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Developing professional Compatibility dimensions among Employees in light of the level of ambition– a proposed theoretical model

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Abstract:

This research paper aimed to propose a theoretical model for developing the dimensions of professional compatibility among employees in light of the level of ambition. the model is based on the premise that employees' level of ambition may represent an important psychological factor associated with their compatibility with various aspects of work. These aspects include compatibility with job requirements, the work environment (working conditions), supervisors, colleagues, and the organization as a whole. Greater compatibility across these dimensions may, in turn, be associated with higher job satisfaction, improved performance, and greater professional stability.

Keywords: Professional Compatibility dimensions ; The level of ambition ; Theoretical model.

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1. Introduction Problem

Professional Compatibility is an important indicator of employees' ability to adapt to job requirements, function effectively within the work environment, and build positive professional relationships. It contributes to improving performance, reducing absenteeism and turnover, and enhancing job stability. Recent studies and reports indicate that organizational success is closely associated with employees' compatibility with their work environment.

Both Locke & Latham (2019) view ambition as referring to: "the level of goals that an individual sets for themselves, which reflects their expectations for achievement and their desire to reach higher performance, and this level influences the amount of effort and perseverance exerted to achieve those goals."

Accordingly, it is assumed that the individual with a high level of ambition is more capable of adapting to job requirements, more willing to build positive professional relationships, and integrate into the organizational culture, thereby enhancing their professional compatibility.

Dawis (2005) points out that professional compatibility is "a continuous dynamic process resulting from the interaction between the individual and the work environment, and is achieved when the individual's abilities align with the job requirements, and in turn, the work environment meets their needs and values, leading to job

satisfaction and longevity."

Although there have been numerous studies examining professional compatibility and its relationship to various organizational and psychological variables—such as quality of work life, organizational support, burnout, and job performance—studies that have addressed the level of ambition as an explanatory variable for professional compatibility remain limited, Furthermore, there is a scarcity of studies that have sought to propose a theoretical model explaining how the level of ambition contributes to the development of the dimensions of professional compatibility among employees' ambition in organizations.

Based on this research gap, the present study aims to propose a theoretical model explaining the relationship between workers' ambition and the dimensions of professional compatibility. The model highlights the pathways through which ambition may enhance employees' professional compatibility with their jobs, work environments, supervisors, colleagues, and the organizations in which they work. In doing so, it provides a theoretical framework that can serve as a foundation for future empirical research and human resource development programs.

2. Importance of the study

- This study contributes to clarifying the concepts of dimensions of professional compatibility and the level of ambition by presenting their linguistic and conceptual definitions, as well as the key theoretical issues associated with both constructs.

- The proposed model may serve as a valuable framework for researchers by opening broad avenues for further studies examining the dimensions of professional compatibility and their relationship with employees' level of ambition.
- The study also seeks to propose a theoretical model that identifies the key dimensions of professional compatibility within the work environment.

3. Study objectives

- present the most recent definitions of the dimensions of professional compatibility and the level of ambition.
- highlight the major dimensions of professional compatibility, including compatibility with job requirements, the work environment, supervisors, colleagues, , and the organization.
- propose a theoretical model of the dimensions of professional compatibility within the Algerian work environment.

4 the Level of Ambition

4. 1 Definition of the Level of Ambition

Abdel Fattah K (1990) defines the level of ambition as "a relatively stable trait that differentiates individuals in terms of attaining a particular level that is consistent with their psychological makeup and frame of reference. It is shaped by the experiences of success and failure that they have undergone" (p. 12).

Driver defines the level of ambition as "the frame of reference that encompasses self-evaluation, or the level on the basis of which an individual perceives success or failure" (Kamel Ahmed, 2005, p. 183).

ISSN: 2253-0347EISSN: 2602-781X

Fouad Abu Hatab and his colleagues define the level of ambition as "the standard by which an individual evaluates the extent to which he or she has achieved what he or she originally aspired to."

El-Nouby Mohamed Ali (2010) defines the level of ambition as "the positive level of expected performance directed toward achieving a relatively long-term goal, which motivates an individual to attain a higher status than his or her current one, in accordance with his or her abilities, capabilities, and future aspirations" (p. 70).

Similarly, Salah Abu Nahia defines the level of ambition as "the goal that an individual sets for himself or herself in a particular domain and strives to achieve by overcoming the obstacles and challenges associated with that domain. This goal is consistent with the individual's psychological makeup and frame of reference and is shaped by previous experiences of success and failure" (El-Nouby, 2010, p. 53).

Sarkis (1997) argues that the level of ambition refers to the level an individual desires to attain and believes he or she is capable of achieving. It represents the goal that individuals set for themselves in various domains of life and strive to accomplish through perseverance, relying on their abilities and previous experiences (p. 125).

The level of ambition has also been viewed as "a relatively stable trait characterized by optimism, the ability to set goals, openness to

change, and the capacity to tolerate failure and frustration" (Mawad & Abdel Azim, 2005, p. 3).

