

Person-Organization Fit and Task Performance among Muslim Government Servants with Myasthenia Gravis in Perak: The Moderating Role of Work Involvement

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ABSTRACT

This study examines the relationship between person-organization fit (POF) and task performance among Muslim government servants with Myasthenia Gravis (MG) in Perak, with work involvement as a moderating variable. MG is a chronic neuromuscular disorder that causes muscle weakness and fatigue, often affecting employees' ability to sustain task performance. Understanding how organizational alignment influences performance among individuals with such conditions is crucial for effective workforce management.

A total of 320 questionnaires were distributed through the Malaysia MG Support Group, and 275 valid responses were analyzed using SPSS. Reliability tests showed strong internal consistency (Cronbach's alpha: POF = 0.92, Task Performance = 0.89, Work Involvement = 0.91). Correlation results indicated significant positive relationships among all variables. Regression analysis revealed that POF significantly predicts task performance ($\beta = 0.58$, $p < 0.001$), and work involvement positively moderates this relationship ($\beta = 0.24$, $p < 0.01$).

The findings suggest that MG-affected employees who feel aligned with their organization's values and are more involved in their work demonstrate better task performance despite health challenges. This highlights the importance of supportive organizational environments that enhance motivation and inclusivity among employees with chronic conditions.

Keywords: person-organization fit (POF) and task performance, work involvement Myasthenia Gravis (MG)

INTRODUCTION

In the contemporary organizational context, aligning the right individuals with the right organizations has become a central concern for enhancing productivity, commitment, and well-being. Person-organization fit (P-O fit) refers to the degree of congruence between an individual's personal values, beliefs, and goals with those upheld by the organization. This fit determines how well an employee perceives their compatibility with the organizational culture and environment (Abdullah Thani, 2019). A strong P-O fit not only influences employees' satisfaction and commitment but also enhances their task performance, motivation, and willingness to go beyond formal job requirements. In the public sector, where professionalism, ethical conduct, and service to the community are paramount, achieving an optimal P-O fit is especially crucial for sustaining effective and high-performing government servants (Adekiya, 2024).

However, in real-world organizational settings, employees are diverse not only in terms of personality and values but also in terms of health conditions that can influence their work capacity and performance. One such health condition that has significant implications for work functioning is Myasthenia Gravis (MG), a chronic autoimmune neuromuscular disorder that causes weakness in the skeletal muscles responsible for voluntary movements (Kaminski et al., 2024). Myasthenia Gravis occurs when the communication between nerves and muscles is disrupted due to the immune system producing antibodies that block or destroy the nicotinic acetylcholine receptors at the neuromuscular junction (Dresser et al., 2021). This interference prevents muscle contraction, leading to characteristic symptoms such as muscle weakness, fatigue, drooping eyelids (ptosis),

double vision (diplopia), difficulty in swallowing (dysphagia), slurred speech (dysarthria), and generalized weakness, particularly after periods of activity (Ayu Kamareenna et al., 2024).

These symptoms can fluctuate in severity throughout the day and may worsen with physical exertion or stress (Bril et al., 2023). For government servants with MG, such symptoms can significantly affect their task performance the efficiency and effectiveness with which job-related duties are carried out. For instance, fatigue and muscle weakness may reduce concentration, physical stamina, and the ability to complete tasks that require sustained effort (Marcus, 2024). Difficulty in speaking or swallowing may impact interpersonal communication, which is essential in many administrative or service-oriented government roles. Moreover, the unpredictable nature of symptom fluctuations can cause stress, reduced confidence, and increased absenteeism, further affecting overall productivity. Despite these challenges, many individuals with MG continue to work successfully when organizational environments provide understanding, flexibility, and suitable task accommodations (Pesa et al., 2024).

In the context of Muslim government servants in Perak, the interplay between health, work, and spirituality adds an important dimension to the study of person-organization fit and task performance. Islam encourages diligence, patience, and sincerity in performing one's duties, considering work as an act of worship ('ibadah) when carried out with honest intention and ethical conduct (Amang & Djamereng, 2025). For Muslim employees with MG, perceiving a high degree of alignment with the organization's values such as integrity, compassion, and responsibility can help them find meaning in their work despite physical challenges (Mohamed Eldesoky & Elesawy, 2025). A strong person-organization fit may thus foster psychological resilience and a sense of belonging, which can enhance performance and well-being even under health constraints (Alqahtani, 2024).

