



Meta Analysis Study: Person-Organization Fit And Person-Job Fit On Turnover Intention

Karimah Fithri Mardiyah ¹, Dina Sartika ²

^{1,2} Magister Ilmu Manajemen Universitas Padjadjaran

Email: ¹ karimah16001@mail.unpad.ac.id, ² dina.sartika@unpad.ac.id

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ABSTRACT

The Great Resignation appears as a phenomenon that threatens the company's current existence. This condition was caused by the Covid-19 pandemic which changed work methods to WFH and the shift in the economy towards automation and artificial intelligence. These things motivate employees to resign and increase employee person-job mismatch and job insecurity. Currently, one of the things that drives employees to work is the suitability of employees with company values and culture, also known as Person-Organization Fit. Previous research has examined the relationship between these three variables, but the conditions in the last five years are far different from before, so this research is intended to examine the effect of Person-Organization Fit and Person-Job Fit on turnover intention in the last five years. Meta-analysis using JAMOVI software was carried out in analyzing eight selected studies from 51 studies available on Scopus. The results of the study show that both variables have a negative and significant effect on turnover intention. In addition, between the two variables, Person-Organization Fit has the highest correlation with turnover intention.

INTRODUCTION

The post-Covid-19 pandemic work world is shocked by the phenomenon of The Great Resignation. This phenomenon was first coined by Anthony Klotz at University College London (Ng & Stanton, 2023). The Great Resignation phenomenon refers to a condition where there is a tendency for mass resignations throughout the world. Michael Page's survey shows that 82% of employees are open to new job opportunities (Michael Page, 2023) which indicates turnover intention among the majority of employees. This resignation occurs in both blue collar and white collar workers, in every industry, and at every managerial level (Sull, Sull, & Zweig, 2022). High employee turnover due to high voluntary resignations is quite detrimental to the company. When a company loses an employee, the company's losses can reach 30% of the worker's annual

wages (Work Institute, 2019). This is a cost that the company must pay to recruit replacement employees. Apart from that, with resignation, the company will lose the knowledge and skills inherent in the employee concerned. This will have a significant impact on the company, especially if the company is not in a ready condition (Impact of 'The Great Resignation' on organizational knowledge and skills, 2022). Then employee turnover will also increase the burden on the company in carrying out retraining and indirect costs such as increasing the workload on other employees while there is no replacement staff, decreasing employee enthusiasm for work, and loss of job 'memory' (Smith, Emerson, Boster, & George S. Everly, 2020). Considering the high costs and potential losses for companies due to employee resignation, it is very important for companies to identify things that can be a solution to the phenomenon of The Great Resignation. Turnover intention is the best variable in seeing the potential for resignation (Griffeth & Hom, 1988). Therefore, it is very crucial for companies to analyze the causal factors and solutions that can be implemented to reduce employee turnover intention. According to Ng, there are several things that caused the Great Resignation phenomenon, including the Covid-19 pandemic and economic shifts (Ng & Stanton, 2023).

