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Article

Trickle-down effects of person-organization fit and person-job fit on social media operators towards generative AI services

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Abstract: This study investigates the impact of generative AI on social media marketers' job attitudes and performance, examining the roles of person-organization fit (PO-fit) and person-job fit (PJ-fit). As generative AI transforms marketing practices, understanding its effects on employees is crucial. A survey of 340 social media marketers using generative AI tools was conducted. Structural equation modeling revealed that both PO-fit and PJ-fit positively influence job involvement, with PJ-fit showing a stronger effect. Job involvement, in turn, significantly enhances job satisfaction, which positively impacts job performance. These findings suggest that aligning employees' values and skills with organizational AI strategies and job requirements is critical in fostering positive work outcomes in AI-driven marketing environments. The study contributes to the literature on AI's impact on human resource management and provides practical insights for organizations implementing AI technologies. This research highlights the importance of ensuring compatibility between employees and AI-enhanced work environments, as well as the need for continuous skill development and organizational culture adaptation. Future research could explore the long-term effects of AI integration on employee attitudes and investigate potential moderating factors in these relationships.

Keywords: person-organization fit; person-job fit; job involvement; job satisfaction; job performance; generative artificial intelligence

1. Introduction

The emergence of social media has undoubtedly transformed the landscape of marketing, bringing unprecedented opportunities for marketers while also accompanying new pressures and challenges. However, the immediacy and round-the-clock nature of social media are both a blessing and a challenge for marketers. Popular platforms such as Facebook, Instagram, and Twitter provide brands with the opportunity to promptly respond to consumer comments and inquiries, significantly enhancing customer relationships and brand loyalty. However, this also means marketers must continuously monitor social media and be prepared to address potential crises or leverage sudden market opportunities (Rahardja et al., 2023). This demand translates into a high-pressure work environment, often requiring marketers to handle tasks outside of regular hours to maintain brand image and meet consumer expectations on social media.

Within this research, the term "social media operators" refers to marketing professionals in corporate settings who use platforms like Facebook, Instagram, and Twitter to execute and oversee brand communications. These individuals are tasked

with creating, timing, and monitoring content to attract and interact with users while preserving the brand's reputation. Their responsibilities also include evaluating consumer data, tailoring approaches based on user engagement, and promptly addressing customer feedback. As generative AI becomes more integrated, these operators employ AI technologies to refine content customization, simplify interactions, and extract actionable insights from data, enhancing both brand loyalty and client satisfaction. This position demands not just skills in digital communication but also flexibility with new technological advancements, as operators need to blend AI-generated content with original human input to ensure authenticity in brand messaging and to cultivate significant connections with the audience.

Furthermore, the ubiquity of social media necessitates more personalized and innovative marketing strategies. Today's consumers expect a deeper connection with brands, demanding marketing content that is not only attractive but also personalized and valuable. Marketers must utilize data analytics to gain deeper insights into target market preferences and behaviors, creating compelling content based on these insights. Additionally, due to the unique characteristics and user bases of each social platform, marketers need to design specialized content strategies for different platforms, increasing workload and complicating strategy planning.

As mentioned above, marketers need to demonstrate creativity, strategic thinking, and effective communication skills while managing social media (Xu et al., 2021). Additionally, they must possess the ability to adapt quickly and a high level of professional knowledge to navigate the constantly evolving digital marketing environment. The emergence of generative AI may alleviate the heavy workload and pressures faced by marketers. In today's rapidly advancing digital business environment, the application of generative artificial intelligence in social media marketing is increasingly becoming a hot topic. With technological advancements, generative AI is beginning to reshape the work of marketing professionals, particularly in content creation, user interaction, and data analysis (Rahardja et al., 2023). Those changes not only enhance efficiency but also increase the personalization and precision of marketing activities. However, they also introduce new challenges and ethical issues.

Generative AI has greatly facilitated the creation of social media content. Through Natural Language Generation (NLG) technology, AI can automatically generate compelling copy, headlines, and even entire articles that resonate with brand tone and engage target audiences (Vinuesa et al., 2020). For instance, AI can analyze past audience interaction data to identify which topics and formats are most appealing to them, and then generate highly relevant content based on this information (Lin et al., 2023). This not only significantly speeds up content creation but also ensures diversity and freshness, crucial for maintaining ongoing engagement among social media users (Xie et al., 2021). GenAI minimizes the need for manual effort in routine tasks, freeing up employees to focus on strategic and complex responsibilities (Chen et al., 2024a). It reduces the expenses of hiring additional staff for everyday operations and enables organizations to carry out various business processes with greater efficiency and effectiveness. GenAI can ensure a competitive advantage by enhancing an organization's capability to manage customers and employees (Rana et al., 2024).