Similarly, the level of ambition has been defined as "the standard by which an individual evaluates his or her performance and determines success or failure in achieving what he or she expects of himself or herself" (Al-Mashikhi, 2009, p. 91).

4.2 Importance of the Level of Ambition

- Helps individuals achieve their goals across various domains of life.
- Enhances individuals' sense of optimism and fosters a positive outlook.
- Contributes to improving behavior and promoting awareness, culture, and ethical values, while encouraging personal development and facilitating the achievement of success more effectively.
- Develops intellectual and cognitive abilities, thereby enhancing individuals' capacity for achievement and creativity.
- Represents one of the fundamental factors in promoting economic and social development by contributing to societal progress and fostering innovations and discoverie (Herizi & Ferhat, 2024)

4.3 Characteristics of the Level of Ambition

ISSN: 2253-0347EISSN: 2602-781X

The level of ambition is characterized by a set of attributes that distinguish ambitious individuals, including:

- The ability to set clear goals and strive persistently to achieve them.
- Optimism, self-confidence, and a strong belief in one's ability to succeed.
- Openness to change and a willingness to embrace new developments and continuous improvement.
- The ability to cope with failure and frustration by viewing them as opportunities for learning and personal growth.
- Reliance on one's own abilities and capabilities when facing challenges.
- Continuous self-evaluation of performance and a commitment to ongoing improvement.
- A close association between the level of ambition and an individual's abilities and previous experiences, making ambition more realistic when it is aligned with one's actual capabilities (Mawad & Abdel Azim, 2005).

4.4 Factors Influencing the Level of Ambition

The level of ambition is influenced by a range of internal and external

factors, which can be summarized as follows:

A. Internal (Personal) Factors:

- **Gender:** Levels of ambition may differ between males and females due to socialization processes and cultural influences.
- **Intelligence:** Higher intelligence enables individuals to set realistic goals and select the most effective strategies for achieving them.

Maturity: The level of ambition develops with age and increases as individuals attain greater cognitive and emotional maturity.

Emotional Stability: Emotional stability contributes to setting balanced goals that are consistent with an individual's abilities and capabilities.

Self-Esteem: Individuals with higher self-esteem tend to have greater confidence in their ability to achieve their goals, which, in turn, enhances their level of ambition.

B. External Factors :

- **Individual's Frame of Reference:** This includes the influence of family, peers, and other reference groups on the development of ambition.
- **Parents' Aspirations and Expectations:** Parental aspirations and expectations play a significant role in shaping and

ISSN: 2253-0347EISSN: 2602-781X

directing their children's ambitions.

- **Environmental and Social Factors:** The surrounding environment and social context contribute to instilling values and attitudes associated with ambition.

- **Family Socioeconomic Status:** The family's socioeconomic status may either expand or limit the opportunities available for individuals to achieve their goals (Herizi & Ferhat, 2024).

5. Previous studies on the level of ambition :

5.1Hirschi and Spurk (2021), titled: Ambitious Employees: Why and When Ambition Relates to Performance and Organizational Commitment .this study aimed to examine the relationship between employee ambition, job performance, promotion prospects, and organizational commitment. The study used two empirical studies involving employees, supervisors, and spouses/life partners, including a three-month longitudinal study. The findings showed that ambition was positively associated with job performance, promotion potential, and affective organizational commitment, particularly when employees perceived greater career opportunities. However, ambition was also associated with higher turnover intentions, suggesting that it may have both positive effects on employees' professional outcomes and potential implications for employee retention.

5.2 Abed Rabou et al. (2023), titled "The Level of Ambition and Its

Relationship to Some Variables Among Outstanding Students: A Field Study in International Schools in the Emirate of Sharjah." aimed to identify the level of ambition and its dimensions among 177 outstanding students and examine differences according to selected variables. The findings showed a moderate overall level of ambition, with taking responsibility ranking first, followed by the desire for excellence and future orientation. No significant differences were found by gender, while significant differences emerged according to academic year and birth order, with several dimensions favoring third-year students and eldest children.

Previous studies indicate that the level of ambition is a psychological variable associated with a number of individual characteristics and can have significant implications in the professional context, particularly with regard to performance, development, and organizational commitment. However, studies that have directly examined the level of ambition and its relationship to job fit appear to remain limited, which justifies the need to develop a theoretical framework that clarifies the nature of the potential relationship between the two variables.

6.Professional compatibility :

6.1Definition of Professional compatibility

Owaisa Kamel Mohamed (1996) defines professional compatibility as an individual's ability to adapt to the conditions and demands of work,

ISSN: 2253-0347EISSN: 2602-781X

including compatibility with the various factors surrounding the individual in the workplace (p. 165). This definition emphasizes the employee's adaptation to work demands and the surrounding work context.

Professional compatibility has also been defined as an individual's adjustment to the world of work, encompassing compatibility with environmental factors, job demands, personal characteristics, abilities, interests, temperament, colleagues, and supervisors (Taha, 2001, p. 52). This definition highlights the multidimensional nature of professional compatibility by extending compatibility beyond the job itself to include interpersonal and environmental aspects of work.

