



Analysis of the influence of person organization fit and person job fit on turnover intention with work engagement as an intervening variable

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ABSTRACT

The primary focus of academic and industrial interest has traditionally centered on the intentions behind employment turnover. This is crucial because if left unaddressed, the desire to leave a job can give rise to various issues within a company. This research aims to scrutinize and evaluate the effects of person-organization fit and person-job fit on turnover intention, incorporating work engagement as a mediating factor. The data were collected through a questionnaire distributed to 100 participants at Bhayangkara Hospital in Bengkulu City. Structural equation modeling (SEM) using the SmartPLS 3 (Partial Least Squares) program was employed for analysis. The study's findings reveal the following: there is a negligible and statistically insignificant correlation between person-organization fit and turnover intention, a similarly negligible and statistically insignificant correlation between person-job fit and turnover intention, a positive and significant correlation between person-organization fit and work engagement, a positive and significant correlation between person-job fit and work engagement, and a negative and significant impact of work engagement on turnover intention.

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1. INTRODUCTION

A company may experience some losses as a result of staff turnover, which is more common in companies with greater employee turnover intentions (Samson & Sulistiowati et al., 2018). Furthermore, according to Robbins and Judge (2018), turnover intention refers to the tendency of employees to leave the organization, either willingly or unwillingly, because they find their current position unattractive or because there are other job options available. According to (Wijaya 2020, 2021) turnover intention refers to the intensity of an organization's or business's desire to leave. There are a variety of reasons that contribute to turnover intention, including a desire to receive better-than-average job performance. According to Gecko and (in Wijaya, 2020), turnover intention is

characterized as an individual's desire to leave an organization, look for new job opportunities, and want to see the company succeed. According to Ahsani et al. (2021), turnover intention is a negative effect that arises from an organization's inability to manage its employees' working hours effectively, which causes HR to believe that it has high turnover intention.

Turnover Intention, as defined by (Abidin, 2019), is the willingness of employees to change their positions in a respectful manner and in line with their own values. According to (Paramarta & Darmayanti, 2020), turnover intention is correlated with employees' desire or inclination to leave the organization. Employee turnover is measured by the number of employees who leave a company in a given period of time, which is determined by the company based on the evaluation results of each individual employee regarding the company's overall performance that has not yet been determined. (Jufri & Mellanie, 2019) state that turnover intention is an expression of employees' desire to leave the company since they are compelled to look for new employment opportunities as a means of achieving their future goals. Employees that actively seek out other employment opportunities tend to negatively impact the company after they start working there, which is known as negative turnover. Conversely, "turnover intention" refers to the degree or intensity of desire to leave the organization; there are various reasons for this; the primary one is to obtain better work performance, according to (Mulyadi & Susanti, 2018). In a sakit home, turnover is the average number of times a problem occurs that reduces the risk. Individuals can be dissatisfied with their jobs due to several reasons, such as not receiving the amount of pay that corresponds with the amount of work they have to complete. In any case, compensation or upah does not significantly affect most of the omset.

The suitability of employee or individual values in an organization is contained in the understanding of person-organization fit (Po Fit). An organization is a condition where individuals can survive if they have a match within the organization that suits the individual and if the individual feels unsuitable they will resign from the organization, this is a form of suitability or compatibility of person organization fit (Kuswati, 2020). Person organization fit is centered on the analysis of employee selection situations. Three individual characteristics are available for employee selection in an organization (Zeigler-Hill et al., 2018). The first characteristic is related to work performance, such as cognitive ability and motivation, and the second is related to work performance, such as knowledge and work habits that are relevant to how an employee connects to the current work environment. For example, whether an employee's personal characteristics match the organization's characteristics. And last, individual characteristics include traits like personality, disposition, and values, while organizational characteristics include structure, tasks, and organizational culture. Therefore, person organization fit is a match between individual values and organizational values (Roczniewska et al., 2018). An organization is a condition where individuals can survive if they have a match within the organization that suits the individual and if the individual feels unsuitable they will resign from the organization, this is a form of suitability or compatibility of person organization fit (Kuswati, 2020).