GenAI has transformed the way businesses operate and engage with customers and employees. Existing research explores the application of GenAI across various business sectors, including manufacturing, entrepreneurship, information technology, tourism, and government (Wamba et al., 2023). However, while generative AI enhances efficiency in social media marketing, it has also raised concerns about the authenticity of creativity. A major challenge for marketers is maintaining brand authenticity and uniqueness, as over-reliance on AI-generated content may dilute brand personality. Moreover, as content automation increases, consumers may feel disconnected from AI-generated content, lacking the human emotional connection. Therefore, marketing professionals must carefully balance automated and human-created content, ensuring all materials undergo human review and editing to maintain genuine interaction with consumers.

In modern business environments, essential tools like ChatGPT, Jasper, DALL-E, and Copy.ai have revolutionized productivity and innovation across multiple sectors. For example, in marketing and content generation, ChatGPT and Jasper swiftly help staff develop compelling marketing texts, social media content, and customized client communications, drastically cutting down the time required for manual tasks. Similarly, visual content creation is evolving through technologies such as DALL-E and Midjourney, which produce graphics and imagery that adhere to brand standards, yet require human refinement to ensure genuine brand representation. In customer support, automated systems like Intercom's chatbots and Zendesk's virtual assistants manage routine queries, offering rapid solutions and liberating staff to address more intricate issues. Copy.ai further supports various business needs by generating tailored content ranging from ads to blog posts. These applications of generative AI enhance workflow efficiency and focus employee efforts on strategic and inventive roles, thereby boosting corporate goals and operational effectiveness. Nevertheless, this dependency on technological tools brings up issues related to creativity, ethics, and the ongoing need for employees to develop skills that align with AI-enhanced workflows.

These technological advancements not only change how marketing strategies are formulated and implemented but also have profound effects on the career paths and psychological states of marketers. Therefore, this study aims to explore how generative AI affects marketers' performance on these dimensions (Hidayat et al., 2024), focusing on the variables of person-organization fit (POFIT) and person-job fit (PJFIT). Firstly, job involvement (JI) refers to an individual's psychological state and level of engagement with their work, a concept of significant importance in human resources and organizational behavior research (Rusilowati et al., 2024). When marketers utilize generative AI tools, their workflow, task-handling methods, and interaction patterns with their work may undergo changes. These changes can potentially impact their JI positively or negatively, depending on various factors including how the technology is utilized, job design, and the alignment between technology and individual capabilities.

Furthermore, job satisfaction (JS) is another key indicator used to measure employees' sense of fulfillment in their careers. JS can be defined as a function of the perceived relationship between what one wants from one's job and what one perceives as offering or entailing. It is a pleasurable or positive emotional state resulting from

an appraisal of one's job or job experiences and is a reflection of the employee's feelings about the organization from their differing viewpoints. Satisfied employees are a vital prerequisite for a healthy company and are the key asset of organizations. Organizations in any industry that aim to maximize profit should understand and enhance their employees' JS. Considering the fact that human resources are perceived as the main driving force in the current competitive business environment, the significance of satisfying employees becomes apparent (Kerdngern and Thanitbenjasith, 2017).

In summary, this study aims to comprehensively examine the practical implications of generative AI in social media marketing applications, with a particular focus on analyzing how POFIT and PJFIT moderate these impacts. Through this research, we aim to provide insights for academia and practitioners to better understand and leverage generative AI technology, thereby promoting the professional development of marketers and maximizing job performance (JP) and organizational effectiveness. Further, this manuscript comprises a review of the literature, a section on theoretical foundations, and the formulation of hypotheses. Subsequently, the details of the operationalization of the constructs and the research methods used, along with the data analysis procedure and findings, are discussed. Next, the discussion section and theoretical and practical implications are presented. The paper ends with concluding remarks and suggestions for future research avenues.

2. Literature review and development of research hypotheses

2.1. Person-organization fit and job involvement

The POFIT theory has long been recognized as a crucial framework for explaining employee attitudes and behaviors. Meta-analytic research by Kristof-Brown et al. (2005) indicated that POFIT is associated with various positive work outcomes, including JI. In the context of AI and social media marketing, this relationship may be particularly pronounced. Cable and DeRue (2002) noted that employees are more inclined to engage in their work when they perceive alignment between their values and those of the organization. For marketers using generative AI, if their innovative values align with the organization's AI strategy, it could enhance their JI. Furthermore, Feldman and Vogel's (2009) study found that high levels of POFIT can foster deeper engagement in job roles. In the rapidly changing AI environment, such fit may be especially critical as it helps employees better adapt to challenges posed by new technologies. Recently, longitudinal research by Biron and Boon (2016) further supports this view, suggesting that POFIT predicts increases in JI over time. Considering the continuous learning by Siswanto et al. (2024) and adaptation required in the application of generative AI in social media marketing, strong value alignment may motivate employees to actively participate in this process. Based on these theories and empirical evidence, it is reasonable to hypothesize that in the context of generative AI-driven social media marketing environments.