Strauser et al. (2021) conceptualize professional compatibility in terms of an individual's ability to adapt to the demands of work and the work environment. This perspective emphasizes the correspondence between the individual and the conditions and requirements of the work context.

Similarly, Dawis (2005) defines professional compatibility as a continuous and dynamic process resulting from the interaction between the individual and the work environment. Compatibility is achieved when an individual's abilities correspond to job requirements and when the work environment satisfies the individual's needs and values. From this perspective, professional compatibility is fundamentally concerned with correspondence between the

characteristics of the individual and those of the work environment.

The definitions reviewed above converge on the view that professional compatibility involves correspondence and adjustment between the employee and the work context. They also indicate that such correspondence is not limited to job requirements but may extend to working conditions and professional relationships. Accordingly, in the present study, Professional Compatibility is conceptualized as the degree of correspondence between employees' characteristics, abilities, needs, and expectations and the requirements and conditions of their work context. It encompasses compatibility with job requirements, the work environment, supervisors, colleagues, and the organiation.

In this study, Professional Compatibility is conceptually distinguished from Work Adjustment. While Professional Compatibility refers to the degree of correspondence between the employee and the work context, Work Adjustment refers to the continuous and dynamic process through which such correspondence is achieved and maintained. This distinction is consistent with the Theory of Work Adjustment, which views adjustment as an ongoing process of achieving and maintaining correspondence between the individual and the work environment (Dawis, 2005).

Job satisfaction, psychological well-being, performance, productivity, and continued employment are not treated as components of Professional Compatibility in the present study. Rather, they are

ISSN: 2253-0347EISSN: 2602-781X

considered potential outcomes or consequences that may be associated with a favorable degree of professional compatibility.

6.2Terminological Distinction between Professional Compatibility and Work Adjustment

In the present study, Professional Compatibility and Work Adjustment are treated as conceptually related but distinct terms. Professional Compatibility refers to the degree of correspondence between employees' characteristics, abilities, needs, and expectations and the requirements and conditions of their work context. In contrast, Work Adjustment refers to the continuous and dynamic process through which this correspondence is achieved and maintained. This distinction is consistent with the Theory of Work Adjustment, which conceptualizes adjustment as an ongoing process of achieving and maintaining correspondence between the individual and the work environment (Dawis, 2005). Accordingly, Professional Compatibility is used throughout the present study to denote the focal construct, whereas Work Adjustment is retained when referring specifically to the theoretical process described by the Theory of Work Adjustment.

6.3 Importance of Professional compatibility

- Professional compatibility contributes to employees' psychological, social, and occupational stability.
- Professional compatibility enhances job performance and productivity, as employees who are well-adjusted to their work

are more capable of accomplishing tasks efficiently and assuming responsibility.

- Professional compatibility enables organizations to achieve their objectives and sustain their operations by fostering a workforce capable of responding positively to job demands.
- Professional compatibility promotes positive interaction between employees and the work environment, thereby strengthening the quality of professional relationships within the organization.
- Professional compatibility increases an organization's ability to adapt to external changes, as employees' ability to adapt enhances organizational flexibility and responsiveness to changing conditions.
- Professional compatibility contributes to maintaining an organization's reputation and strengthening its competitiveness, as employees' stability and ability to adapt are fundamental factors for organizational continuity and long-term success (Bouatit & Tilali, 2018).

6.4 Conditions for Professional Compatibility

Professional compatibility depends on a number of conditions that facilitate employees' ability to adapt to the work environment. These conditions can be summarized as follows:

Personal (Psychological and Biological) Conditions: Employees'

ISSN: 2253-0347EISSN: 2602-781X

behaviour is directly influenced by their physical and biological characteristics. These conditions include:

Physical Factors: Good physical health enables employees to adapt effectively to the requirements of their job.

Psychological Factors: Psychological stability facilitates employees' ability to interact effectively and adapt successfully to different individuals and workplace situations.

Social Climate: A supportive social climate promotes employees' integration into the organization. When the organization provides a positive work climate characterized by cohesive and cooperative work groups, employees develop high morale, motivating them to invest their full potential in achieving organizational goals and ensuring organizational success.

Physical Working Conditions: Inadequate physical conditions may cause employees to experience anxiety and stress, thereby reducing their level of professional compatibility Conversely, well-designed working conditions facilitate employees' ability to adapt to the work environment. Key physical factors include lighting, temperature, ventilation, noise levels, rest breaks, and the arrangement of work equipment (Ben Fatima, 2010, p. 80).

6.5 Factors Affecting Professional Compatibility

Professional compatibility is influenced by numerous factors related to employees' ability to adapt to their work and their satisfaction with it.