Person-Job Fit is the individual's adjustment to the work that is done, which establishes consistency between the individual's abilities, knowledge, and willingness to perform the desired amount of work (Guo & Hou, 2022). According to (Liu et al., 2021), Person-Job Fit is the degree of agreement between employee and job attributes. Person-Job Fit is the degree to which an individual feels that their personal life aligns with the current work-related norms (Du et al., 2023). As per (Berahmawati et al., 2019), person job fit refers to the match between an individual's work characteristics and their ability to perform their job effectively. According to (Sulistiowati et al., 2018), this means that a job fit individual is one that balances their knowledge, skills, and work ethic with their current job or task. This will strengthen the employee's bond with their employer,

allowing them to be more committed to their work. There are two factors that determine a person's fit for a job: demand-abilities (permintaan-kemampuan) and needs-persediaan (Needs-Supplies). Demand-Abilities is the degree to which a sales person's knowledge, skills, and abilities align with the requirements of their job, while Needs-Supplies is the degree to which a sales person's needs can be affected by whatever is expected of them by their employer (Fajri et al., 2019). When person job fit can be seen from suitability in job suitability, this is related to increased job satisfaction, adjustment, and reduced individual intention to quit work (Saufi et al., 2020).

According to (Schaufeli et al., 2002), keterlibatan kerja adalah sejauh mana seorang karyawan secara emosional, kognitif dan pribadi berkomitmen untuk membantu organisasi dengan melakukan pekerjaan yang lebih baik daripada yang diperlukan untuk dilakukan. Elmi (2013), meanwhile, mengutip (Lockwood, 2008), menjelaskan bahwa keterlibatan kerja adalah suatu kondisi di mana antara seseorang mampu berkomitmen pada organisasi, baik secara intelektual maupun secara emosional. More specifically, Schaufeli, Salanova, Gonzalez-Roma, and Bakker (2002) defined work-related stress as the positive, constructive, and labor-related aspects of a carefully chosen project. Based on a few definitions provided by the experts, it can be inferred that Work Engagement refers to a situation in which employees are able to demonstrate positive commitment and fully and completely express themselves. As a result, employees in the workplace are enthusiastic, motivated, enjoy their work, and welcome feedback from other people, both emotionally and intellectually. Three indicators of work engagement exist, according to Schaufeli et al. (2002): vigor, devotion, and absorption. According to Schaufeli and Bakker (2004), there are two primary factors that influence work engagement: job expectations and job resources.

Referring back to the research results from Saufi et al. (2020) at Pakistan's public university departments, the research findings indicate that there are negative and non-significant effects between individual and organizational fit and turnover intention. According to this study, the primary factor that causes the relationship between turnover intention and person organization fit to become insignificant is that the object used is an academic employee, meaning it is not always profit-oriented. However, previous research revealed a significant difference between person organization fit and turnover, which is important for organizations that prioritize profits. However, research conducted by Rurkkhum (2018) on employees at one of the top universities in Thailand indicates that fit individuals have negative and significant effects on turnover intention. This study highlights the importance of employee fit from a business perspective. (Abdalla et al., 2018)examine the relationship between person organization fit and turnover intention by examining person organization fit in the context of goal and value congruence. This indicates that there are negative and significant differences between the organization fit and turnover intention. The study conducted by (Rurkkhum, 2018) also indicates that there is a negative and significant relationship between the organization fit person and turnover intention. Conversely, a research conducted by Abdalla et al. (2018) on faculty members at Universitas Mansoura, Mesir. Person organization fit is divided into two categories: value congruence and goal congruence. Both of these have a negative and significant impact on turnover intention, while person job fit and person group fit have a positive and significant impact on turnover intention. Rurkkhum (2018) argues that employee alignment with organizational structure (Person-Organization Fit) will have a negative impact on employees' motivation to achieve job goals. Abdalla et al. (2018) examine the relationship between person organization fit and turnover intention by examining person organization fit in the context of goal and value congruence. This indicates that there are negative and significant differences between the organization fit and turnover intention.

The different results are also explained by the variable person job fit with respect to turnover intention. Research conducted by (Khairuddin & Baputey, 2019) on

