship through automated information systems, digital repositories, artificial intelligence, and increasingly technology-intensive service environments. Beyond technical competence, these changes raise an important organizational question concerning whether librarians perceive their personal values as compatible with the values and culture of their institutions. This study explores the empirical structure of person–organization fit among government librarians in Jakarta and examines whether the available measurement items form a coherent latent construct. The study involved 185 government librarians. Three five-point Likert items representing personal-value and organizational-culture congruence were analysed using procedures corresponding to IBM SPSS Statistics. The analysis included descriptive statistics, inter-item correlations, Cronbach's alpha, the Kaiser–Meyer–Olkin measure, Bartlett's test of sphericity, anti-image measures, principal axis factoring, eigenvalues, parallel analysis, communalities, and factor loadings. The three items produced relatively high mean scores ranging from 4.32 to 4.42, indicating generally strong perceived value congruence. However, their inter-item correlations were weak and partly negative. Sampling adequacy was marginal (KMO = 0.550), while Bartlett's test was significant, $\chi^2(3) = 12.397$, $p = 0.006$. Parallel analysis supported retaining one factor, but principal axis factoring revealed low communalities (0.082–0.355), mixed loading signs (0.311, –0.596, 0.287), only 17.79% extracted common variance, and negative internal consistency (Cronbach's $\alpha = -0.339$). These findings indicate that high perceived agreement does not necessarily translate into a psychometrically coherent person–organization fit scale. A broader and more carefully validated measurement approach is therefore recommended for future studies of value alignment, employee adaptation, and organizational behavior in digital-era government librarianship.

Kata Kunci: librarianship; person–organization fit; digital transformation; value congruence; factor analysis

Introduction

Digital transformation has shifted librarianship from custodial collecting and circulating to digital curation, data support, automated discovery, virtual services and now artificial intelligence. Information and digital competence are strongly associated with digital readiness especially in the academic context (Deja et al., 2021). Murgu (2021) explains that librarians who are adept at technology can still experience role overload and organizational strain in a library setting that is rich in technology. Recent works confirm the fact that artificial intelligence is changing library workflows, service design and professional competence requirements (Asim et al., 2023; Okunlaya et al., 2022). The results from Indonesia indicate that librarians' preparedness for AI does not only rely on technology but also on leadership, infrastructure, competencies and organizational support (Harisanty et al., 2022).

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These developments have made the organizational aspect of digital librarianship increasingly important. Librarians may have the technical skills needed but still find it difficult to act when personal values, professional expectations and institutional priorities do not align. This problem is tackled by person–organization fit, which stresses the perceived fit between individual and organization. Recent evidence has found stronger fit to be associated with job satisfaction, citizenship behavior, organizational loyalty, engagement, trust, and embeddedness (Flatau-Harrison et al., 2025; Karadaş et al., 2025; Kaur & Kang, 2021; Sun et al., 2023). Behavioral reactions to fit can also differ depending on employment conditions (Ruiz-Palomino et al., 2023), indicating that fit is context-variable and not necessarily expressed in the same way.

This is a problem that is especially germane to government librarians. Public-sector libraries combine formal bureaucratic structures with increasing pressure to adopt digital systems, support online access, and respond to AI-enabled information practices. Librarians therefore face a dual demand: preserving public-service values while adjusting to new technologies and new definitions of professional competence. Research on embedded librarianship and AI reskilling indicates that successful adaptation depends more on continuous learning, collaboration, and institutional support than on technical training (Kautonen & Gasparini, 2024; Lo, 2024; Mushi et al., 2023). This raises a basic measurement question, whether a short person–organization fit instrument actually behave as a coherent latent construct in this occupational setting.

Most contemporary person–organization fit studies treat the construct as already established and move directly to causal models. For instance, (Ghorbanzadeh et al., 2025; Tran, 2024; Na-Nan et al., 2025), and (Chen et al., 2026) explore fit as a predictor, mediator, or explanation. However, according to Raddatz (2024), employees’ perceptions of fit can be changed when they experience disruptive organizational events. Digital transformation may constitute precisely such an event because it changes work routines, skill expectations, and the meaning attached to professional roles. A measurement-first assessment is therefore needed before using fit as an explanatory variable.