H1: POFIT significantly impacts JI.

2.2. Person-job fit and job involvement

The PJFIT theory emphasizes the importance of matching individual traits with job requirements for influencing job attitudes and behaviors. In the context of generative AI and social media marketing, such alignment may be particularly crucial. Research by Billsberry and Edwards (2010) suggests that a high degree of PJFIT can enhance JI. For marketers utilizing generative AI, if their skills and abilities align with the tasks driven by AI in social media contexts, it could promote higher levels of JI. Longitudinal studies by Lu et al. (2014) further support this view, finding that PJFIT predicts increasing JI over time. This dynamic fit is especially important in fast-evolving AI environments. Additionally, research by Chen et al. (2014) indicates that PJFIT enhances JI by increasing the sense of job meaningfulness. Considering that generative AI may alter the nature of social media marketing, strong PJFIT can help employees find meaning and value in using new technologies. Recent studies, such as those by Boon et al. (2011), also suggest that high levels of PJFIT can enhance employees' self-efficacy, thereby promoting JI. This sense of self-efficacy is particularly important in environments requiring continuous learning and adaptation to new AI tools. Based on these theoretical frameworks and empirical evidence, it is reasonable to hypothesize that in generative AI-driven social media marketing environments.

H2: PJFIT significantly impacts JI.

2.3. Job involvement and job satisfaction

The relationship between JI and JS has long been a focal point in organizational behavior research. In the context of generative AI and social media marketing, this relationship may become more complex and significant. Research by Rich et al. (2010) indicates that high levels of JI can significantly enhance JS. For marketers using generative AI, deep engagement in AI-driven tasks may increase their satisfaction with work. Longitudinal studies by Halbesleben and Wheeler (2008) further support this view, finding that JI predicts an increase in JS over time. Given the rapid development of AI technology, this dynamic relationship may be particularly pronounced in the field of social media marketing. In generative AI environments, highly involved employees may better leverage AI tools as job resources, thereby enhancing satisfaction. Recent research by Karadas and Karatepe (2015) also suggests that JI can bolster employees' psychological capital, thereby promoting JS. In social media marketing environments requiring continuous learning and adaptation to new AI technologies, this psychological capital may be especially crucial. Based on these theoretical frameworks and empirical evidence, it is reasonable to hypothesize that in generative AI-driven social media marketing environments.

H3: JI has a positive and significant impact on JS.

2.4. Job satisfaction and job performance

In the context of generative AI and social media marketing, the relationship between JS and JP may become more intricate and crucial. Meta-analytic research by Judge et al. (2017) indicates a significant positive correlation between JS and JP. For marketers utilizing generative AI, high levels of JS may motivate them to more

effectively leverage AI tools, thereby enhancing JP. Corbett and Hmieleski (2008) found that in highly uncertain environments, JS has a more pronounced impact on performance. Riketta (2008) corroborated this finding, showing that JS predicts future JP. Given the rapid advancement of AI technology and its application in social media marketing, these insights are particularly relevant. Additionally, Alessandri et al. (2017) further supported the causal relationship between satisfaction on performance, indicating that JS predicts improvements in JP over time. In environments requiring continuous learning and adaptation to new AI technologies, this dynamic relationship may be more pronounced. Recent studies by Gong et al. (2019) also highlighted that JS can enhance JP through increased creativity. In generative AI-driven social media marketing, highly satisfied employees may be more inclined to innovatively utilize AI tools, thereby achieving better performance. Based on these theoretical frameworks and empirical evidence, it is reasonable to hypothesize that in generative AI-driven social media marketing environments.

H4: JS has a positive and significant impact on JP.

The research model of this study is illustrated in **Figure 1**.

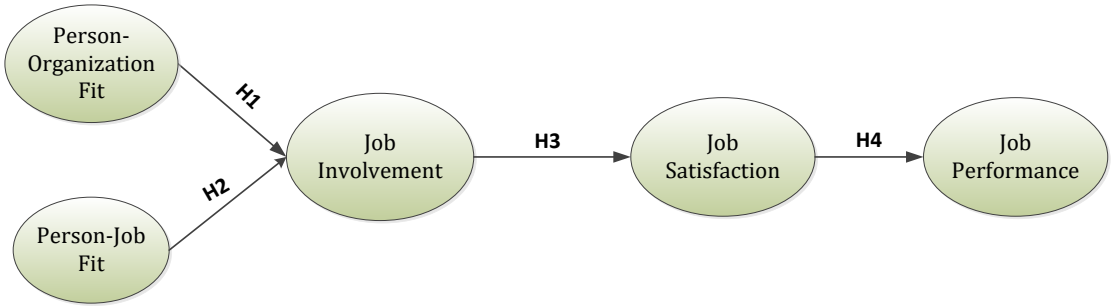

Figure 1. Research model.