government spending in the Peninsular Malaysia revealed that person job fit has a negative impact on turnover intention but does not significantly affect it. However, research conducted by (Noerchoidah et al., 2023) on staff at RumahSakit PKU Muhammadiyah in Seruweng indicates that job fit has a positive and significant impact on turnover intention. Conversely, research conducted by Abdalla et al. (2018) indicates that a person who is job fit is divided into two categories: needs-supplies fit and demands-abilities fit. Of the two, needs-supplies fit has a negative impact on turnover intention and is significant, while demands-abilities fit has a negative impact but is not significant. Previous research conducted by Berisha and Lajci (2020) shown that job-fit individuals have a significant negative impact on turnover intention among employees from five grocery chains in Kosovo. Research focusing on person-job fit and turnover intention also yields similar results. Research focusing on person-job fit and turnover intention also reveals similar results to those conducted on doctors, nurses, and health care providers in Shanghai (Xiao et al, 2021). However, another study conducted by (Atitsogbui & Amponsah-Tawiah, 2019) found no significant difference in the results between person-job fit and turnover intention while analyzing data from a sample of delapansakit Ghanaian homes in the Greater Accra Region. The study also indicates that the results of person-job fit and turnover intention do not significantly affect employees in the production division of PT XYZ, a manufacturing company (Arum, 2022).

Research conducted by (Khairuddin & Baputey, 2019) indicates that there is a negative and significant relationship between work engagement and turnover intention. In addition to this, research conducted by Merissa (2018) and Memon et al. (2018) also demonstrates that work engagement has a negative and significant impact on turnover intention. Research conducted by Shamirul et al. (2023) indicates that work-related stress decreases turnover intention. The study's findings also indicate that the work engagement variable has a negative impact on turnover intention. According to research conducted by (Zhang et al., 2021), work engagement has a negative and significant impact on turnover intention. Similar research was also conducted by Bernadus et al., (2019), and the results showed a negative and significant relationship between the work engagement variable and turnover intention.

Person organization fit refers to the mutual respect between an individual's values and an organization that supports an individual's work ethics (Sørli et al., 2022). According to Annisa (2019), the results of the study indicate that an individual's organizational fit has a positive impact on their engagement at work. Previous research conducted by (Imaningtyas et al., 2024) indicates that an individual's organizational fit has a significant impact on their level of work engagement. The research results, which are also included in Alfian (2018), indicate that an organization fit individual has a positive and significant impact on work-related stress. According to research by (Tanwar & Kumar, 2019), there is a positive relationship between person-organization fit and work engagement. The same results were also reported by Aditya (2018), who concluded that an organization's fit person has a positive and significant impact on work-related stress. However, research conducted by Hendriyadi et al. (2019) indicates that an organization's fit has a strong correlation with employee engagement. Drawing on previous research, Dwi (2020) indicates that the results of job fit individuals have a positive and significant impact on work engagement. Conversely, research conducted by Mardi (2023) indicates that job fit individuals have a strong advantage over job dissatisfaction. This is consistent with research conducted by (Fatimah et al., 2023), regarding housekeeping employees in CO. Tinggal Jakarta Barat; positive and statistically significant effects were seen between job fit and work engagement. Different results were also shown by the person job fit variable on work engagement. Nurul et al., (2023) on Maluku Province tourism service employees showed that the results of person job fit were positively related to work engagement.

Based on the object of study for the purpose of examining the variable turnover intention, which is carried out in several foreign organizations and one in Indonesia, the industries included are the health and safety sector, the education sector, the insurance sector, the mining and gas sector, the business employees of various industries, the millennium, the call center employees, and the business owners. This research contributes to analyzing PO-Fit and PJ-Fit on Turnover Intention with work engagement as mediation so that this research is expected to provide knowledge to readers about the causes of employee interest in quitting work and also to the Bhayangkara Hospital to find out the percentage of interest in quitting work at hospital. This study examines the health sector's impact on employees at RS Bhayangkara, Kota Bengkulu, using the title "Analysis of the relationship between employee job fit and organizational fit and turnover intention using work engagement as an intervening variable." The formulation of the problem in this research is: (1) Does person-organization fit influence turnover intention, (2) Does Person-Job fit influence turnover intention, (3) Does Person-Organization fit and Person-Job fit influence turnover? intention, (4) Does Person-Organization fit influence work engagement, (5) Does Person-job Fit influence work engagement.

2. RESEARCH METHODS

2.1 Data Types and Sources

This research employs a quantitative methodology. The process of finding knowledge through quantitative research involves using numerical data as a tool to assess information about our desired understanding. Surveys sent to randomly selected respondents were used to collect research data. The primary source of data is the income that participants report on their questionnaires.

2.2 Population and Sample

The participants in this study were all staff members of Bengkulu City's Bhayangkara Hospital. In this study, a total of 100 samples were chosen using the following formula: $N = \sim 5 \times \text{number of indicators utilized} = 5 \times 20 = 100$ samples. The sampling strategy makes use of a non-probability sampling technique, which means that not every member of the population will have an equal chance of being chosen for the sample. Using a purposive sampling technique, Sugiyono (2018: 136) determines the sample that will be chosen by taking specific factors into account during the sampling process (Sugiyono, 2018: 138).