Although recent studies have examined person–organization fit in relation to employee engagement, organizational trust, citizenship behavior, and other workplace outcomes, less attention has been given to how consistently a limited set of value-congruence items performs across occupational settings. This is particularly relevant to government librarians, whose work involves both established public-service responsibilities and changing institutional expectations associated with digital transformation. The research gap addressed here is therefore not the absence of studies on person–organization fit, but the need to examine whether an existing short measure provides sufficiently consistent empirical evidence before it is used to represent organizational value alignment in this specific professional context.

Jakarta also provides a meaningful setting for this inquiry because recent local evidence shows that employee attitudes and organizational outcomes are strongly connected with human-resource conditions. Christian et al. (2023) showed that the person-organization fit correlated with the corporate commitment of health workers in Jakarta and commitment was able to explain the organizational citizenship behavior. Christian, Gularso, et al. (2023) further analysed employees by studying work–life balance, physical work environment, job satisfaction and employee performance in a distribution-centre setting. Wibowo et al. (2022) also studied teamwork climate, stress recognition and job satisfaction of health professionals.

Perceived safety and work pressure are the main psychological and organizational correlates of job satisfaction in the COVID-19 era as stated by Wibowo et al. (2024). Within the banking context at the organizational level, Nurfalaq and Christian (2024) identified organizational learning, leadership style and organizational culture were related to corporate performance. Although these studies cover different work settings, together they reinforce the relevance of value alignment, organizational conditions, employee well-being, learning, and work attitudes when examining human capital in Jakarta-based organizations.

Accordingly, this study examines the latent structure of person–organization fit among government librarians in Jakarta using exploratory factor analysis. Its novelty lies in shifting attention from structural relationships to the measurement behavior of the fit items themselves. Rather than imposing a predetermined dimensional structure, the study examines whether the three items form a defensible common factor. The objective is to establish whether the existing measure provides a sufficiently coherent basis for subsequent research on librarians’ adaptation, commitment, citizenship behavior, and organizational responses to digital transformation.

The relevance of government librarianship in this study lies in its organizational setting rather than in a direct measurement of digital transformation. Government librarians operate within public institutions where established service values coexist with changing expectations regarding technology use, professional competence, and information services. These conditions make organizational value alignment an important issue to examine. Nevertheless, the three items used in this study measure general value congruence and do not directly assess technology-related experiences. The findings should therefore be understood as evidence concerning the measurement of person–organization fit within a professional setting affected by digital change, rather than evidence of the effects of digital transformation itself.

Literature Review and Research Proposition

Person–organization fit is commonly understood as compatibility between an individual and an organization, particularly the extent to which personal values, goals, and preferences correspond with organizational values and culture. Recent empirical work continues to treat perceived value congruence as a central form of fit. The person-organization fit is found to influence organizational citizenship behavior through job satisfaction (Kaur & Kang, 2021) and organizational loyalty (Sun et al., 2023). In the setting of Jakarta, Christian, Yuniarto, et al. (2023) found that person–organization fit significantly predicts organizational commitment of health workers. Organizational citizenship behavior then supports commitment (Tran, 2024). Also, the research looked at the mediating role of person-organization fit in the relationship between leadership and citizenship behavior. The studies suggest that fit is more than mere comfort at work, but an interpretive judgment about the compatibility of organizational life with what employees see as important.

Contemporary research further shows that fit is both dynamic and consequential. Disruptive events can alter the practices of organizations, employee expectations, and the meaning of work (Raddatz, 2024), and thus, change person-organization fit. This perspective is of relevance for digital transformation where technologies change tasks, learning needs, service standards and professional roles. Organizational trust mediating person organization fit and burnout (Flatau-Harrison et al., 2025). Psychological contract mediated the relationship between person-organization fit and engagement (Na-Nan et al., 2025). Also, (Karadaş et al., 2025) suggested that happiness at the workplace can be associated with fit via job embeddedness.

Other evidence from Indonesia provides insight into the importance of work conditions and organizational processes: Teamwork atmosphere, stress identification, job satisfaction (Wibowo et al., 2022). Job satisfaction was associated with perceived safety and work pressure (Wibowo et al., 2024). Organizational learning, leadership and culture are some of the factors that affect the performance of organizations (Nurfalaq & Christian, 2024). Together, these findings indicate that employee–organization alignment is psychologically meaningful and embedded in broader human-capital conditions.