3. Methodology

To obtain the sample for this study, this research employed a multi-step sampling strategy. Firstly, we reached out to relevant industry associations and professional groups, such as Facebook groups focused on the application of generative AI, requesting their assistance in distributing our survey questionnaire. Secondly, we utilized snowball sampling techniques by asking initial respondents to recommend other eligible peers to participate in the survey. To ensure sample representativeness, we monitored response rates and conducted targeted follow-ups as necessary to balance the sample across various demographic characteristics. All potential participants received an invitation email containing the study's purpose, confidentiality assurances, and a link to the online survey. To enhance participation rates, we offered small incentives such as e-books or industry report summaries. Data collection was expected to be completed within 4 weeks, utilizing the Google Forms platform to manage the survey process and ensure data security and integrity.

The research instrument was constructed with the help of a Likert scale to measure the attitudes of respondents regarding the questionnaire items. The items to measure the POFIT were taken and modified from Biron and Boon (2016); Cable and DeRue (2002); and Sylva et al.'s (2019) studies. Furthermore, Chen et al. (2014); Kristof-Brown (2005); Lin et al. (2022); Lu et al. (2014); Mao and Peng (2015); and

Tims et al.'s (2016) studies were used to construct questionnaire items for PJFIT. Moreover, Scrima et al.'s (2014) research items were employed to measure JI. In addition, JS was measured by the items suggested by Judge et al. (2017); Macdonald and MacIntyre (1997); and Phua and Thompson (2012). Lastly, the items to measure JP were taken from Campbell and Wiernik (2015); Cullen et al. (2014); Griffin et al. (2007); and Jena and Pradhan's (2017) research studies. The questionnaire is provided in the Appendix section.

Ultimately, this study obtained responses from 340 marketers using generative AI for social media marketing. After removing invalid samples, the final valid sample consisted of 164 responses. Regarding gender distribution, approximately 55% of the sample was expected to be female and 45% male. Age distribution was anticipated to be concentrated between 25–45 years, with 45% aged 25–34, 35% aged 35–44, and 20% aged 45 or above. In terms of educational background, it was expected that 70% of respondents held a bachelor's degree, 25% a master's degree, and 5% other qualifications. Regarding work experience, 42% of respondents had 1–3 years of experience in marketing planning, 43% had 4–7 years of experience, and 15% had 8 years or more of experience.

4. Statistical analysis

4.1. Measurement model analysis

This study conducted reliability analysis, and **Table 1** demonstrates that the values of composite reliability and Cronbach's Alpha for all constructs exceeded 0.7, meeting the criteria suggested by Fornell and Larcker (1981). This indicates that each construct exhibits good internal consistency and stability, further confirming the reliability of the measurement model. High reliability suggests a lower random error in measurement outcomes (Lukita et al., 2023).

To ensure convergent validity, the Average Variance Extracted (AVE) for each construct exceeded 0.5, indicating good convergent validity of the measurements (**Table 1**). According to the recommendations of Fornell and Larcker (1981), this suggests that the indicators of each construct capture sufficient common variance. Additionally, all standardized factor loadings for indicators within each construct in this study were above 0.7, demonstrating strong convergent validity.

Table 1. Results of reliability and average variance extracted for each construct.

Constructs	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
JI	0.879	0.913	0.680
JP	0.848	0.891	0.622
JS	0.907	0.931	0.730
PJFIT	0.852	0.890	0.577
POFIT	0.899	0.923	0.668

NOTE: PJFIT = person-job fit, POFIT = person-organization fit, JI= job involvement, JP = job performance, JS = job satisfaction.

This study assessed the model's goodness of fit (GoF) according to the method outlined by Tenenhaus et al. (2005), which evaluates the comprehensive quality of the proposed framework as calculated by the following equation:

$$GOF = \sqrt{\underline{AVE}} \times \sqrt{\underline{R^2}} = \sqrt{0.6554 \times 0.348} = 0.477$$

According to the guidelines proposed by Wetzels et al. (2009), a GOF value of 0.480 is generally considered to indicate a strong model fit in the context of PLS-SEM (Partial Least Squares Structural Equation Modeling).