These factors may be related to technological and societal developments, employees' personal characteristics, supervisors and working conditions, or other individual differences. The main factors are presented below:

Technological and Societal Factors: Professional compatibility is influenced by the technological and societal changes that employees experience in their daily lives. Such changes may undermine employees' sense of security and psychological stability, causing fluctuations between job satisfaction and dissatisfaction. Technological advancement has brought significant changes to the social structure by reducing the demand for manual labor and increasing the use of machinery, which has intensified competition between technology and human labor. As a result, many employees have lost their jobs, while productivity has increased and the demand for labor has declined. Moreover, technological development has contributed to the transformation of rural societies into industrial societies characterized by greater job specialization. Consequently, the role of individuals in the production process has shifted from being its central element to becoming one component within it. In addition, modern technology requires advanced cognitive skills because of its reliance on sophisticated machinery, which may generate continuous anxiety and a persistent sense of job insecurity among employees.

Employee-Related Factors : Professional compatibility is influenced by several factors associated with employees and the nature of their work. Achieving professional compatibility requires placing

ISSN: 2253-0347EISSN: 2602-781X

employees in positions that match their abilities, interests, and aptitudes. In the absence of effective personnel selection and vocational guidance, employees may fail to adapt to their jobs, resulting in poor professional compatibility. This may ultimately lead to dismissal or reassignment because of reduced job performance and productivity. Such circumstances may also cause employees to experience frustration, loss of self-confidence, and repeated feelings of failure, which can negatively affect their relationships with colleagues, their work, the organization, and even their personal and social lives.

Among the most important employee-related factors affecting professional compatibility are:

Health Status: Professional compatibility is influenced by employees' physical health. Any physiological impairment may disrupt normal bodily functions, thereby affecting behavior and responses to different work situations. The more severe the impairment, the greater its impact on professional compatibility.

Psychological or Emotional State: Psychological disorders, emotional instability, internal conflict, anxiety, and frustration can adversely affect employees' mental health and, consequently, their professional compatibility.

Supervisor-Related Factors : Several factors associated with supervisors and managers also influence professional compatibility.

Supervisors are responsible for defining responsibilities and coordinating the efforts of subordinates to achieve the objectives of their department and the organization as a whole. However, employees are often more concerned with being treated respectfully and fairly than with the specific duties of their supervisors. When healthy social and psychological relationships exist between supervisors and subordinates, they foster a sense of psychological security, which contributes to higher productivity and greater professional satisfaction.

Working Conditions : Working conditions encompass all aspects of the work environment that influence employees' behavior, performance, attitudes toward their jobs, relationships with work groups, perceptions of management, and attachment to the organization. Environmental factors such as lighting, noise, temperature, humidity, and exposure to gases can significantly affect employees' efficiency and work capacity. Depending on the nature of the work, these conditions may have either positive or negative effects on employees' performance.

Other important factors contributing to professional compatibility include:

Salary and Financial Benefits: Employees' satisfaction with their salary and financial rewards contributes positively to professional compatibility.

Human Relations: Positive interpersonal relationships constitute one of the most important determinants of professional compatibility.

ISSN: 2253-0347EISSN: 2602-781X

Management and Supervision: Employees' satisfaction with management practices and supervisory support reflects the quality of their relationship with the organization and its systems.

Career Mobility: Promotion to a higher position or occupational level provides employees with greater material and non-material rewards, thereby enhancing professional compatibility.

Compatibility to the Work Environment: Employees' ability to adapt successfully to their work environment, accompanied by a sense of well-being, personal growth, and positive engagement, contributes substantially to professional compatibility (Matatla, 2009).

6.6 Dimensions of Professional Compatibility

1. Employees' Compatibility with Job Requirements

This dimension refers to the degree to which employees' knowledge, skills, abilities, and other personal characteristics correspond to the requirements of a particular job. It is considered a fundamental concept in recruitment and selection, performance appraisal, and career development, as a high level of compatibility is generally associated with improved job performance, greater job satisfaction, and lower turnover intentions.

The concept of person–job fit emphasizes the relationship between employees' characteristics and job requirements. Researchers generally distinguish between two complementary dimensions:

Demand–Abilities Fit: This refers to the extent to which employees' knowledge, skills, and abilities match the competencies and qualifications required to perform job tasks effectively.

Needs–Supplies Fit: This refers to the extent to which the job satisfies employees' needs and expectations by providing appropriate rewards, opportunities for growth and development, and favorable working conditions.

2. Employees' Compatibility with the Work Environment (Working Conditions)

This dimension refers to the physical conditions under which employees perform their work, including lighting, ventilation, humidity, and the scheduling of work and rest periods. Employees may be appropriately selected for positions that match their interests, aptitudes, and emotional characteristics and may also receive adequate training that enables them to adjust effectively to their jobs. However, maintaining professional compatibility also requires providing suitable environmental conditions that preserve and enhance this adjustment. Organizations that create favorable working conditions contribute not only to higher productivity but also to greater job satisfaction and stronger professional compatibility among employees.