The Covid-19 pandemic is considered to have caused high levels of unemployment. Even large countries such as America, Canada, Australia and European Union countries have experienced the highest unemployment rates in the last few decades. This high unemployment rate makes job competition very tight, but with new conditions and requires new skills and abilities. This causes mismatches and increased work pressure along with increasing working hours and high stress (Brown M., Cregan, Kulik, & Metz, 2022). When this condition continues to occur, employees' desire to resign increases and workers influence each other to resign collectively. Apart from Covid-19, the economic shift that occurred in the 4th economic revolution which was characterized by artificial intelligence, blockchain, cloud computing, automation, and machine learning caused high job insecurity among employees (Gurchiek, 2021). In addition, the Covid-19 pandemic accelerated automation with the implementation of Work from Home (WFH) which forced employees to work with many changes with short and limited learning opportunities (Ng & Stanton, 2023). However, the implementation of Work from Home (WFH) over a long period of time made some employees reluctant to return to working offline. Several other employees saw the opportunity from this condition and chose to leave work to try new luck (Ng & Stanton, 2023). The things discussed above show indications of Person-Job misfit (employee incompatibility with the job) as a problem. one of the main drivers of employee resignation. Therefore, it is very important for companies to pay attention to employee Person-Job Fit to reduce employee turnover intention. In addition to Person-Job Fit, the next thing to consider is employee Person-Organization Fit. Michael Page stated that during the current "The Great Resignation", the thing that can increase employee motivation in working is the suitability of company values and culture. This suitability has an effect of around 18% on employee motivation, only 7% different from salary and making it the second highest driver (Michael Page, 2022). While working from home (WFH), employees see and feel the experience of work and personal life holistically. This then causes employees to re-evaluate their priorities. Therefore, one of the biggest challenges for companies today is no longer offering fantastic salaries, but how companies can find employees who fit the company culture (Michael Page, 2022), in this case increasing Person-Organizational Fit. Indications of the influence of Person-Job Fit and Person-Organization Fit on turnover intention have been widely discussed in the past years before the Covid pandemic and economic shifts occurred. Such as research conducted by Memon in 2018, showing that Person-Organization Fit has a strong influence on turnover intention (Memon, Nordin, Cheah, Ting, & Chuah, 2018). Likewise, research in 2015 has seen the importance of Person-Job Fit and Person-Organization Fit in suppressing turnover intention through various previous studies (Santos & Domenico, Person-organization fit: bibliometric study and research Agenda, 2015). However, the conditions during the pandemic and post-pandemic are far different from the conditions that existed before the Covid-19 pandemic.

LITERATURE REVIEW

Person-Job fit is defined as the suitability of an employee to his/her job. Not only the suitability of the employee to the specifications required in a job, but also the suitability of the employee to the things provided by the company in the job, such as compensation and position (Kristoff, 1996). Meanwhile, Person-Organization Fit is the match between a person's values and their organization that causes employees to feel involved in the broader mission of the organization (Cable & DeRue, 2002). Both of these variables and other fit variables are believed to be able to influence a person's turnover intention, because fit variables describe attitudes and behaviors that are in line with the employee's overall work experience (Barber, 1998).

Turnover intention is an employee's desire to leave their job (Saufi, N, Kakar, & Singh, 2020). Conceptually, this variable is a different variable from turnover itself. Turnover is a condition when someone has left their job, while turnover intention is still a desire and is one of the stages experienced by someone before leaving their job (Mobley W., 1977). Turnover intention is one of the most widely studied variables as an outcome of Person-Organization Fit (Santos & Domenico, Person-organization fit: bibliometric study and research agenda, 2015). Previous studies have also proven the relationship between Person-Organization Fit and Person-Job Fit with Turnover Intention. Research conducted by Kakar in 2022 on academics in Pakistan showed that academics' desire to stay would increase when they felt compatible with the organization and work (Kakar, Rashid, & Ali, 2022). This shows that Person-Organization Fit and Person-Job Fit have a negative influence on turnover intention. This finding is reinforced by research on retail supermarket workers in Kosovo. On the other hand, both are also partially mediated by job satisfaction and organizational commitment to turnover intention (Berisha & Lajçi, Fit to Last? Investigating How Person-Job Fit and Person-Organization Fit Affect Turnover Intention in the Retail Context, 2020). In addition to these two studies, there are many other studies that have confirmed the relationship between the three variables. The latest research in 2023 on academics in Indonesia shows that Person-Organization Fit and Person-Job Fit play an important role in determining an employee's turnover intention (Pariyant, Adawiyah, & Wulandari, 2023). The better the employee's fit level, the less likely they are to resign, and vice versa. Then a study of 697 workers in China also found that Person-Organization Fit and Person-Job Fit play a vital role in reducing turnover intention through job satisfaction and organizational commitment (Tang, Shao, Chen, & Ma, 2021). Overall, these studies state that there is a negative relationship between Person-Organization Fit and Person-Job Fit and turnover intention. In addition, the relationship between these three variables is in line with Schneider's attraction selection-attrition model which states that the fit built between employees and the company will reduce employee resignation (Schendeider, 1987). So based on the study of the three variables, the following research hypotheses can be built:

- H1: Person-Organization Fit has a negative effect on turnover intention.
- H2: Person-Job Fit has a negative effect on turnover intention.