Discriminant validity analysis in this study shows that the square root of the average variance extracted (AVE) for each construct is greater than the correlation coefficients between the construct and other constructs. This result meets the criteria proposed by Fornell and Larcker (1981), indicating good discriminant validity among the constructs, as shown in **Table 2**. It suggests that the indicators of each construct are more closely related to their respective concepts than to other concepts, further confirming the independence of the concepts in the model.

Table 2. Fornell-Larcker criterion.

Constructs	JI	JP	JS	PJFIT	POFIT
JI	0.824				
JP	0.386	0.789			
JS	0.535	0.399	0.854		
PJFIT	0.701	0.279	0.386	0.760	
POFIT	0.582	0.499	0.481	0.398	0.817

NOTE: PJFIT = person-job fit, POFIT = person-organization fit, JI= job involvement, JP = job performance, JS = job satisfaction.

In the discriminant validity analysis of this study, using the Heterotrait-Monotrait (HTMT) ratio method, all HTMT values between constructs are below 0.85, as proposed by Henseler et al. (2015), indicating good discriminant validity of the model (as shown in **Table 3**). This result suggests that the relationships between different constructs are relatively independent, with each construct uniquely reflecting the concept it represents, thereby strengthening the model's validity and the reliability of the measurements.

Table 3. Heterotrait-Monotrait (HTMT).

Constructs	JI	JP	JS	PJFIT	POFIT
JI					
JP	0.423				
JS	0.590	0.437			
PJFIT	0.777	0.306	0.429		
POFIT	0.632	0.542	0.536	0.448	

NOTE: PJFIT = person-job fit, POFIT = person-organization fit, JI= job involvement, JP = job performance, JS = job satisfaction.

4.2. Structural model analysis

This study employed Partial Least Squares (PLS) path analysis and utilized bootstrapping with 10,000 resamples to examine the significance of research hypotheses. The results strongly supported all four research hypotheses. Specifically, H1: POFIT significantly positively influences JI (β = 0.29, t = 4.55, p < 0.001), indicating that employees are more likely to engage in their work when their personal values align with organizational values. H2: PJFIT shows an even stronger positive impact on JI (β = 0.65, t = 10.30, p < 0.001), emphasizing the importance of good PJFIT in enhancing employee JI. H3: JI similarly has a significant positive effect on JS (β = 0.54, t = 8.28, p < 0.001), confirming that highly engaged employees tend to experience higher JS. Finally, H4: JS demonstrates a significant positive effect on JP (β = 0.43, t = 6.25, p < 0.001), further validating that satisfied employees are more likely to exhibit excellent JP. These results underscore the strong interrelationships among POFIT, PJFIT, JI, JS, and JP, providing critical theoretical underpinnings and empirical support for organizational management practices. Importantly, the findings highlight the significance of ensuring alignment between employees, their job roles, and organizational culture, as these factors contribute to increased JI and satisfaction, ultimately enhancing JP (as depicted in **Figure 2** and **Table 4**).

Figure 2. Results of structural model analysis.

Table 4. Results of hypothesis testing.

Hypothesis	Path Coefficient (β)	*T* values	*P* values
H1: POFIT → JI	0.362	6.220	0.000
H2: PJFIT → JI	0.557	9.816	0.000
H3: JI → JS	0.537	13.081	0.000
H4: JS → JP	0.402	8.488	0.000

NOTE: PJFIT = person-job fit, POFIT = person-organization fit, JI= job involvement, JP = job performance, JS = job satisfaction.

According to the results (shown in **Table 5**), Both PJFIT (β = 0.119, t = 5.717, p < 0.001) and POFIT (β = 0.077, t = 4.059, p < 0.001) were found to indirectly impact JP with the chain mediation of JI and JS.

Table 5. Indirect effects.

Relationships	Path Coefficient (β)	*T* values	*P* values
PJFIT → JI → JS → JP	0.119	5.717	0.000
POFIT → JI → JS → JP	0.077	4.059	0.000

NOTE: PJFIT = person-job fit, POFIT = person-organization fit, JI= job involvement, JP = job performance, JS = job satisfaction.

5. Discussions and conclusions

5.1. Research findings

Firstly, the results of H1 (β = 0.29, t = 4.55, p < 0.001) strongly support the significant positive impact of POFIT on JI. In the context of generative AI and social media marketing, this finding reveals that when marketers' personal values, goals, and capabilities align closely with the organizational AI strategies and culture, they are more likely to engage actively in their work. This not only validates the applicability of traditional POFIT theory in a new technological environment but also underscores the importance of value congruence in influencing employee work attitudes in AI-driven marketing domains. Additionally, this result implies that organizations need to continuously adjust their values and culture to adapt to the changes brought about by AI, ensuring dynamic alignment with employees' values. This finding holds profound implications for organizational management practices. It emphasizes that in the AI era, organizations must not only focus on the adoption of technology but also cultivate a culture supportive of AI innovation and application. Furthermore, it suggests that human resource managers, in addition to evaluating candidates' technical skills during recruitment and selection processes, should assess their alignment with the organizational AI vision in terms of values. Lastly, this result highlights the importance of enhancing employees' understanding and identification with organizational AI strategies to strengthen JI, which may require organizations to make additional efforts in internal communication and employee development.