3. Employees' Compatibility with Supervisors

Organizations seeking to achieve their objectives place considerable emphasis on establishing effective interpersonal relationships. This dimension focuses on fostering healthy social and psychological

ISSN: 2253-0347EISSN: 2602-781X

relationships between supervisors and subordinates. According to Ober Adham, research on supervisory behavior identified several practices that promote psychologically healthy relationships and mutual trust within organizations. These practices include:

- Treating subordinates with respect and recognizing their dignity.
- Representing employees' interests fairly before higher management.
- Applying organizational policies and regulations with fairness and flexibility.
- Serving as a positive role model.
- Providing sincere guidance through encouragement and constructive criticism.
- Offering employees adequate opportunities for growth, advancement, and continuous improvement.
- Assigning employees to positions that match their abilities and interests.
- Accepting responsibility for subordinates' mistakes and supporting them in overcoming work-related difficulties.

4. Employees' Compatibility with Colleagues

This dimension concerns the relationships between employees within

the organization. These relationships are primarily based on two complementary principles: cooperation and competition. Many organizations rely on competition, either explicitly or implicitly, to improve productivity. However, excessive competition may damage interpersonal relationships among employees. Therefore, cooperation and competition should not be viewed as mutually exclusive; rather, maintaining a balance between them helps preserve healthy workplace relationships and promotes employees' psychological well-being. Furthermore, organizations can strengthen employees' compatibility with colleagues by establishing social clubs, encouraging sports activities, and organizing social, recreational, and cultural events that foster teamwork and positive interpersonal interactions.

5. Employees' Compatibility with the Organization

This dimension refers to employees' adjustment to the organization as a whole. Employees who are well-adjusted to their work are generally more likely to maintain positive relationships with the organization's administrative systems and management. In contrast, employees who experience dissatisfaction and poor adjustment are more likely to engage in conflict, complaints, and organizational unrest. Consequently, organizations should identify and address the underlying causes of poor relationships between employees and the organization's administrative system in order to strengthen organizational commitment, improve professional compatibility, and promote organizational effectiveness (Farag Taha, 1988).

ISSN: 2253-0347EISSN: 2602-781X

6.7Rationale for Selecting the Five Dimensions :

The five dimensions included in the proposed model were selected to represent the principal levels at which employees interact with and experience their work context. The selection is theoretically grounded in the correspondence perspective underlying Person–Environment Fit Theory and the Theory of Work Adjustment, while also reflecting the motivational mechanisms emphasized by Goal-Setting Theory. Accordingly, Professional Compatibility is considered to extend beyond the correspondence between employees and their job tasks to include the working conditions, interpersonal relationships, and broader organizational context.

First, Compatibility with Job Requirements was selected because correspondence between employees' knowledge, skills, abilities, and other characteristics and the demands of their jobs constitutes a fundamental aspect of professional compatibility. This dimension is directly consistent with the Demand–Abilities Fit perspective and the Theory of Work Adjustment, which emphasize correspondence between individual abilities and work requirements. In relation to the level of ambition, employees with higher ambition may be more inclined to pursue challenging professional goals, exert sustained effort, and develop their competencies, which may enhance their ability to meet job requirements.

Second, Compatibility with the Work Environment (Working

Conditions) was included because professional compatibility is not determined solely by employees' abilities to perform their tasks, but also by the conditions under which work is performed. Physical and situational conditions, such as the organization of work, the work schedule, and the physical environment, constitute an important part of employees' interaction with their work context. This dimension is consistent with the broader person–environment correspondence perspective. From the perspective of the present model, ambition may be associated with employees' willingness to adapt their work practices, respond constructively to changing conditions, and persist in achieving their professional goals despite workplace demands.

Third, Compatibility with Supervisors was selected to represent the interpersonal dimension of professional compatibility at the level of direct supervision. Supervisors influence employees' work experiences through guidance, feedback, support, fairness, and the organization of responsibilities. The literature reviewed in the present study indicates that healthy relationships between supervisors and employees can facilitate professional adjustment. In relation to ambition, employees who are strongly oriented toward professional development may be more receptive to guidance, constructive feedback, and opportunities for improvement, which may facilitate more productive professional interactions with supervisors.

Fourth, Compatibility with Colleagues was included because employees perform their work within professional groups, making cooperation and interpersonal interaction an important part of the

ISSN: 2253-0347EISSN: 2602-781X

work context. Compatibility with colleagues encompasses constructive interaction, cooperation, teamwork, and knowledge exchange. From the perspective of the proposed model, ambition may be associated with the development of professional relationships that support employees' achievement of their goals. Cooperation and knowledge exchange may provide employees with information and social support, thereby facilitating their adjustment to the social dimension of the workplace.

Finally, Compatibility with the Organization was selected to capture the broader organizational level of Professional Compatibility. An employee may be compatible with the requirements of a particular job and maintain positive relationships with supervisors and colleagues while experiencing limited correspondence with the organization as a whole. This dimension therefore concerns employees' adjustment to organizational practices, goals, and the broader organizational context. In relation to ambition, when employees perceive that organizational goals and opportunities for professional development are consistent with their aspirations, ambition may be associated with greater engagement with organizational goals and adaptation to organizational practices.