METHODS

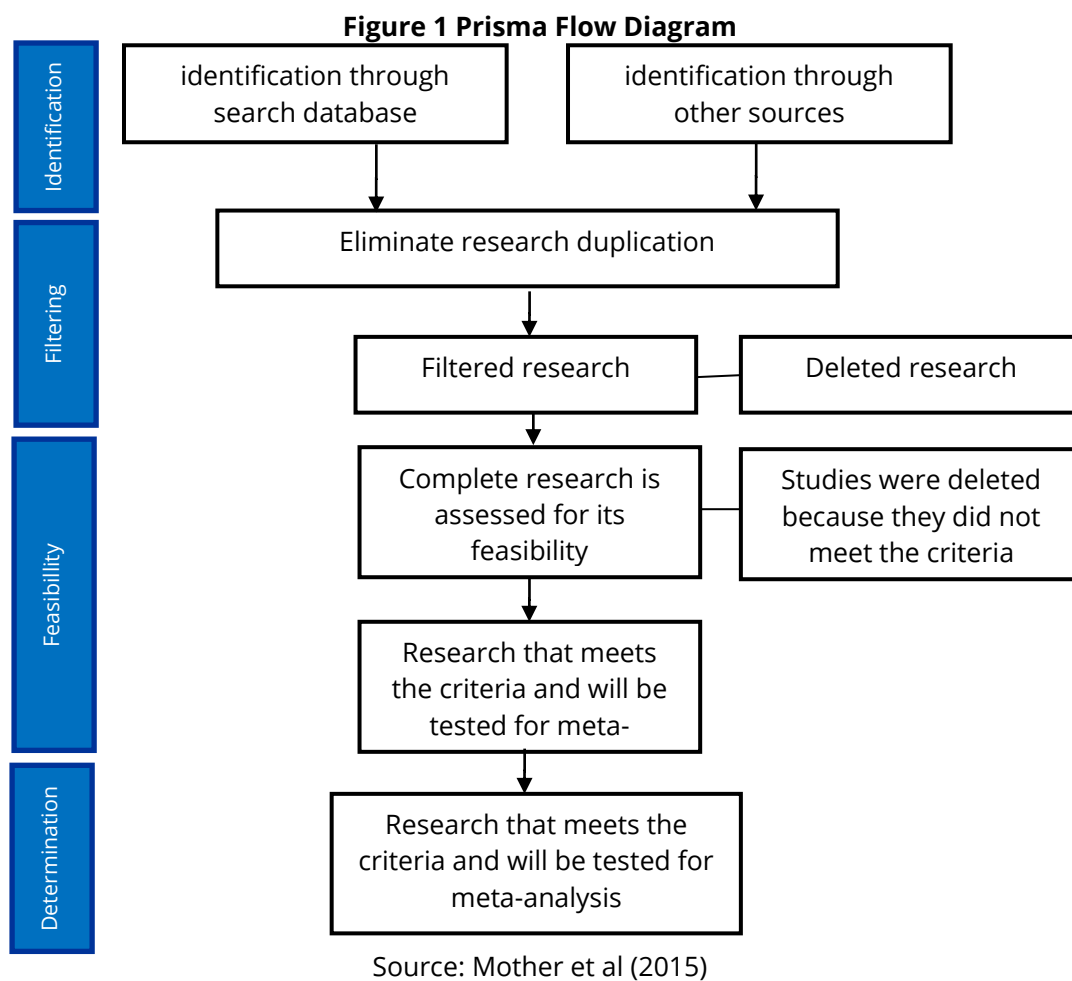
The method used in this study is the analysis of various research articles on the topics of Person-Organization Fit, Person-Job Fit and turnover intention. Articles on these topics are then selected and reviewed to draw a conclusion and answer the problem formulation in the study (Card, 2012). The review used in this study is through meta-analysis. Meta-analysis According to Glass, meta-analysis is a statistical approach through the process of summarizing, integrating, and interpreting several research results that have been conducted previously (Glass, 1976), while according to Cooper meta-analysis is a statistical method that aims to synthesize previous research results that have the same theme in order to provide significant answers (Cooper & Morality, 2010). Meta-analysis testing is carried out through several stages, including:

Eligibility Criteria

Articles are obtained from Scopus, with the following criteria: a) articles can be accessed openly; b) research articles contain the words "person job fit", "person organization fit" and "turnover intention" or "intention to quit" or "quitting intention" or "intention of quitting" or "intention to leave" in the title, abstract and keywords; c) The research is a quantitative study; d) The study examines the direct influence of PJ fit and PO fit on turnover intention.

Study Selection

Study selection is carried out through 4 (four) steps; identification, screening, feasibility, and determination using the Prisma Flow Diagram as follows (Moher, 2015):



Study identification is done through the filter feature on Scopus with keywords according to the specified criteria. Then, the filtering stage is carried out by reading the title and abstract to ensure that the study examines the three variables studied, namely Person-Organizational fit, Person-Job fit and turnover intention and the research is quantitative. Then a feasibility test is carried out on each article referring to the criteria by reading the entire article. Finally, a re-check is carried out followed by determining the selected articles for analysis.

Procedure And Measurement

Jamovi software is used in conducting meta-analysis procedures in this study. Meta-analysis is a quantitative method that aims to analyze measurements specifically, for example measuring the strength of the relationship pattern, correlation or influence of one variable with

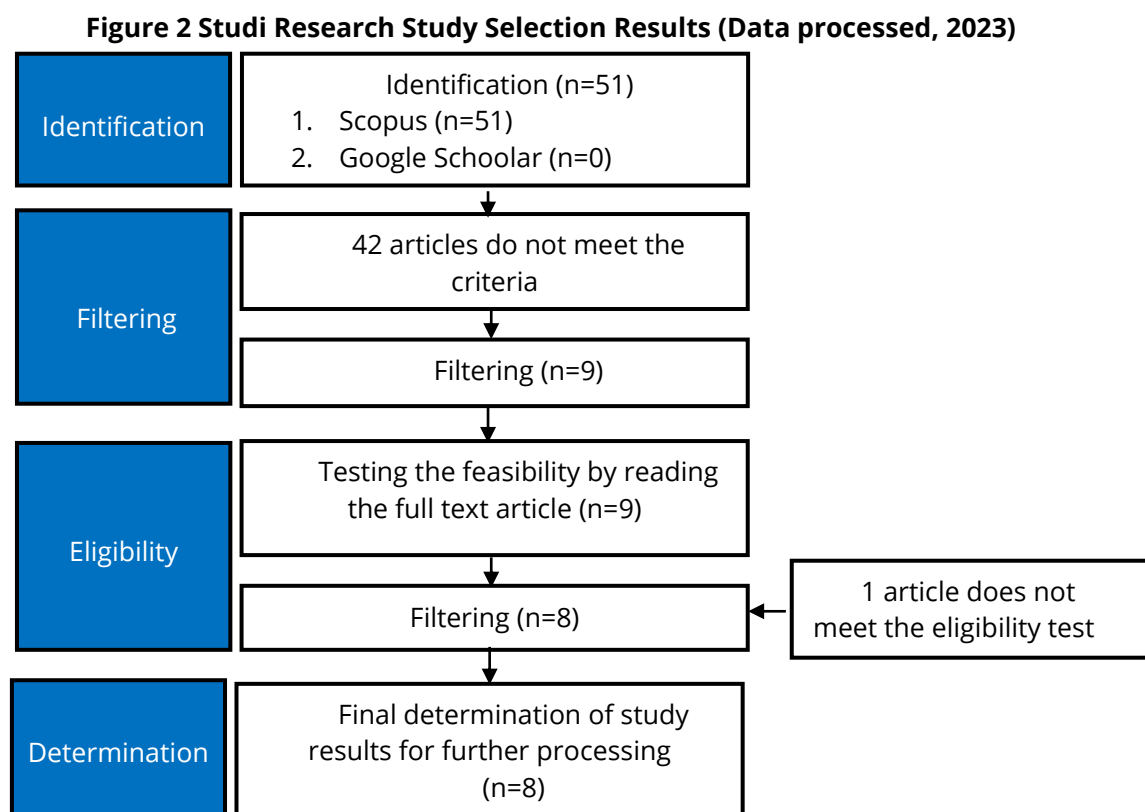
another variable (effect size) (shelby & vaske, 2008). The results of measurements using jamovi software are then categorized based on the following provisions (mc leod, 2019):