Secondly, the results of H2 (β = 0.65, t = 10.30, p < 0.001) strongly support the significant positive impact of person-task fit on JI. This finding is particularly crucial in the context of generative AI and social media marketing. The results indicate that when marketers' skills, knowledge, and abilities align closely with the task requirements of using generative AI for social media marketing, they are more likely to demonstrate high levels of JI. The strong positive relationship (β = 0.65) highlights the critical factor of ensuring alignment between employee capabilities and job requirements in an AI-driven marketing environment. Moreover, this finding suggests the necessity of continuous adjustment and enhancement of employee skills to meet new task requirements in the rapidly evolving AI technological environment.

Thirdly, this study focused on how generative AI influences JS through JI among social media marketers. The analysis results show a significant positive relationship (β = 0.54, t = 8.28, p < 0.001) between JI and JS. This result indicates that marketers who exhibit higher JI in social media applications tend to experience higher JS. JI includes marketers' enthusiasm, focus, and initiative in their work. Generative AI enhances job efficiency and creativity, potentially enhancing these positive experiences for marketers and thereby promoting JS. For managers, the results of this

study emphasize the importance of enhancing employee JI, particularly in the field of social media marketing. Managers can reduce marketers' daily repetitive workload by introducing generative AI tools such as automated content generation and customer interaction analysis, allowing them more time and energy to focus on more creative and strategic tasks (Xu et al., 2022). Additionally, providing appropriate training and support to help marketers proficiently use these AI tools is an effective strategy to enhance their JI and satisfaction.

Finally, this study further explored how generative artificial intelligence (AI) through social media applications influences JS among marketers and its potential impact on JP. The results indicate a significant positive impact ($\beta = 0.43$, $t = 6.25$, $p < 0.001$) of JS on JP, validating the theoretical hypothesis that JS is a key driver of improved JP. In the field of social media marketing, when marketers have high JS, their JP also improves accordingly. This positive relationship may be due to highly satisfied employees being more likely to demonstrate high JI, innovative behaviors, and lower turnover rates, all of which directly or indirectly enhance JP. For managers, this finding emphasizes the importance of adopting generative AI tools in marketing strategies and team management. By using AI tools to automate repetitive tasks and analyze customer data, marketers can focus more on creative and strategic work, thereby enhancing their JS. Additionally, managers should focus on creating a supportive work environment and culture to meet employees' needs and expectations, thereby enhancing their JS and performance. This includes providing continuous career development opportunities, fair reward systems, and fostering a positive work culture, all of which are key factors in improving employee satisfaction and performance.

5.2. Theoretical implications

This investigation extends established theoretical frameworks to the use of generative AI by social media operators, anchoring on POFIT (Choi and Seong, 2019) and PJFIT (Wulandari, 2021) theories. This research emphasizes the importance of aligning individual values with organizational goals and matching personal skills with job demands, enhancing both job attitudes and performance outcomes. This study illustrates that congruence between social media operators' values and their organization's technological initiatives can boost engagement, satisfaction, and efficiency. The POFIT and PJFIT constructs are vital for examining the impact of generative AI on job attitudes, highlighting the necessity for employee capabilities to evolve alongside AI-driven tasks (Chen et al., 2024a). This contributes to the wider discourse on AI's influence on organizational behavior, showing how alignment with organizational and job-specific demands eases the transition to AI-supported roles, critical in environments rapidly adopting generative AI technologies.

Significantly, this research introduces JI as a mediating variable, enhancing our comprehension of AI's effect on employee attitudes and behaviors. Based on the JI theory, which focuses on the psychological importance of one's work (Huang et al., 2019), the study proposes that JI mediates the relationship between PJFIT and JS. JI captures how deeply employees are engaged with their roles, a process that generative AI can intensify by allowing them to undertake more meaningful tasks beyond routine

activities. Prior studies suggest that high JI leads to greater enthusiasm and dedication, culminating in enhanced JS and JP. Thus, JI's role as a mediator is pivotal, as it encapsulates AI's potential to elevate work engagement by aligning employee skills with their responsibilities.