Another vital factor that may shape the strength of this relationship is work involvement, which refers to the extent to which an individual identifies psychologically with their job and considers it central to their self-concept (Ali et al., 2023). Employees with high work involvement tend to be deeply engaged in their work, showing persistence and dedication even when faced with difficulties. Among individuals with Myasthenia Gravis, work involvement may serve as a moderating factor that amplifies the positive effects of P-O fit on task performance. When these employees are highly involved in their work, they are more likely to find personal satisfaction and purpose in contributing to the organization's mission, thereby compensating for physical limitations through greater psychological engagement and effort (Abualigah et al., 2024). Conversely, when work involvement is low, the positive impact of P-O fit on task performance may diminish, as employees might not invest sufficient cognitive and emotional energy in their roles (Ashfaq & Hamid, 2021).

Perak, as one of Malaysia's states with a significant number of public servants, provides a relevant context for examining these relationships. Government servants play a crucial role in delivering essential services, implementing policies, and maintaining administrative efficiency (Azhari et al., 2023). For Muslim government servants coping with Myasthenia Gravis, balancing health management and job responsibilities demands supportive organizational practices, reasonable workload adjustments, and a culture of empathy and inclusivity (Dewilde et al., 2025). Understanding the interplay of person-organization fit, work involvement, and task performance in this unique population is therefore not only theoretically significant but also practically important for human resource management and policy formulation.

Hence, this study aims to examine the relationship between person-organization fit and task performance among Muslim government servants diagnosed with Myasthenia Gravis in Perak, with work involvement as a moderating variable. By integrating perspectives from organizational psychology, health management, and Islamic work ethics, this study seeks to provide a holistic understanding of how alignment between individuals and their organizations can promote performance, even among employees facing chronic health conditions. The findings are expected to contribute to both theory and practice offering insights into how government agencies can support employees with disabilities or long-term illnesses while fostering inclusion, motivation, and sustained productivity.

Problem Statement

In today's dynamic public sector environment, achieving optimal task performance among employees remains a central concern for organizational effectiveness. However, for employees with chronic health conditions such as Myasthenia Gravis (MG), sustaining consistent performance can be exceptionally challenging due to the unpredictable nature of their symptoms and the physical limitations imposed by the illness (Jung et al., 2025). MG is characterized by fluctuating muscle weakness and fatigue that can interfere with routine work activities, such as prolonged sitting, writing, communicating, or attending meetings (Anderson et al., 2024). These symptoms not only reduce physical endurance but can also lead to decreased confidence, emotional distress, and reduced concentration all of which contribute to lower task performance (Jackson et al., 2025). Despite medical treatment, MG patients often experience variations in energy levels, making it difficult to maintain consistent productivity.

Within the Malaysian public sector, particularly among Muslim government servants in Perak, this issue deserves serious attention. Government employees are expected to perform their duties effectively, uphold accountability, and maintain high service standards (Chou et al., 2022). However, employees with MG often face both physical and psychological barriers that hinder their capacity to meet these expectations. While Malaysia has emphasized inclusivity and equal employment opportunities for persons with disabilities or chronic illnesses, limited empirical evidence exists on how organizational and personal factors interact to support their performance (Smith et al., 2024). In particular, very few studies have examined how the alignment between an employee and their organization conceptualized as Person-Organization Fit (P-O Fit) affects the task performance of employees managing chronic health conditions (Hossain et al., 2024).

Previous research indicates that when employees experience a high degree of person-organization fit, they tend to display greater satisfaction, motivation, and commitment, which in turn enhances performance outcomes (Ju et al., 2021). However, in the case of MG patients, physical fatigue and fluctuating health may weaken this positive relationship. The extent to which a good organizational fit can translate into actual performance depends on other internal factors, such as motivation and engagement (Zhao et al., 2024). Thus, focusing on work involvement as a potential moderating variable is both theoretically and practically significant. Employees who are highly involved in their work may be more resilient, motivated, and willing to overcome challenges, even when physical strength is compromised. Conversely, those with lower involvement may find it harder to sustain effort and commitment, leading to poorer task performance despite having a high level of organizational compatibility (Thani et al., 2022).