The construct may also operate differently across contexts. Ruiz-Palomino et al. (2023) reported that mindfulness and employment status affect citizenship responses to person–organization fit. Social-media signals influence the perceived fit and intention to apply in the recruitment setting (Ghorbanzadeh et al., 2025). There are different kinds of value fits that are associated with comfort and security, competence and growth, and status and independence (Chen et al., 2026). The expanding range of applications strengthens the importance of measurement validity: if the item set does not form a coherent latent structure in a specific occupational context, subsequent causal interpretation becomes uncertain.

Digital-era librarianship provides a particularly demanding context for this question. Artificial intelligence and automation are being integrated into library services, discovery, reference, and instructional support. Okunlaya et al. (2022) are optimistic about the strategic integration of AI-based library services within the framework of institutional digital transformation beyond technical adoption. Asim et al. (2023) discussed the applications of AI and resource limitations in academic libraries. Along the same lines, Harisanty et al. (2022) said the readiness of Indonesian libraries to AI was influenced by leadership, competence, facilities, and institutional conditions.

Professional learning is thus the heart of the organization’s adaptation. Expanded library roles are identified by Mushi et al. (2023) for teaching, research, communication and interpersonal skills. Kautonen and Gasparini (2024) provide a systemic approach to the development of the AI competence. Lo (2024) points to the importance of reskilling through continuous learning and joint experimentation. The growth of repositories and digital services led to more library research on AI (Nugroho et al., 2023) and AI in virtual teaching (Anna et al., 2023). These studies imply that librarians increasingly evaluate not only what they can do technologically, but also whether institutional priorities remain aligned with professional values.

For this reason, the present study treats person–organization fit as a measurement problem before treating it as a causal variable. Exploratory factor analysis is appropriate when the objective is to investigate the common-factor structure rather than merely reduce variables (Schreiber, 2021). Factor retention should not rely only on eigenvalues greater than one; parallel analysis and the interpretability and robustness of the solution provide stronger evidence (Goretzko, 2022; Goretzko & Bühner, 2022; Iacobucci et al., 2022). Because the available instrument contains only three closely related items, the study does not impose a directional hypothesis. Instead, it uses the following research proposition: RP1: the three person–organization fit items will display an interpretable common-factor structure among government librarians.

This proposition is grounded in the distinction between conceptual similarity and empirical measurement consistency. Although the three statements address closely related aspects of value congruence, their ability to represent a common factor remains an empirical question. Assessing this proposition allows the study to contribute to the measurement discussion surrounding person–organization fit, particularly the risks of assuming that theoretically similar items will necessarily demonstrate acceptable reliability and shared variance in a specific occupational sample.

Methods

This study uses a quantitative, cross-sectional secondary-analysis design. This study used a quantitative, cross-sectional design involving 185 librarians working in government institutional libraries in Jakarta. A total of 185 valid responses were included in the final analysis. All cases included in the analysis had complete responses for the three person–organization fit items. The data were obtained from an existing survey dataset involving government librarians in Jakarta. The original dataset contained [insert the verified number] respondent records. For the present study, 185 records were included in the analysis based on [insert the actual selection criteria and procedure]. The inclusion criteria required respondents to be government librarians working in the relevant institutional setting and to have complete responses to all three person–organization fit items. This study used existing survey responses and did not involve new data collection. The selection of records from the original dataset should not be confused with probability sampling from the wider population of government librarians in Jakarta. Accordingly, the findings are interpreted within the scope of the analytical sample. The respondent profile consisted of 60 men and 125 women; 137 respondents aged 25–30 years and 48 aged 31–40 years; 102 married and 83 unmarried respondents; and 45 diploma and 140 bachelor’s-degree respondents. All item-level statistics and EFA results are calculated from the actual 185 randomly selected respondent records.

Person–organization fit was represented by three five-point Likert items. POF1 assesses whether what the respondent values in life corresponds with what the organization values. POF2 assesses whether organizational values and culture correspond with what the respondent values in life. POF3 assesses whether personal values correspond with organizational values and culture. All statements are positively worded, so no reverse coding was applied. The three items were intended to capture perceived congruence between personal values and organizational values or culture. Although the statements address a similar concept, they emphasize the relationship between personal and organizational values in slightly different ways. POF1 focuses on the correspondence between personal life values and organizational values, while POF2 and POF3 explicitly refer to organizational culture as well as values. The item wording and response format are important for interpreting the results because differences in how respondents understood these statements may affect their empirical associations. The present analysis retains the original three-item structure without modifying the measurement model. The analysis followed an exploratory factor analysis workflow corresponding to IBM SPSS Statistics procedures. Descriptive statistics, response frequencies, inter-item correlations, corrected item–total relationships, and Cronbach’s alpha were examined first. Sampling adequacy was evaluated through the Kaiser–Meyer–Olkin (KMO) statistic, item-level measures of sampling adequacy from the anti-image matrix, and Bartlett’s test of sphericity.