Moreover, this study's implications incorporate SET, which elucidates how social media operators perceive the use of generative AI services. SET posits that individuals gauge the benefits and drawbacks of their actions based on expected outcomes (Detlor and Zhao, 2023). Regarding generative AI, operators evaluate the potential for increased efficiency and creativity against possible downsides, such as diminished creativity or the ethical concerns of AI dependency. SET explains that the decision to embrace generative AI tools is driven by operators' valuation of these tools, favoring adoption when perceived advantages surpass associated risks (Chen et al., 2024b). Thus, SET helps frame the study's findings by detailing that operators' engagement with generative AI is influenced by their subjective evaluations of the technology's value to their professional roles.

Generative AI offers advantages for social media operators, but it also presents notable drawbacks. Key concerns include reduced creativity, as reliance on AI can lead to generic content that may lack brand authenticity, and the potential for skill atrophy, where essential competencies like creative thinking may decline. Ethical issues, such as data privacy and employee trust, and technological dependency, where operators may become overly reliant on AI, are also challenges. These drawbacks suggest the importance of a balanced approach to AI integration Hidayati et al. (2024), ensuring it enhances rather than diminishes human capabilities.

5.3. Managerial implications

In recent years, the rapid development of generative AI technology has brought revolutionary changes to the field of marketing. As an intelligent tool capable of autonomously generating content and optimizing decisions, generative AI is reshaping the way marketers work and their role definitions. However, despite high industry expectations for the application of generative AI, there remains a lack of systematic research in academia on its impact on the attitudes and behaviors of marketing professionals. This study aims to investigate the influence of generative AI on marketing professionals' JI, JS, and JP, with POFIT (PO-fit) and PJFIT (PJ-fit) as antecedents. It seeks to construct an integrated theoretical model to uncover the mechanisms through which generative AI operates in human resource management for marketing.

Firstly, the motivation for this study stems from the widespread application of generative AI in marketing practice contrasting with its relatively limited academic research Bist et al. (2024). On one hand, an increasing number of enterprises are leveraging generative AI for tasks such as content creation, user profiling, and personalized recommendations, aiming to achieve intelligent transformation in marketing through technology-driven approaches. On the other hand, existing research predominantly focuses on the technical principles and application scenarios of generative AI, with insufficient exploration of its impact on the attitudes and behaviors

of marketing professionals. This imbalance between practice and research underscores the necessity and urgency of conducting this study.

Secondly, this research aims to enrich theoretical research on generative AI in the domains of organizational behavior and human resource management. JI, JS, and JP are core constructs in organizational behavior, reflecting employees' psychological connections, emotional experiences, and behavioral outcomes in their work. PO-fit and PJ-fit are significant theoretical perspectives in human resource management, emphasizing the decisive impact of alignment between individuals and organizations, and individuals and their jobs, on employee work attitudes and behaviors. By integrating these theoretical constructs, this study endeavors to build an interdisciplinary research framework to systematically investigate the impact of generative AI on marketing professionals.

Furthermore, this study aims to provide theoretical guidance and empirical evidence for the application of generative AI in human resource management practices in marketing. With the continuous development of generative AI, interactions between marketers and AI systems in their work are becoming more frequent. This transformation not only changes the content and methods of marketing work but also profoundly influences the psychological and behavioral aspects of marketers. Through empirical examination of the effects of generative AI on marketing professionals' JI, JS, and JP, this study can offer valuable insights into how enterprises should select, deploy, and manage generative AI systems, and optimize interactions (Lin et al., 2023) between marketers and AI systems, and enhance the job experiences and performance of marketing professionals.

Moreover, this research seeks to address ongoing academic debates regarding the impact of AI on human resource management. Some scholars express concerns that AI development may lead to increased unemployment by replacing human employees, while others optimistically view AI as releasing human creativity and enabling a focus on higher-value work. By focusing on generative AI as a frontier technology and studying marketing professionals, this study can provide concrete, micro-level empirical cases to contribute to this debate, revealing the specific impacts of AI technology on employees within particular professional and task contexts.

Finally, this study aims to provide a behavioral science perspective for optimizing and innovating generative AI technology. Current generative AI systems are primarily designed and developed from a technical standpoint, with less consideration of users' psychological characteristics and behavioral patterns. However, the fields of organizational behavior and human resource management have accumulated extensive research findings on employee work motivations and behavioral patterns (Chen et al., 2023). By introducing concepts such as JI, JS, PO-fit, and PJ-fit, and examining their relationships with generative AI, this study can provide user insights for future AI system designs, facilitating interdisciplinary integration between AI technology and behavioral science.

In summary, this study takes generative AI as its focal point, focusing on marketing professionals as a specific occupational group, integrating multiple theoretical constructs from organizational behavior and human resource management. It aims to construct a novel research framework that enriches theoretical research on generative AI and provides guidance for its application in marketing human resource

management. The study holds significant theoretical perspectives and practical implications, advancing research perspectives on the impact of AI technology on employees across different disciplinary domains and enhancing intelligent transformation in marketing practices. Thus, this research carries important theoretical viewpoints and practical significance.