- If the effect size value obtained is ≤ 0.02 , it is categorized as a small effect size.
- If the effect size value obtained is in the range between 0.2 and 0.80, it is categorized as a medium effect.
- If the effect size obtained is more than 0.8, it is categorized as a large effect size.

In addition to effect size, there is a bias assessment used to see whether or not there is publication bias in the studies that have been used. A research study is said to be unbiased if the egger's regression significance value is > 0.05 . In addition, the results of janovi's measurements can also see the heterogeneity of the studies studied. This can be seen from the i^2 value in the heterogeneity table. Research can be said to be heterogeneous when the i^2 value is more than 50%. The higher the value, the more heterogeneous the results of the studies studied.

RESULTS

The screening results showed that 34 articles only examined one of the three variables to be studied so that they did not meet the qualifications. In addition, there was one article in the form of a proceeding article and one article that could not be fully accessed. Then there were also six articles that examined all the required variables but did not examine the direct effect of Person-Organization Fit and Person-Job Fit on turnover intention. Thus, 42 of the 51 articles could not be continued to the feasibility stage. In the next stage, of the 9 articles that passed the screening stage, there was one article that produced an abnormal value in the research results so that it did not meet the feasibility test. The final results of the screening and feasibility test produced eight articles that could be used as research data. The study selection flowchart is shown in the following figure:



The eight selected studies are detailed in the following table:

Table 1 Research Study Selection Results

No.	Researchers and Year of Research	Article	Publisher and Jurnal	Research Data		
				Coefficient		Number of samples (N)
				P-O fit	P-J fit	
1.	(Pariyant, Adawiyah, & Wulandari, 2023)	We need to talk about kinship: how kinship weakens turnover intentions among academicians at private higher education institutions in Indonesia	Emerald Insight, Journal of Applied Research in Higher Education, Vol 15 (4) 988-1010	-0.396	-3.040	283
2.	(Roselina Ahmad Saufi, Aidara, Kakar, & Jothi, 2023)	Academic Person-Environment Fit towards Sustainable Work-Life Balance and Reduced Turnover Intention Moderated by Job Opportunities	Sustainability, MDPI Journal, Vol 15(4)	-0.190	-0.001	466
3.	(Yang & Yasmin, 2022)	Effects of high-performance human resource practices in the education sector: The mediational model	Frontiers in Psychology, Organizational Psychology, Vol 13	-0.68	-0.63	296
4.	(Martadiani, Supartha, Dewi, & Riana, 2022)	The Role of Job Satisfaction and Embeddedness in Managing Turnover Intention In Healthcare Industries, A.A. Media Martadiani, I Wayan Gede Supartha, I Gusti Ayu Manuati Dewi, I Gede Riana	Polish Journal of Management Studies Vol. 25 (1)	-0.157	-0.046	311
5.	(Sharjeel Saleem, 2021)	Employee-fit and turnover intentions: The role of job engagement and psychological contract violation in the hospitality industry	Elsevier, Journal of Hospitality and Tourism Management Vol. 49, 385-395	-0.13	-0.36	457