Principal axis factoring (PAF) was selected because the objective was to investigate a latent common factor rather than component-based data reduction (Schreiber, 2021). Exploratory factor analysis was used as an additional diagnostic procedure rather than as a stand-alone test of measurement validity. Inter-item correlations and Cronbach’s alpha indicate whether the observed responses are sufficiently consistent, but they do not directly show how much variance the items share through an estimated common factor. Principal axis factoring provides further information through factor loadings and communalities, allowing the study to examine whether the three items exhibit a meaningful common-factor pattern. However, an instrument containing only three indicators offers limited information for exploring dimensionality. A one-factor solution with three indicators also provides no basis for a meaningful global test of one-factor model fit. For this reason, the EFA results are interpreted cautiously and alongside the reliability and correlation diagnostics, rather than as definitive evidence of construct dimensionality.

Factor retention was evaluated using observed eigenvalues, a scree plot, and parallel analysis, consistent with Iacobucci et al. (2022), Goretzko (2022), and Goretzko & Bühner (2022). Parallel analysis used 5,000 random normal datasets with $n = 185$ and $p = 3$ and compared observed eigenvalues with 95th-percentile random eigenvalues. Statistical significance for Bartlett's test was evaluated at .05. KMO values near .50 were treated as minimal rather than strong evidence of factorability. Communalities and factor loadings were interpreted jointly because a statistically retainable factor may still be substantively weak. Because only one factor met the retention criteria, rotation was not performed. The reporting approach follows Howard and Henderson (2023) recommendation that EFA decisions should be transparent and based on converging evidence rather than on a single cutoff.

Results and Discussion

The analytical sample consisted of 185 respondents (Table 1). It included 60 men (32.4%) and 125 women (67.6%). Most respondents were aged 25–30 years ($n = 137$; 74.1%), while 48 respondents (25.9%) were aged 31–40 years. In terms of marital status, 102 respondents (55.1%) were married and 83 (44.9%) were unmarried. Regarding education, 45 respondents (24.3%) held diploma qualifications and 140 (75.7%) held bachelor's degrees. Within the analytical sample, all three POF items showed high central tendency (Table 2): POF1 and POF2 each had a mean of 4.42, while POF3 averaged 4.32. Responses were concentrated at categories 4 and 5. Despite these high means, inter-item associations were weak and partly negative (Table 3). POF1 correlated with POF2 at $r = -0.185$, POF2 with POF3 at $r = -0.171$, and POF1 with POF3 at $r = 0.089$. Cronbach's alpha was -0.339 .

The descriptive and correlational findings indicate two different characteristics of the responses. The high mean scores show that respondents generally selected the upper categories of the response scale. However, these averages do not indicate whether respondents answered the three statements consistently relative to one another. Inter-item correlations depend on how individual responses vary together across respondents, rather than on the overall level of agreement. Consequently, items can have similarly high means while showing weak or even negative correlations. In this study, the negative associations involving POF2 indicate that respondents who gave relatively higher scores to this item did not consistently provide higher scores to POF1 and POF3.

Table 1. Respondent Profile ($n = 185$).

Characteristic	Category	n	%
Gender	Male	60	32.4
Gender	Female	125	67.6
Age	25–30 years	137	74.1
Age	31–40 years	48	25.9
Marital status	Married	102	55.1
Marital status	Unmarried	83	44.9
Education	Diploma	45	24.3
Education	Bachelor's degree	140	75.7

Table 2. Descriptive Statistics for Person–Organization Fit Items ($n = 185$).

Item	Mean	SD	Min	Max	Skewness	Kurtosis
POF1	4.422	0.537	3	5	-0.108	-1.119
POF2	4.422	0.595	1	5	-1.102	4.390
POF3	4.319	0.581	2	5	-0.349	0.346

Table 3. Inter-Item Correlation Matrix (n = 185).