5.4. Limitations and future research directions

This study has some limitations as it exclusively relies on the perspectives shared by managers and does not encompass other potential expressions of GenAI within organizations. Although this study has adjusted measures for control variables, it did not conduct a specific analysis for different industries. Future research could benefit from a more intricate exploration of GenAI adoption by considering different contexts, industry specifics, and a broader array of associated terms. The study results rely primarily on the analysis of 164 social media marketers. This invites external validity issues. It is suggested that future research should be conducted across different industries and contexts spread across the geographies. In that case, the findings so arrived at could have possessed results with more generalizability. The present study did not analyze a rival model or an alternative model. It could have provided a scope to compare the proposed theoretical model with the rival model for ascertaining if the proposed theoretical model is superior in quality compared to the rival model. This is a limitation of this study. Future research should address it.

5.5. Conclusion

In summary, this research investigates the effects of generative AI on social media operators, emphasizing the essential roles of POFIT and PJFIT in influencing job involvement, satisfaction, and performance. The study reveals that a harmonious relationship between the operators' personal values and skills with the demands of the organization and their roles significantly elevates job involvement. This increase in job involvement, in turn, enhances job satisfaction and overall performance. The findings stress the necessity of creating an AI-enhanced work environment that aligns with employees' professional capabilities and personal values. Additionally, this research highlights the mediating role of job involvement, providing a deeper understanding of how AI-influenced work processes affect wider job attitudes and outcomes. These insights add to the existing knowledge of AI's role within organizational behavior, showing that well-integrated generative AI can foster positive employee experiences. Further studies are encouraged to assess the enduring effects of AI integration on both organizational culture and employee well-being, thus expanding the scope of knowledge on AI's influence within the workforce.

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Appendix

Table A1. Questionnaire.

Constructs	Measurement items	References
Person-Organization Fit	1) My personal values strongly match the way my company uses generative AI in social media marketing. 2) My attitude towards AI technology aligns with my company's view on AI in social media marketing strategies. 3) My career goals are compatible with my company's objectives of leveraging generative AI to enhance social media marketing effectiveness. 4) My skills and abilities are a good fit with my company's requirements for applying generative AI in social media marketing. 5) I believe my company's investment in generative AI for social media marketing aligns with my personal career development direction. 6) The way my company uses generative AI in social media marketing matches my work style.	Biron and Boon (2016); Cable and DeRue (2002); and Sylva et al. (2019)
Person-Job Fit	1) My skills are very well suited to using generative AI tools for social media content creation. 2) My abilities are a good match with the job requirements for using generative AI in social media analytics. 3) My professional knowledge enables me to effectively integrate generative AI into social media marketing strategies. 4) My problem-solving skills align well with the challenges of using generative AI in social media applications. 5) My learning ability allows me to quickly adapt to new generative AI tools in social media marketing applications. 6) My creative thinking matches the job demands of using generative AI for innovative social media marketing.	Chen et al. (2014); Kristof-Brown (2005); Lin et al. (2022); Lu et al. (2014); Mao and Peng (2015); and Tims et al. (2016)
Job involvement	1) Using generative AI for social media marketing is one of the most important things in my life. 2) My personal goals are closely tied to my work using AI for social media marketing. 3) Most of my interests are centered around my work using generative AI for social media marketing. 4) I often think about how to better use generative AI to improve social media strategies, even outside of work hours. 5) I feel highly engaged in my work using generative AI for social media marketing.	Scrima et al. (2014)
Job satisfaction	1) I am satisfied with how generative AI tools have improved my efficiency in social media marketing tasks. 2) I am content with the growth and learning opportunities provided by using AI technology in social media marketing. 3) I am satisfied with my work environment, especially in terms of using advanced AI tools for social media marketing. 4) I am satisfied with the company's support in applying AI technology to social media marketing. 5) Overall, using generative AI for social media marketing makes my job more interesting and meaningful.	Judge et al. (2017); Macdonald and MacIntyre (1997); and Phua and Thompson (2012)

Table A1. (*Continued*).

Constructs	Measurement items	References
Job performance	1) I effectively use generative AI tools to create high-quality social media content. 2) I accurately interpret social media data using AI analytics tools. 3) I efficiently plan and execute social media marketing strategies using AI tools. 4) I quickly learn and adapt to new generative AI tools and features. 5) I flexibly adjust my work methods to adapt to changes in the AI-driven social media marketing environment.	Campbell and Wiernik (2015), Cullen et al. (2014); Griffin et al. (2007); and Jena and Pradhan (2017)