Taken together, these five dimensions provide a structured model covering the principal levels of employees' interaction with the work context: the job itself, the conditions under which work is performed, direct professional relationships, and the organization as a whole. The

model therefore does not claim that these are the only possible dimensions of Professional Compatibility; rather, they were selected because they provide a theoretically coherent framework for examining how employees' level of ambition may be related to different aspects of their professional context. The proposed relationships are conceptual rather than causal and require empirical examination in future research.

6.8 Previous Studies on Professional Compatibility :

Study Boubidi (2019), titled The Relationship Between Work Environment Quality and Professional Compatibility among University Teachers, aimed to examine the relationship between work environment quality and professional compatibility among 64 university professors using a descriptive approach and a 55-item questionnaire. The findings revealed a significant positive correlation between work environment quality and professional compatibility ($r = .678$, $p < .01$). The study highlighted the importance of the physical and material work environment, incentives, and organizational communication, while also emphasizing the role of psychological, social, and organizational factors.

study Ahmed & Saleh (2025), titled : The Effect of Psychological Capital on Professional Compatibility: Analytical Research in the General Directorate of Administrative Affairs, Head quarters of the Ministry of Education. The study aimed to examine the effect of psychological capital on professional compatibility among employees

ISSN: 2253-0347EISSN: 2602-781X

of the Iraqi Ministry of Education. The study examined professional compatibility in terms of the nature of work, work environment, relationships with colleagues, and relationships with supervisors. The findings showed that positive psychological characteristics, particularly initiative and resilience, enhanced employees' ability to adapt to workplace challenges and align with organizational goals. Conversely, weak managerial support and dissatisfaction with the work environment were associated with lower professional compatibility, highlighting the importance of supportive management and effective communication.

Taken together, the reviewed studies show that Professional Compatibility is a multidimensional construct influenced by individual, psychological, environmental, and interpersonal factors. Boubidi (2019) highlighted the role of work environment quality, while Ahmed and Saleh (2025) emphasized psychological capital, managerial support, work environment, and professional relationships. Thus, previous studies generally agree that Professional Compatibility extends beyond adjustment to job tasks to include the broader work environment and professional relationships.

However, these studies differ in the factors and dimensions they emphasize, while research on the level of ambition focuses on goal pursuit, effort, perseverance, and competency development. This reveals a theoretical gap in integrating ambition with the multidimensional nature of Professional Compatibility. In particular,

limited attention has been given to explaining how ambition-related characteristics may be associated with compatibility with job requirements, the work environment, supervisors, colleagues, and the organization. The proposed model addresses this gap by integrating these perspectives and suggesting theoretical pathways through which ambition may contribute to Professional Compatibility through goal pursuit, effort, perseverance, competency development, and adaptation.

7. Methodology for Reviewing Previous Studies and the Process of Developing the Theoretical Model

The proposed theoretical model linking the level of ambition to Professional Compatibility was developed based on a review of relevant theoretical frameworks and previous studies addressing the two main constructs and their related dimensions. The review considered the literature presented in this article within the specified publication periods and focused on theoretical perspectives and empirical findings that could contribute to understanding the relationship between the level of ambition and Professional Compatibility.

The reviewed literature indicates that the level of ambition is associated with goal-setting, perseverance, effort, and the development of competencies, while Professional Compatibility involves the correspondence between employees and their job requirements, work environment, and professional and organizational

ISSN: 2253-0347EISSN: 2602-781X

relationships. These findings provided the basis for identifying the theoretical mechanisms through which the level of ambition may be related to different dimensions of Professional Compatibility.

The development of the theoretical model therefore proceeded by linking the characteristics and functions of ambition to the dimensions of Professional Compatibility identified in the literature. In particular, the model considers how ambition may encourage employees to exert greater effort, persist in achieving professional goals, develop their competencies, adapt to work requirements and conditions, and engage positively in professional relationships. These mechanisms provide the theoretical basis for proposing relationships between the level of ambition and the five dimensions of Professional Compatibility considered in this model: compatibility with job requirements, the work environment, supervisors, colleagues, and the organization.

Accordingly, the model does not assume that the level of ambition directly determines Professional Compatibility. Rather, it proposes that ambition may contribute to Professional Compatibility through mechanisms such as effort, perseverance, competency development, goal pursuit, and adaptation to the work environment and professional relationships. The theoretical model was consequently constructed by integrating the relevant theoretical perspectives and findings from previous studies and organizing them into a framework that can be examined and empirically tested in future research.