2.3 Measurement Scale

Data for this study were gathered through the use of a questionnaire with statements on a Likert scale, asking respondents to rate how much they agreed or disagreed with each item. A person's or a group's attitudes, beliefs, and perceptions of social phenomena are gauged using the Likert scale Sugiyono (2016).

2.4 Data Collection Techniques

Subject data (self-report data) is the type of data used in this study. Written answers from respondents to the online questionnaire's questions provided the data used in this study. A questionnaire is a technique for gathering data that consists of written questions organized to gather information about the variables under study. Wrocław 2017.

2.5 Data Analysis Techniques

In this research, the data results will be analyzed using the structural equation modeling (SEM) analysis method with the PLS (Partial Least Square) program using SmartPLS 3.0 software to gain a detailed understanding of the respondents' perspectives.

3. DISCUSSION RESULTS

This study examines the association between turnover intention and person organization fit and person job fit, with work engagement serving as an intervening variable. The staff of Bhayangkara Hospital in Bengkulu City was the study's object of examination, and there were a total of 100 respondents. Range of the Likert scale: 1 to 5. For partial least square (PLS) analysis, the program software SmartPLS 3 is utilized.

3.1 Composite Reliability Test

Apart from convergent validity and huga discriminatory validity, another way to assess outer models is to look at the reliability of variables or latent variables assessed by looking at the composite reliability value of the indicator block that measures the variable. The PLS output results for the composite realibility value are shown in the following table:

Table 1. Composite Reliability Test Results

| Variable | Composite Reliability |
|--------------------|-----------------------|
| P-J Fit | 0,919 |
| P-O Fit | 0,939 |
| Turnover Intention | 0,952 |
| Work Engagement | 0,941 |

Based on the table above, the variables Person-Organization Fit, Person-Job Fit, turnover intention and work engagement each have a coefficient value greater than 0.7 so it can be concluded that the variables PO Fit, PJ Fit, Turnover intention and work engagement respectively each is reliable.

3.2 Validity Test

The loading factor value for each construct indicator indicates the results of the validity test conducted with the SmartPLS 3.0 application. The loading factor value has to be more than 0.50 in order for validity to be evaluated. Moreover, the idea that there shouldn't be a strong correlation between the measures (manifest variables) of various notions is connected to discriminant validity. Using reflexive indicators, discriminant validity can be tested by examining each variable's cross loading value, which needs to be greater than 0.70. greater than other factors (Ghozali&Latan, 2015: 74).

Table 2. Convergent Test Results (Average Variance Extracted)

| Variable | Average Variance Extracted (Ave) |
|--------------------|----------------------------------|
| P-J Fit | 0,741 |
| P-O Fit | 0,793 |
| Turnover Intention | 0,769 |
| Work Engagement | 0,727 |

Based on the table above, the AVE value for the latent variables PJ Fit (0.741), PO Fit (0.793), Turnover Intention (0.769), and Work Engagement (0.727) is >0.50. So it can be said that the measurement model is valid in terms of discriminant validity.

3.3 R-Square

The loading factor value for each construct indicator indicates the results of the validity test conducted with the SmartPLS 3.0 application. The loading factor value has to be more than 0.50 in order for validity to be evaluated. Moreover, the idea that there shouldn't be a strong correlation between the measures (manifest variables) of various notions is connected to discriminant validity. Using reflexive indicators, discriminant validity can be tested by examining each variable's cross loading value, which needs to be greater than 0.70. greater than other factors (Ghozali&Latan, 2015: 74).

Table 3. Coefficient of determination test results (R Square)

| Variable | R Square |
|--------------------|----------|
| Turnover Intention | 0,156 |
| Work Engagement | 0,809 |

The R-Square value of the joint or simultaneous influence of X1 and X2 on Y is 0.156. The R-Square value of the joint or simultaneous influence of X1, X2 on M is 0.809.