6.	(Zheng, Liu, & Chen, 2021)	The Embedded Paradox of Organizational Turnover and Professional Autonomy, Guanghuai Zheng, Haijuan Liu, Beili Chen (2021)	Sage Journals, Research on Social Work Practice Vo.31 (6), 662-670	-0.38	-0.19	1.133
7.	(Berisha & Lajçi, 2021)	Fit to Last? Investigating How Person-Job Fit and Person-Organization Fit Affect Turnover Intention in the Retail Context, Gentrif Berisha, Rrezon Lajçi (2021)	Vilnius University Press, Organizations and Markets in Emerging Economies Vol 11 (2)	-0.337	-0.656	221
8.	(Andela & Doef, A Comprehensive Assessment of the Person-Environment Fit Dimensions and Their Relationships with Work-Related Outcomes, 2019)	A Comprehensive Assessment of the Person-Environment Fit Dimensions and Their Relationships with Work-Related Outcomes	Sage Journals, Journal of Career Development Vol 46 (5), 567-582	-0.17	-0.40	571
9.	(Andela, Doef, & Lheureux, Transcultural validation of the perceived person-environment fit scale in a French context, 2019)	Transcultural validation of the perceived person-environment fit scale in a French context, Marie Andela, Margot van der Doef, Florent Lheureux	Cairn.info PUF, DansLe Travail Humain Vol.82 , 271-291	-0.23	-0.24	654

The correlation test of the Person-Organization Fit variable using JAMOV software on the coefficient data and number of samples from the eight studies above produced the following results:

Table 2 Correlation Test Results Of Person-Organization Fit Variables

Random-Effects Model (k = 8)						
	Estimate	se	Z	p	CI Lower Bound	CI Upper Bound
Intercept	-0.349	0.102	-3.41	< .001	-0.550	-0.149

Note. Tau² Estimator: Restricted Maximum-Likelihood

The table above shows that the estimate correlation result is -0.349 with a P value <0.001. P value <0.001, this indicates that there is a significant relationship between Person-Organization Fit and turnover intention. Meanwhile, the estimate correlation value of 0.349 is between ≥ 0.2 to <0.80, indicating that the relationship between the two is included in the medium effect size category.

In addition to the estimated value, heterogeneity analysis was carried out to see the significance and heterogeneity of the research results. The results of the heterogeneity test of the Person-Organization Fit variable using JAMOMI software are as follows:

Table 3 The Heterogeneity Test Of The Person-Organization Fit Variable Using

JAMOMI							
Heterogeneity Statistics							
Tau	Tau ²	I ²	H ²	χ^2	df	Q	p
0.223	0.0496 (SE=0.0278)	96.05%	25.299		7.000	130.622	< .001

The table above shows the I² value in the heterogeneity table is 96.05%. This shows that the studies studied in this study have a very high level of diversity. Then the results of the correlation test of the Person-Job Fit variable using JAMOMI software on the coefficient data and eight study samples showed the following results:

Table 3 Person-Job Fit Variable Correlation Test Results

Random-Effects Model (k = 8)						
	Estimate	se	Z	p	CI Lower Bound	CI Upper Bound
Intercept	-0.307	0.0806	-3.81	< .001	-0.465	-0.149

Note. Tau² Estimator: Restricted Maximum-Likelihood

Based on the table, it is known that the result of Person-Job Fit is 0.307 with a P value <0.001. The value of 0.307 is between ≥ 0.2 to <0.80, so it is included in the medium effect size category. In addition, the P value of 0.001 <0.05 indicates that there is a significant relationship between Person-Job Fit and turnover intention. Meanwhile, the results of the heterogeneity test of the Person-Job Fit variable using JAMOMI software are as follows.

Table 4 Results Of The Heterogeneity Test Of The Person-Job Fit Variable

Heterogeneity Statistics							
Tau	Tau ²	I ²	H ²	χ^2	df	Q	p
0.285	0.0814 (SE=0.0448)	97.56%	40.903		7.000	195.959	< .001

Based on the table above, it can be seen that the diversity of research studied in terms of the Person-Job Fit variable is very high, namely 97.56%. This heterogeneity value is even higher than the heterogeneity value in the Person-Organization Fit variable. Furthermore, in viewing the risk of bias from the studies studied, the p value in Egger's Regression is seen. The results of the analysis show a p result of 0.650 in the Person-Organization Fit variable and 1.631 in the Person-Job Fit variable. Both variables have an Egger's Regression value > 0.05 so it can be concluded that all variables do not have publication bias.