7.1 Selection of Previous Studies and Theoretical References Underpinning the Proposed Model

The selection of previous studies and theoretical references was based on their direct relevance to the two main constructs of the present study: the level of ambition and Professional Compatibility. The literature was identified through academic databases and platforms, including Web of Science, ScienceDirect, and ASJP, and the reviewed empirical studies covered the period from 2019 to 2025. Studies were included when they directly addressed either of the two constructs or provided evidence relevant to their dimensions, determinants, or potential relationships, while studies that did not contribute to their conceptualization or to the development of the proposed model were excluded. The findings of the selected studies provided the basis for identifying the level of ambition as the explanatory variable and Professional Compatibility as the focal construct, represented by five dimensions: compatibility with job requirements, the work environment, supervisors, colleagues, and the organization. The proposed relationships were derived by linking ambition-related characteristics, particularly goal pursuit, effort, perseverance, and competency development, to employees' adjustment to work demands, working conditions, professional

ISSN: 2253-0347EISSN: 2602-781X

relationships, and the broader organizational context. These links were then theoretically integrated through Person–Environment Fit Theory, Theory of Work Adjustment, and Goal-Setting Theory to formulate the proposed model and its relationships.

7.2 Theoretical Foundations of the Proposed Model :

The proposed theoretical model is grounded in three complementary theoretical perspectives : Person–Environment Fit Theory, Theory of Work Adjustment, and Goal-Setting Theory. Each theory contributes a distinct explanation of how the level of ambition may be related to Professional Compatibility.

1 Person–Environment Fit Theory :

Person–Environment Fit Theory proposes that compatibility is enhanced when there is a correspondence between employees' abilities and characteristics and the demands and conditions of their work environment. From this perspective, employees who develop their abilities and adapt to job demands are more likely to achieve better professional compatibility (Edwards, 2008). In the context of the present model, this perspective helps explain the relationship between the level of ambition and Professional Compatibility by suggesting that ambitious employees may be more inclined to develop their abilities and adapt to job requirements and work conditions. Thus, ambition may contribute to improving the correspondence between employees and their professional environment.

2. Theory of Work Adjustment :

Theory of Work Adjustment views professional adjustment as a process resulting from the correspondence between individuals' abilities and the requirements of their work, as well as between their needs and the rewards provided by the work environment. Accordingly, employees who are motivated to develop their competencies and respond to workplace requirements may achieve greater professional compatibility (Dawis & Lofquist, 1984). In the present model, this theory provides a basis for understanding how ambition may support professional adjustment through competency development and responsiveness to work requirements. It therefore helps explain the proposed relationship between the level of ambition and compatibility with job requirements and the work environment.

3. Goal-Setting Theory :

Goal-Setting Theory emphasizes that clear and challenging goals can direct individuals' efforts, increase persistence, and enhance task performance. In the context of the present model, a higher level of ambition may encourage employees to pursue challenging professional goals, exert greater effort, and develop their competencies, which may contribute to stronger Professional Compatibility (Locke & Latham, 2002). This perspective therefore provides an explanation of the motivational mechanism through which ambition may be associated with Professional Compatibility : ambition may encourage goal pursuit, sustained effort, and

ISSN: 2253-0347EISSN: 2602-781X

competency development, which in turn may support employees' ability to meet job requirements and adapt to their professional environment.

Taken together, these three theoretical perspectives provide complementary explanations of the proposed relationship. Person–Environment Fit Theory explains the importance of correspondence between employees and their work environment, Theory of Work Adjustment explains the process of adjustment through the correspondence between abilities, needs, work requirements, and rewards, while Goal-Setting Theory explains the motivational mechanisms of goal pursuit, effort, persistence, and competency development. The integration of these perspectives provides the theoretical basis for examining how the level of ambition may contribute to the different dimensions of Professional Compatibility proposed in the present model.

8. A proposed theoretical model for Developing professional Compatibility dimensions in light of the level of ambition

The previous sections discussed the various dimensions of Professional Compatibility and the factors that may contribute to their enhancement among employees. They also examined the level of ambition as a psychological variable associated with employees' behaviour and performance within organizations. Building on this theoretical foundation, the present study proposes a theoretical model

linking employees' level of ambition to five dimensions of Professional Compatibility: compatibility with job requirements, the work environment (working conditions), supervisors, colleagues, and the organization.

The proposed model is grounded in relevant theoretical perspectives, particularly Person–Environment Fit Theory, the Theory of Work Adjustment, and Goal-Setting Theory. It assumes that the level of ambition may be positively associated with Professional Compatibility through mechanisms such as goal pursuit, sustained effort, perseverance, competency development, and adaptation to workplace conditions and professional relationships.

8.1. Theoretical Propositions

Proposition 1. A higher level of ambition is expected to be positively associated with employees' compatibility with job requirements. This relationship may be explained by employees' greater goal pursuit, sustained effort, and competency development, which can enhance the correspondence between their abilities and job demands.

Proposition 2. A higher level of ambition is expected to be positively associated with employees' compatibility with the work environment (working conditions). This relationship may be explained by employees' greater willingness to adapt their work practices and respond constructively to changing workplace demands.

Proposition 3. A higher level of ambition is expected to be positively associated with employees' compatibility with supervisors. This

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relationship may be explained by ambitious employees' greater receptiveness to guidance, constructive feedback, and professional development opportunities that support their achievement goals.