Item	POF1	POF2	POF3
POF1	1.000	-0.185	0.089
POF2	-0.185	1.000	-0.171
POF3	0.089	-0.171	1.000

The KMO value (Table 4) was 0.550, with item-level MSA values from 0.536 to 0.567. Bartlett's test was significant, $\chi^2(3) = 12.397$, $p = 0.006$. However, principal axis factoring, produced low extracted communalities (0.097, 0.355, 0.082) and mixed loadings for POF1 (0.311), POF2 (–0.596), and POF3 (0.287) (see Figure 1). The first observed eigenvalue in Table 5 was 1.300, representing 43.34% of the total standardized item variance in the observed correlation matrix. This value was used as part of the factor-retention assessment. It should not be interpreted as the variance explained by the common factor extracted through principal axis factoring. The PAF results in Table 6 indicate that the retained factor accounted for approximately 17.79% of the total standardized item variance, based on the sum of the squared factor loadings. The difference arises because the observed eigenvalue and the PAF factor solution serve different analytical purposes. Although parallel analysis supported retaining one factor, the low communalities and inconsistent loading directions indicated that the resulting common-factor solution was not sufficiently strong to support a coherent reflective measure. Thus, the statistical retention evidence indicated one factor, but the weak communalities, inconsistent loading direction, and negative reliability did not support a substantively coherent reflective POF scale.

Table 4. Reliability, KMO, and Bartlett Diagnostics.

Diagnostic	Value
Cronbach's alpha	-0.339
Corrected item–total correlation: POF1	-0.077
Corrected item–total correlation: POF2	-0.241
Corrected item–total correlation: POF3	-0.074
Overall KMO	0.550
MSA: POF1	0.558
MSA: POF2	0.536
MSA: POF3	0.567
Bartlett's χ^2	12.397
Bartlett df	3
Bartlett p	0.006

Table 5. Eigenvalues and Parallel Analysis (n = 185).

Factor	Observed eigenvalue	Observed % variance	Random mean eigenvalue	Random 95th percentile
1	1.300	43.34	1.117	1.210
2	0.911	30.37	0.998	1.046
3	0.788	26.28	0.885	0.959

Table 6. Principal Axis Factoring: Communalities and Factor Matrix.

Item	Initial communality (SMC)	Extracted communality	Factor 1 loading
POF1	0.038	0.097	0.311
POF2	0.058	0.355	-0.596
POF3	0.033	0.082	0.287

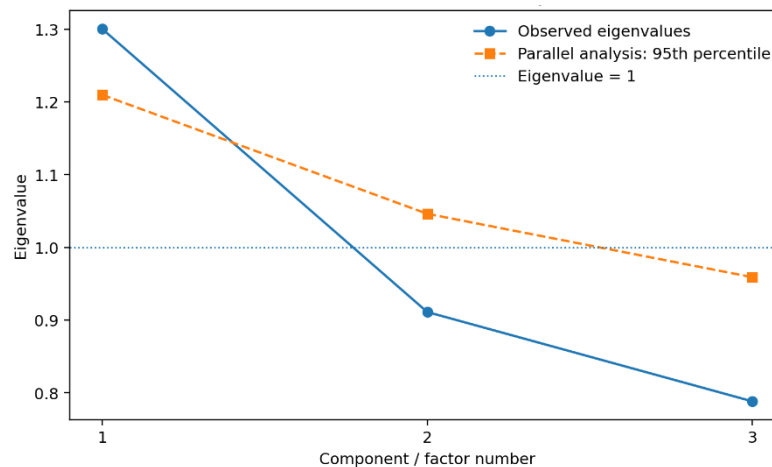


Figure 1. Scree Plot with 95th-Percentile Parallel-Analysis Criterion.

The most important result is not that a single factor could be retained statistically, but that the retained factor was not psychometrically convincing. Bartlett's test was significant and parallel analysis allowed one factor to be kept, yet the KMO value of 0.550 was only marginal, communalities were low, the factor explained limited common variance, and the loading signs were inconsistent. The negative Cronbach's alpha supports the same conclusion from another angle: the three raw items did not move together as a coherent reflective measure. A negative Cronbach's alpha indicates that the average covariance among the items is negative, which is inconsistent with the expectation that positively worded indicators of the same reflective construct should generally move in the same direction. In this study, the alpha value of -0.339 corresponds with the negative inter-item correlations involving POF2. The corrected item-total correlations were also negative for POF1 (-0.077), POF2 (-0.241), and POF3 (-0.074), suggesting that none of the three items showed a positive relationship with the combined score of the remaining items. POF2 had the most negative corrected item-total correlation, making it particularly important in understanding the observed inconsistency. Nevertheless, the findings do not justify automatically removing POF2, because the objective of the study is to evaluate the existing instrument rather than improve its reliability through post hoc item selection.