3.4 F-Square

In addition to assessing whether or not there is a significant association between variables, a researcher should employ Effect Size or f-square to assess the size of effect between variables (Kwong-Kay, 2013). For small, the f square value is 0.02; for medium, it is 0.15; and for large, it is 0.35. Less than 0.02 can be ignored or thought to be nonexistent. significance (Sarstedt et al., 2020)

Table.4 F Square Test Results

| Variable | P-J Fit | P-O Fit | Turnover Intention | Work Engagement |
|--------------------|---------|---------|--------------------|-----------------|
| P-J Fit | | | 0,002 | 0,328 |
| P-O Fit | | | 0,007 | 0,168 |
| Turnover Intention | | | | |
| Work Engagement | | | 0,003 | |

Based on the F-Square table, there is no large effect size with the F-Square criteria >0.35 . And a moderate effect, namely with an F-Square between 0.15 to 0.35, is the influence of X1 and X2 on M. The influence of X1 on Y, up to 0.15. Meanwhile, there is no negligible influence because none of them has an F-Square value <0.02 .

3.5 Hypothesis Testing

Hypothesis testing is done with bootstrapping approaches. The bootstrapping procedure makes use of the data that was gathered during the Measurement stage. Analyze the structural model's hypothesis and show how the theory and simulated practice are related. This bootstrapping test will also determine the direction and significance of each latent variable's connection. For testing hypotheses, determined t-tatistic or t-count comparisons are utilized. The t-count derived by the botstrapping test must be greater than the one tail t-table, which is 1.65, for a standard error of 5% or a p value less than 0.05 (Hair et al. 2017: 320).

Table 5. T Test Results

| Variable | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistic (O/STDEV) | P Values |
|---------------------------------------|---------------------|-----------------|----------------------------|-------------------------|----------|
| P-J Fit -> Turnover Intention | -0,108 | -0,119 | 0,171 | 0,636 | 0,525 |
| P-J Fit -> Work Engagement | 0,540 | 0,544 | 0,101 | 5,340 | 0,000 |
| P-O Fit -> Turnover Intention | -0,182 | -0,182 | 0,161 | 1,128 | 0,260 |
| P-O Fit -> Work Engagement | 0,386 | 0,383 | 0,102 | 3,784 | 0,000 |
| Work Engagement -> Turnover Intention | -0,122 | -0,132 | 0,160 | 0,764 | 0,445 |

Based on the table above, researchers found that the PO Fit variable (X1) did not have a significant impact on Turnover Intention (Y) with a value of 0.260. The PJ Fit variable (X2) also does not have a significant impact on turnover intention (Y) with a value of 0.525. But PO Fit (X1) with a value of 0.000 and PJ Fit (X2) with a value of 0.000 have a significant impact on Work Engagement (M). Work Engagement (M) has a significant impact on Turnover Intention (Y) with a value of 0.445.

3.6 DISCUSSION

From the results of this research meshows that the PO Fit variable (X2) has a negative and insignificant effect on Turnover Intention at Bhayangkara Hospital, Bengkulu City. The same results were also shown by research from Saufi et al., (2020). The PJ Fit variable (X2) has a negative and insignificant effect on Turnover Intention, this is the same as research by Khairuddin&Baputey, (2019). PO Fit has a positive and significant effect on work engagement. The same results were also shown by Ramdani (2020) and also PJ Fit had a positive and significant effect on work engagement in the research of Dwi et al., (2020) which also showed the same results. Work Engagement (M) has a negative and significant effect on Turnover Intention (Y), the same thing was also shown by Khairuddin&Baputey's research (2019).

4 CONCLUSION

Turnover Intention is the desire to leave a company for better working conditions, either to improve the organization or to remain in the company. It is an important decision for employees if they do not meet the required requirements. Turnover Intention not only has a negative impact on the organization but also affects employee performance. This is an important factor in determining the success or failure of a company. This is a normal phenomenon that occurs in a company and is influenced by various factors such as compensation and work quality. Person-organization fit (Po Fit) is a measure of a person's ability to leave an organization if they are satisfied with their job. It is a set of three characteristics relevant to a person's job, including cognitive abilities, motivation, knowledge, and personal traits. Each characteristic is influenced by organizational characteristics, such as organizational structure, structure and culture. This research can contribute to the hospital itself and to readers to find out how high turnover turnover in hospitals is caused by PO-Fit and PJ-Fit which are not appropriate but can be mediated by work engagement. From this research the author found that suggestions for further research require more respondents to get value accuracy results with a better percentage. Research can also be developed by adding indicators to the questions for each variable to get more accurate results. In conclusion, turnover intention is an important factor in determining a person's ability to leave the company. Understanding this concept can help organizations better manage employee turnover and improve overall performance.

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