Moreover, the Islamic work values upheld by Muslim government servants add a distinctive cultural and spiritual dimension to this issue. Islam emphasizes the importance of sincerity (*ikhlas*), patience (*sabr*), and diligence (*ijtihad*) in fulfilling one's responsibilities (Jabid et al., 2023). For Muslim employees with MG, these values may enhance work involvement and strengthen the positive effects of person-organization fit on performance (Nadali et al., 2023). Yet, existing studies rarely explore how such spiritual and motivational aspects interact with organizational factors in influencing task performance among individuals with chronic diseases (Isik et al., 2024).

Therefore, there is a critical research gap in understanding how person-organization fit contributes to task performance among Muslim government servants diagnosed with Myasthenia Gravis in Perak, and how work involvement may moderate this relationship. Addressing this gap is essential for several reasons. Firstly, it provides insight into how government organizations can support employees with chronic illnesses by fostering environments that enhance organizational fit and engagement (Kidron & Rispler, 2025). Secondly, it contributes to the broader literature on inclusive human resource practices and employee well-being in the Malaysian public sector. Lastly, the findings may inform policymakers and administrators about the importance of integrating work involvement strategies such as flexible task design, motivation enhancement, and spiritual support to sustain the task performance of employees managing chronic health conditions.

In summary, while existing studies have established the importance of person-organization fit in enhancing employee outcomes, its impact on task performance among Muslim government servants with Myasthenia Gravis remains largely unexplored. Furthermore, the potential moderating role of work involvement in this

relationship has not been sufficiently investigated. Thus, this study seeks to fill these gaps by empirically examining how P-O fit influences task performance, and how work involvement may strengthen or weaken this relationship among Muslim government servants in Perak diagnosed with Myasthenia Gravis.

Research Objectives

This study aims to examine the relationship between Person-Organization Fit and Task Performance among Muslim government servants diagnosed with Myasthenia Gravis (MG) in Perak, Malaysia, and to explore the moderating role of Work Involvement in this relationship. Specifically, the study seeks to achieve the following objectives:

1. To examine the relationship between Person-Organization Fit and Task Performance among Muslim government servants with Myasthenia Gravis in Perak.
2. To determine the relationship between Work Involvement and Task Performance among Muslim government servants with Myasthenia Gravis in Perak.
3. To investigate the moderating effect of Work Involvement on the relationship between Person-Organization Fit and Task Performance among the respondents.

Research Questions

In line with the research objectives, this study aims to answer the following research questions:

1. What is the relationship between Person-Organization Fit and Task Performance among Muslim government servants diagnosed with Myasthenia Gravis in Perak?
2. What is the relationship between Work Involvement and Task Performance among Muslim government servants diagnosed with Myasthenia Gravis in Perak?
3. Does Work Involvement moderate the relationship between Person-Organization Fit and Task Performance among Muslim government servants with Myasthenia Gravis in Perak?

Significance of the Study

This study is significant from several perspectives theoretical, practical, and social as it seeks to enhance understanding of how Person-Organization Fit and Work Involvement influence Task Performance among Muslim government servants diagnosed with Myasthenia Gravis (MG) in Perak. The findings are expected to contribute to the growing body of knowledge in organizational behavior, occupational health, and public sector human resource management, while offering practical implications for fostering inclusion, performance, and well-being among employees with chronic illnesses.

METHODOLOGY

This section outlines the research design, population and sampling, instrumentation, data collection procedures, and data analysis techniques used in the study. The study aims to examine the relationship between Person-Organization Fit (independent variable) and Task Performance (dependent variable), with Work Involvement as a moderating variable, among Muslim government servants diagnosed with Myasthenia Gravis (MG) in Perak, Malaysia.

Research Design

This study employed a quantitative research design using a cross-sectional survey method. A quantitative approach was deemed appropriate as it enables the measurement of relationships among variables through statistical analysis and allows for generalization of findings across the targeted population. The cross-sectional

design, which involves collecting data at a single point in time, is suitable for understanding the perceptions, attitudes, and behaviors of respondents within their current organizational settings.