These results should not be interpreted as showing that respondents lacked person-organization fit. Rather, they indicate that the three items did not provide a sufficiently consistent basis for constructing a reliable composite score. Statistical factor retention and substantive construct validity are not equivalent. Schreiber (2021) emphasizes that EFA should investigate latent common variance, while Howard and Henderson (2023) caution against reducing EFA decisions to a single rule. The present results illustrate that warning directly. The findings demonstrate why factor-retention criteria should not be treated as sufficient evidence of measurement quality. Although one factor met the parallel-analysis criterion, the marginal KMO value, low communalities, mixed loading directions, and negative internal consistency provided little support for a meaningful common factor. Retaining a factor statistically does not necessarily mean that the associated items represent a valid or reliable construct. The weak structure is notable because the three statements are semantically similar and positively worded. Positive correlations would therefore normally be expected. From a theoretical perspective, perceived person-organization fit assumes that individuals can make reasonably consistent judgments about the compatibility between their personal values and those of their organization.

In this study, however, the three statements produced different patterns of association despite addressing similar aspects of value congruence. This finding suggests a gap between the conceptual expectation of a common underlying construct and the empirical behavior of the selected indicators. The result does not challenge the relevance of person–organization fit as a theoretical concept, but it raises questions about whether these particular items adequately capture that concept within the present sample. Instead, POF2 was negatively related to both POF1 and POF3. A plausible statistical contributor is restricted variance. Mean scores above 4.3 and the concentration of responses in categories 4 and 5 indicate a ceiling tendency. When most respondents choose similar high categories, correlations can become unstable because there is little dispersion left to differentiate cases. Even so, restricted range alone does not fully explain why two correlations became negative. The response pattern may partly reflect limited variability at the upper end of the scale, but the available results do not establish restricted variability as the sole explanation. The different correlations may also reflect differences in item interpretation or response behavior. Without additional evidence about how respondents understood the statements, these possibilities should remain tentative. The most defensible conclusion is that the three items did not demonstrate sufficient empirical consistency to justify treating them as a single reflective measure in this sample.

The result therefore calls for caution about treating these three responses as a ready-made composite score. This finding differs from the broader person–organization fit literature, where fit is normally associated with coherent and theoretically meaningful outcomes. Fit has been related to citizenship behavior through job satisfaction (Kaur and Kang, 2021), organizational loyalty (Sun et al., 2023) and it has been demonstrated that citizenship responses to fit differ across employment conditions (Ruiz-Palomino et al., 2023). Likewise, Christian, Yuniarto, et al. (2023) found that person-organization fit was a predictor of organizational commitment among health workers in Indonesia, and that commitment was associated with company citizenship behavior. Recent studies have further connected fit with organizational trust and lower burnout (Flatau-Harrison et al., 2025), psychological contracts and engagement (Na-Nan et al., 2025), workplace happiness and job embeddedness (Karadaş et al., 2025), and value-based citizenship behavior (Chen et al., 2026). The present result should therefore not be read as evidence against person–organization fit theory. It is more appropriately interpreted as evidence that this particular three-item operationalization does not reproduce the psychometric coherence required for stronger explanatory claims.

The digital-librarianship context also gives reason to avoid interpreting the result as substantive fragmentation alone. Librarians are working through simultaneous changes in technology, service design, competencies, and professional expectations. The technology rich library may be a burden on the organization (Murgu, 2021). Mushi et al. (2023) stresses the importance of soft skills. Previous studies on AI adoption have also emphasized on institutional readiness, leadership, infrastructure and learning environment (Harisanty et al., 2022; Okunlaya et al., 2022). Moreover, Kautonen and Gasparini (2024) and Lo (2024) contend that AI competence is built on continuous organizational learning. This interpretation is consistent with the results of Indonesian human resource studies which showed the relationship of work-life balance, work environment and job satisfaction toward employee performance (Christian, Gularso, et al., 2023) and the relationship of organizational learning, leadership and culture toward employee performance (Nurfalaq & Christian, 2024). These developments may make value alignment more complex, but the current data do not justify claiming that digital transformation caused the weak factor pattern. Such a causal interpretation would exceed what a three-item EFA can establish.