DISCUSSION

The results of the study with meta-analysis using JANOV software showed a significant effect of Person-Organization Fit on turnover intention with an estimated value of -0.349 and a significance of $p < 0.001$. This means that in the last five years, an employee will tend to have a lower desire to resign if he feels comfortable with the values and culture of the company where he works. However, if the employee does not feel comfortable with the values and culture of the company, his desire to resign will be higher. Therefore, companies must be able to implement HR practices that make employees more aware of the suitability of their goals with their work and organization which can ultimately reduce employee turnover intention (Yang & Yasmin, 2022). This is in line with previous research which states that an employee's Person-Organization fit can predict his desire to resign (Chhabra, 2016). Likewise, research in 2023, Person Organization Fit reduces the impact of job dissatisfaction which causes turnover intention (Alniacik, Alniacik, Erat, & Akcin, 2013). Based on the description, hypothesis one that Person-Organization Fit has a negative effect on turnover intention is accepted.

Meanwhile, meta-analysis produced similar results on the effect of Person-Job Fit on turnover intention. There is a significant effect of Person-Job Fit on turnover intention, with an estimated value of -0.307 and a significance of $p < 0.05$. It can be interpreted that when someone is compatible with their job and feels comfortable with the things provided by the company for their job, the employee's desire to resign will be relatively low, and vice versa. If there is no match between the employee and the job, the employee will tend to want to resign. The mismatch between abilities and work demands causes stress and the intention to quit the job. (Yang & Yasmin, 2022). When employees cannot feel attracted to the work they do and there is no image of themselves at work, employees will tend to leave their jobs (Berisha & Lajçi, Fit to Last? Investigating How Person-Job Fit and Person-Organization Fit Affect Turnover Intention in the Retail Context, 2020). This finding is in line with previous research stating that the company's HR management must decide on employee recruitment based on their suitability to the job (Choi, Kim, & McGinley, 2017). Based on this description, the second hypothesis that Person-Job Fit has a negative effect on turnover intention is accepted.

Meanwhile, the correlation test value of the two research variables is significant with a coefficient value below 0.05. In addition, the estimated values of both are in the range of 0.2 to 0.80, so they can be categorized as medium effect sizes. The variables with the highest correlation are the Person-Organization Fit variable and then the Person-Job Fit variable. Meanwhile, the variable with a higher level of heterogeneity is Person-Job Fit with a difference of around 1.5%.

CONCLUSION

Meta-analysis was conducted on eight selected studies from 51 studies in the last five years. These eight studies were obtained through screening and feasibility testing stages based on previously determined eligibility criteria. The analysis was conducted using JAMOVI software. The results of the meta-analysis of the last five years of research on Person-Organization Fit and Person-Job Fit on turnover intention stated that the correlation value of each variable was in the

range of 0.2 to 0.80 and had a negative coefficient. This shows that both variables are categorized as having a medium effect size that is negative on turnover intention. In addition, the coefficient value of both variables is <0.05 , which shows that both variables are variables that can predict employee turnover intention and have a significant influence on employee resignation. Meanwhile, Person-Organization Fit has the highest influence on turnover intention when compared to Person-Job Fit.

SUGGESTION

Researchers can reconfirm how the comparison of the influence of Person-Job Fit and Person-Organization Fit in various condition scenarios. This can strengthen and prove whether Person-Organization Fit is more influential on turnover intention. A broader meta-analysis procedure or confirmatory analysis can help deepen this topic better. In addition, for practitioners, to reduce the number of resignations, business actors should pay more attention and strive for a match between employees and the organization and their work. This can be done since the recruitment process, for example by testing the suitability of prospective employees with the job, culture and values in the company. In addition, for existing employees, the company can provide training to improve employee Person-Job Fit and conduct evaluations and adjustments or instill values to increase the level of Person-Organization Fit.

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