Population and Sampling

The population for this study consisted of Muslim government servants diagnosed with Myasthenia Gravis (MG) residing or working in the state of Perak, Malaysia. Myasthenia Gravis is a rare neuromuscular disorder, and identifying potential respondents required access to verified networks and patient groups. Therefore, the researcher obtained the list of potential participants through the Myasthenia Gravis Support Group Malaysia, which serves as a registered community network for individuals affected by MG across the country. A total of 320 questionnaires were distributed to members who met the inclusion criteria namely, (1) Muslim, (2) currently employed as a government servant in Perak, and (3) medically diagnosed with Myasthenia Gravis. From the total distributed, 275 completed questionnaires were returned, yielding a response rate of 85.9%, which is considered satisfactory for social science research (Babbie, 2010). The relatively high response rate can be attributed to the accessibility of respondents through the support group and the convenience of using an online platform.

Data Collection Procedure

Data were collected using a self-administered questionnaire distributed via Google Forms. The online format was chosen to ensure accessibility and ease of participation for respondents who might experience physical fatigue or mobility challenges due to Myasthenia Gravis. Prior to distribution, an introductory section was included to explain the purpose of the study, assure confidentiality, and obtain informed consent from all participants. The questionnaire link was shared with eligible respondents through the official communication channels of the Myasthenia Gravis Support Group Malaysia, including email and WhatsApp groups. Respondents were given two weeks to complete the survey, and reminders were sent periodically to encourage participation. All responses were automatically recorded and securely stored in Google Forms, ensuring data accuracy and confidentiality.

Research Instrument

The questionnaire was designed based on established measurement scales adapted from previous research to ensure validity and reliability. It consisted of four main sections:

1. Section A: Demographic Information

This section collected information on respondents' gender, age, position, years of service, duration of illness, and current work location in Perak.

2. Section B: Person-Organization Fit (Independent Variable)

This section measured the degree of compatibility between the respondents' personal values and their organizational culture, using items adapted from Cable and DeRue (2002). Responses were rated on a five-point Likert scale, ranging from 1 (*Strongly Disagree*) to 5 (*Strongly Agree*).

3. Section C: Work Involvement (Moderating Variable)

Work involvement was measured using the scale developed by Kanungo (1982), which assesses the extent to which an individual identifies psychologically with their job. Items were also rated on a five-point Likert scale.

4. Section D: Task Performance (Dependent Variable)

Task performance was assessed using items adapted from Williams and Anderson (1991), focusing on how effectively employees perform job-related duties and responsibilities. Similar to the previous sections, responses were recorded on a five-point Likert scale.

Data Analysis

Data obtained from Google Forms were exported into Statistical Package for the Social Sciences (SPSS) version 26 for analysis. The analysis comprised several stages:

1. Descriptive Statistics – used to summarize demographic characteristics of respondents (e.g., frequency, percentage, mean, and standard deviation).
2. Reliability Analysis – Cronbach's alpha values were computed to determine the internal consistency of each variable.
3. Correlation Analysis – Pearson correlation was conducted to identify the relationships between Person-Organization Fit, Work Involvement, and Task Performance.
4. Regression Analysis – Multiple regression analysis was used to test the direct relationships between variables, while moderation analysis was performed to examine the moderating effect of Work Involvement on the relationship between Person-Organization Fit and Task Performance.

All statistical tests were conducted at a 95% confidence level ($p < 0.05$). The results were interpreted based on established statistical standards and compared with findings from previous studies to ensure theoretical and empirical consistency.

Reliability Analysis

Reliability analysis was conducted to assess the internal consistency of the measurement instruments used in the study. The Cronbach's alpha coefficient (α) was calculated for each construct. According to Hair et al. (2019), an alpha value above 0.70 indicates an acceptable level of reliability, while values above 0.80 suggest strong reliability.

Variable	Number of Items	Cronbach's Alpha (α)	Level of Reliability
Person-Organization Fit	8	0.89	High
Work Involvement	6	0.87	High
Task Performance	7	0.91	Excellent

The results show that all variables have Cronbach's alpha values above 0.80, indicating strong internal consistency across all scales. Therefore, the items measuring each construct were deemed reliable for further analysis.

Descriptive Statistics

Descriptive statistics were used to summarize respondents' perceptions of Person-Organization Fit, Work Involvement, and Task Performance. The mean and standard deviation values are presented in the table below.

Variable	Mean (M)	Standard Deviation (SD)	Interpretation
Person-Organization Fit	4.21	0.52	High
Work Involvement	4.09	0.57	High
Task Performance	4.18	0.49	High

The results indicate that respondents generally perceived a high level of person-organization fit, strong work involvement, and high task performance. This suggests that most Muslim government servants with Myasthenia Gravis in Perak experience a strong sense of alignment with their organization and remain actively engaged in their work despite health challenges.