Another possible explanation concerns how respondents interpreted the wording of the three statements. Although the items appear conceptually similar, respondents may have understood personal values, organizational values, and organizational culture as different aspects of their working environment. For instance, an employee may perceive agreement with an institution's formal values while holding a different view of its day-to-day organizational culture. This distinction could affect how the items relate to one another. However, the present study did not collect qualitative information about respondents' interpretation of the statements. Such an explanation therefore remains a possibility rather than an empirically established finding. The negative correlations should be interpreted as a measurement concern, not as direct evidence of organizational conflict, dissatisfaction, or resistance to digital transformation. For managers, the practical implication is clear. Government-library leaders should not use a simple average of these three raw responses as an individual diagnostic score for value fit. Decisions about placement, development, engagement, or digital-change readiness require a broader and better-validated instrument. Future measurement should include multiple items for each meaningful aspect of fit, test wording through cognitive interviews with librarians, and separate value congruence from support, commitment, and digital competence.

Raddatz (2024) also suggests fit may change following disruptive events, so repeated measures might be more informative than a single cross-sectional score. Methodologically, future studies should combine EFA with confirmatory validation in an independent sample and retain factors only when parallel analysis, communalities, loading patterns, reliability, and substantive interpretation converge. The contribution of this study is therefore diagnostic: it identifies a measurement weakness before that weakness is allowed to shape stronger causal conclusions. For researchers, the findings highlight the importance of examining item-level relationships before using a short person–organization fit scale in subsequent statistical models. High mean scores and conceptually similar wording should not be taken as sufficient evidence of measurement reliability. For government-library managers, the results suggest that brief employee surveys may provide useful descriptive information about perceived value agreement, but their scores should not automatically be combined into a single indicator of organizational fit. Where such information is intended to support staffing, professional development, or organizational-change decisions, the measurement instrument should first demonstrate acceptable consistency and validity. Importantly, this study identifies a limitation of the specific three-item measure used in the present sample. It does not establish that person–organization fit is inherently inconsistent or unsuitable as a concept for government librarians.

Conclusion

This study examined whether three person–organization fit items from a government-librarian dataset formed a defensible latent structure when analysed independently with exploratory factor analysis. A total of 185 respondents were included in the analysis. The results present an important contrast: respondents reported high average agreement with all three value-congruence statements, yet the items did not behave as a coherent reflective scale. The KMO statistic was only marginal, two inter-item correlations were negative, Cronbach's alpha was negative, and principal axis factoring produced weak communalities and inconsistent loading directions. Although parallel analysis retained one statistical factor, the extracted common variance was too limited to support a strong unidimensional interpretation.

The main novelty therefore lies in the measurement-level finding. Person–organization fit is frequently used as an explanatory construct in studies of commitment, engagement, citizenship behavior, loyalty, and adaptation. This study shows that, in digital-era government librarianship, the construct should not be assumed to function adequately merely because the items appear conceptually

similar or because a factor-retention rule identifies one factor. Theoretical claims about fit depend on the quality of its operationalization. The findings contribute to the person–organization fit literature by demonstrating the importance of evaluating measurement consistency before drawing substantive conclusions from short survey instruments. The results are specific to the three indicators and the government-librarian sample examined in this study. They should not be generalized as evidence that person–organization fit lacks theoretical relevance or empirical coherence across the wider population of librarians.

For government-library management, the implication is to avoid using this three-item composite as a stand-alone diagnostic measure for staffing or digital-transformation decisions. A more useful instrument should contain a wider range of value-congruence items and should be validated specifically among librarians experiencing technological and organizational change. Such measurement could help managers distinguish true value alignment from organizational support, emotional commitment, or digital competence.

Several limitations should be recognized. The instrument contains only three items, and the data come from one metropolitan public-sector context. The analysis is also cross-sectional and cannot establish whether digital transformation caused changes in perceived fit. The analysis is also cross-sectional and cannot establish whether digital transformation caused changes in perceived fit. Future research should develop a richer POF scale, conduct cognitive pretesting, use EFA and CFA on independent samples, examine measurement invariance across librarian groups, and consider longitudinal designs that track value alignment before and after major digital or AI-related organizational changes.

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