Proposition 4. A higher level of ambition is expected to be positively associated with employees' compatibility with colleagues. This relationship may be explained by greater cooperation, knowledge exchange, and constructive professional interaction in support of employees' professional goals.

Proposition 5. A higher level of ambition is expected to be positively associated with employees' compatibility with the organization. This relationship may be explained by employees' greater engagement with organizational goals and adaptation to organizational practices when these are perceived as consistent with their professional aspirations.

Taken together, these propositions specify the expected direction of the relationships between the level of ambition and the five dimensions of Professional Compatibility. They represent theoretically grounded expectations rather than established causal effects and may be examined empirically in future research.

8.2Importance of the Proposed Model

The proposed model is significant because it represents one of the first attempts to examine the relationship between the level of ambition and the dimensions of professional compatibility within the Algerian work environment. It provides a conceptual framework that

illustrates the theoretical relationships between these two constructs and offers a foundation for future empirical research.

8.3 Strengths and Limitations of the Proposed Model

- ❖ The proposed model provides a valuable conceptual framework that encourages further theoretical and empirical research on the relationship between employees' level of ambition and the dimensions of professional compatibility.
- ❖ The model does not encompass all possible dimensions of professional compatibility.
- ❖ In its current form, the model is purely theoretical and has not yet been empirically validated through field research.

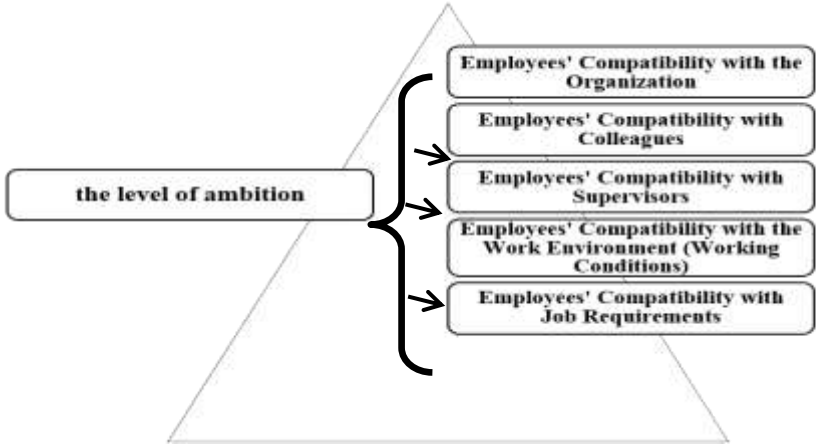


Figure (1) Proposed Theoretical Model of the five Dimensions of Professional Compatibility in the Work Environment

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Based on the proposed theoretical model illustrating the relationship between employees' level of ambition and the five dimensions of professional compatibility— Employees' Compatibility with Job Requirements, Employees' Compatibility with the Work Environment (Working Conditions), Employees' Compatibility with Supervisors, Employees' Compatibility with Colleagues, and Employees' Compatibility with the Organization —it can be observed that these dimensions are interrelated and mutually reinforcing, while also being influenced by employees' level of ambition.

The model suggests that a higher level of ambition contributes to strengthening the various dimensions of professional compatibility by motivating employees to exert greater effort, demonstrate perseverance, continuously develop their competencies, and improve their professional relationships. These factors enable employees to achieve both their personal and organizational goals while contributing to the overall success of the organization.

9.Conclusion

This study proposed a theoretical model to examine the potential relationship between employees' level of ambition and the five dimensions of Professional Compatibility. By integrating the conceptual foundations of both constructs with relevant theoretical perspectives and previous studies, the model provides a structured model for understanding how employees' level of ambition may be

related to different aspects of their Professional Compatibility.

The proposed model conceptualizes Professional Compatibility as a multidimensional construct encompassing compatibility with job requirements, the work environment, supervisors, colleagues, and the organization. Within this framework, employees' level of ambition is viewed as a potentially relevant motivational factor that may be associated with these dimensions through mechanisms such as goal pursuit, sustained effort, perseverance, competency development, and adaptation to workplace conditions and professional relationships.

The theoretical integration of Person–Environment Fit Theory, Theory of Work Adjustment, and Goal-Setting Theory provides complementary perspectives for interpreting these proposed relationships. The model consequently extends the conceptual discussion of Professional Compatibility by bringing the motivational dimension of ambition into consideration alongside the characteristics of the work context and professional relationships.

Given the theoretical nature of the present study, the proposed relationships should not be interpreted as establishing causal effects or empirical associations. Rather, they constitute theoretically grounded propositions that require empirical examination in future research. Such research could assess the validity of the proposed model and determine the extent to which employees' level of ambition is associated with the different dimensions of Professional Compatibility across diverse organizational contexts.

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Overall, the proposed model contributes a conceptual framework for further examining the relationship between ambition and Professional Compatibility and provides a theoretical basis for future empirical investigations. It may also offer organizations a broader perspective for understanding the interaction between employees' motivational characteristics and the various dimensions of their professional environment.

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