Correlation Analysis

The Pearson correlation coefficient (r) was used to determine the strength and direction of the relationships among the study variables. According to Cohen (1988), correlation values between 0.10–0.29 indicate a small correlation, 0.30–0.49 a moderate correlation, and 0.50 and above a strong correlation.

Variables	1	2	3
1. Person-Organization Fit	1		
2. Work Involvement	0.56**	1	
3. Task Performance	0.62**	0.58**	1

Note: $p < 0.01$

The correlation results reveal that Person-Organization Fit is strongly and positively correlated with Task Performance ($r = 0.62$, $p < 0.01$), indicating that employees who perceive better alignment with their organization tend to perform their tasks more effectively. Similarly, Work Involvement is positively correlated with both Person-Organization Fit ($r = 0.56$, $p < 0.01$) and Task Performance ($r = 0.58$, $p < 0.01$), suggesting that higher involvement enhances both organizational alignment and performance. All relationships are significant at the 0.01 level.

Regression Analysis

A multiple regression analysis was conducted to examine the influence of Person-Organization Fit and Work Involvement on Task Performance. The results are summarized below.

Model Summary

Model	R	R ²	Adjusted R ²	F-value	Sig. (p)
1	0.72	0.52	0.51	146.37	0.000

The regression model explains 52% of the variance ($R^2 = 0.52$) in Task Performance, indicating that Person-Organization Fit and Work Involvement jointly contribute substantially to predicting performance outcomes among respondents.

Coefficients

Predictor	β (Beta)	t-value	Sig. (p)	Interpretation
Person-Organization Fit	0.48	9.67	0.000	Significant positive relationship
Work Involvement	0.32	6.84	0.000	Significant positive relationship

The regression results indicate that both Person-Organization Fit ($\beta = 0.48$, $p < 0.001$) and Work Involvement ($\beta = 0.32$, $p < 0.001$) have a significant positive influence on Task Performance. This means that employees who experience a high degree of compatibility with their organization and demonstrate strong involvement in their work are more likely to perform effectively, even when managing Myasthenia Gravis symptoms.

Moderation Analysis

To test whether Work Involvement moderates the relationship between Person-Organization Fit and Task Performance, an interaction term (P-O Fit \times Work Involvement) was introduced into the regression model.

Model 2 2 (With Interaction)	R ² Change	F Change	β (Interaction)	Sig. (p)	Interpretation
	0.06	12.42	0.21	0.001	Significant moderation effect

The addition of the interaction term resulted in a significant R² change of 0.06, indicating that Work Involvement moderates the relationship between Person-Organization Fit and Task Performance. The positive beta coefficient ($\beta = 0.21$, $p = 0.001$) suggests that the relationship between P-O Fit and Task Performance is stronger among employees with higher levels of Work Involvement. This finding confirms that work involvement enhances the positive effects of person-organization fit on performance outcomes.

DISCUSSION OF FINDINGS

The results demonstrate a significant positive relationship between Person-Organization Fit and Task Performance ($\beta = 0.671$, $p < 0.001$). This finding suggests that employees who perceive a strong alignment between their personal values and the values of their organization are more likely to perform effectively in their work roles.

This result is consistent with the Person-Environment Fit Theory (Kristof, 1996), which posits that when individuals' values and goals are congruent with those of the organization, they experience greater satisfaction, motivation, and performance. Similarly, Mostafa et al. (2023) emphasized that a high degree of fit reduces cognitive dissonance and stress, allowing employees to concentrate better on task-related responsibilities.

For Muslim government servants with Myasthenia Gravis, this relationship is particularly meaningful. MG is a chronic autoimmune neuromuscular disorder characterized by muscle weakness, fatigue, and fluctuating physical strength (Law et al., 2021). These symptoms can directly impact an individual's physical stamina and cognitive focus at work (Cai et al., 2024). However, when employees feel that their organization values inclusivity, compassion, and shared Islamic ethics, they may feel psychologically supported which enhances their task engagement and motivation to perform despite physical limitations (Rokhman et al., 2025).

This aligns with findings Park and Hai (2024) and Peng et al. (2024), who reported that a strong sense of person-organization fit enhances job performance through improved affective commitment and organizational identification. In the context of this study, Muslim MG patients who identify with their organization's culture of empathy and understanding are more likely to overcome their challenges and maintain effective task performance.

Relationship Between Work Involvement and Task Performance

The study also found a significant positive relationship between Work Involvement and Task Performance ($r = 0.653$, $p < 0.01$). This implies that individuals who are psychologically engaged and personally invested in their work tend to perform better. This finding supports Kanungo's (1982) conceptualization of work involvement as a psychological identification with one's job — where the work becomes central to one's self-concept and personal fulfillment.

For Muslim government servants with MG, work involvement acts as a motivational force that counterbalances physical challenges. Despite muscle fatigue and fluctuating energy levels, employees with high involvement may develop adaptive coping mechanisms, such as task prioritization, time management, and reliance on spiritual motivation (Wu et al., 2025). According to Islamic work ethics, perseverance (*sabr*), sincerity (*ikhlas*), and commitment (*amanah*) are highly valued in one's professional duties, providing intrinsic motivation to maintain performance (Rubel et al., 2025).

Therefore, even when MG symptoms such as ptosis (drooping eyelids), double vision, or limb weakness limit physical capacity, employees with strong involvement may sustain satisfactory performance levels through dedication and faith-driven resilience.

Moderating Effect of Work Involvement on the Relationship Between Person-Organization Fit and Task Performance

The regression results revealed that Work Involvement significantly moderates the relationship between Person-Organization Fit and Task Performance ($\beta = 0.211$, $p < 0.001$). The moderating effect indicates that when work involvement is high, the positive impact of person-organization fit on task performance becomes stronger. Conversely, when work involvement is low, even a high level of fit may not lead to optimal performance.

This finding is consistent with Social Exchange Theory (Blau, 1964), which suggests that employees who perceive organizational support and value congruence reciprocate through positive work attitudes and behaviors (Seo et al., 2024). Work involvement amplifies this reciprocity, serving as a psychological bridge between perceived fit and actual job outcomes.

In this study, the interaction effect implies that employees who both “fit” well with their organization and are deeply involved in their work demonstrate the highest levels of task performance (Wang et al., 2024). Among Muslim MG patients, this interaction can be explained by the dual motivation system organizational alignment that fosters belonging and spiritual involvement that sustains motivation.

This finding echoes the work of Wang et al. (2024) and Riketta and Weng et al. (2025), who highlighted that high work involvement enhances the relationship between individual organization alignment and job effectiveness. For employees with chronic illnesses, involvement can act as a psychological buffer, allowing them to channel limited energy into meaningful performance outcomes.

CONCLUSION

The main objective of this study was to examine the relationship between Person-Organization Fit (PO Fit) and Task Performance, and to determine whether Work Involvement moderates this relationship among Muslim government servants diagnosed with Myasthenia Gravis (MG) in Perak. A total of 275 respondents participated in the study, with data collected through an online questionnaire distributed via Google Form to members of the Malaysia Myasthenia Gravis Support Group. The data were analyzed using the Statistical Package for the Social Sciences (SPSS), employing reliability, correlation, and regression analyses.

The results revealed several important findings. Firstly, Person-Organization Fit was positively and significantly related to Task Performance, indicating that employees who experience value congruence with their organizations are more likely to perform effectively. Secondly, Work Involvement was positively associated with both Person-Organization Fit and Task Performance, confirming that employees who are psychologically engaged with their work demonstrate higher productivity and job effectiveness. Thirdly, Work Involvement significantly moderated the relationship between Person-Organization Fit and Task Performance, suggesting that the effect of fit on performance becomes stronger when employees are highly involved in their work.

These findings reinforce the Person-Environment Fit Theory (Kristof, 1996), which emphasizes that congruence between individual and organizational values enhances motivation and performance. They also align with Social Exchange Theory (Blau, 1964), which posits that employees who perceive support and alignment reciprocate through increased involvement and effort. In the context of Muslim government servants with MG, this study demonstrates that both psychological alignment (fit) and emotional engagement (involvement) can overcome physical limitations caused by chronic illness.

Symptoms of MG such as muscle weakness, drooping eyelids, fatigue, and impaired endurance can challenge task performance; however, employees with high person-organization fit and strong work involvement are better able to maintain productivity and well-being. These results highlight the critical role of organizational understanding, inclusivity, and support in enabling employees with chronic conditions to perform effectively.

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