



The Relationship between Person-organization Fit and Turnover Intention: The Mediating Role of Organizational Justice and Job Satisfaction

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Abstract

This study is important in that it aims to investigate the mediating roles of organizational justice and job satisfaction in the relationship between person-organization fit and turnover intention. A sample of employees from various industries in Saudi Arabia are surveyed using validated measures of person-organization fit, organizational justice, job satisfaction, and turnover intention. Our research model proposes that person-organization fit will have a direct negative effect on turnover intention, which will be partially mediated by job satisfaction and organizational justice. Additionally, we examined the indirect effect of organizational justice on turnover intention through job satisfaction. The findings of this study will contribute to a deeper understanding of the factors that lead to employee turnover intention and identify potential strategies for reducing employee turnover and promoting job satisfaction and organizational justice in the workplace. The findings of this study will have important implications for organizational policies and practices aimed at improving employee retention and well-being in the workplace.

Keywords: Person-organization Fit, Turnover Intention, Job Satisfaction, and Organizational Justice.

Introduction

Organizations worldwide have been striving to achieve competence at all levels and reduce employee turnover. Human capital is considered the most vital resource for sustaining an organization's competitive edge in the long run (Huselid, Jackson & Schuler, 1997). Organizations that successfully attract, foster, and retain top talent are more likely to achieve long-term viability and competitive prowess, while those that fail to do so are likely to encounter challenges in maintaining a relevant market position. In essence, the capacity to efficiently manage human capital has emerged as a critical determinant of organizational success and competitiveness, underscoring the significance of talent acquisition and retention as strategic imperatives for enterprises seeking to establish a sustainable market presence. (Holtom, Mitchell, Lee, & Inderrieden, 2005, p. 337). Research conducted by Hoffman and Woehr (2006), Kristof Brown et al. (2005), and Verquer, Beehr, and Wagner (2003) has demonstrated a significant association between Person-Organization Fit (POF) and various attitudinal and behavioral outcomes, including individual intention, turnover intention, job satisfaction, organizational commitment, and contextual performance. These findings suggest that an alignment between an individual's personal values, needs, and goals, and those of the organization, has the potential to positively influence employee attitudes and behavior towards their job and organization, leading to favorable organizational outcomes. Colquitt and Greenberg (2003) and Brown et al. (2005) indicated organizational justice

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as the importance of transparent and equitable procedures and distributions in conveying to employees the kind of treatment they can expect to receive. This can foster trust and confidence among employees, leading to a more positive work environment. Job satisfaction is a crucial factor in improving the efficiency of human resources and the overall effectiveness of organizations. By prioritizing employee contentment and fulfillment, organizations can create a positive work environment and so achieve long-term success. (Koçel, 2007). The modern management paradigm has shifted its focus from earnings and benefits to prioritizing employees. This highlights the growing recognition that employees are a valuable resource and a critical determinant of organizational success, emphasizing the need for organizations to invest in human capital management as a strategic priority. (Daft, 2007:25). This emphasizes the significance of viewing and assessing employees as individuals with their own wishes, needs, and personal desires. Consequently, contemporary organizations acknowledge job satisfaction as a crucial indicator of job effectiveness and performance (Aziri, 2011:78). However, the issue at hand is employee turnover, which is a significant challenge that organizations face globally, as it can be costly and result in the loss of valuable employees. Despite employers' efforts to retain their workforce, the issue of employee turnover which is known as those workers who resign voluntarily and leave their organizations, is a prevalent issue in most organizations worldwide, as evidenced by various studies (Finnegan, Frank, & Taylor, 2004; Memon, Salleh, Harun, Rashid, & Zurina Abu Bakar, 2014; Tariq, Ramzan, & Raiz, 2013).

Therefore, the problem addressed by this proposed research is the need to understand the relationship between POF and turnover intention and how organizational justice and job satisfaction mediate this relationship. Specifically, the study seeks to explore how employees' perceptions of their fit with an organization, their level of job satisfaction, and their perceived fairness in the organization's practices and policies influence their intention to leave the organization. Research studies have identified various factors that contribute to employee turnover, yet there is a scarcity of research that examines such a relationship in Saudi Arabia specifically. By examining these factors, the study aims to provide insights into how organizations in the context of Saudi Arabia can improve employee retention by focusing on and enhancing POF, organizational justice, and job satisfaction.

The previous literature has identified POF, job satisfaction, and organizational justice as important factors influencing employee turnover intention. In response to this knowledge gap, our research model below seeks to investigate the mediating roles of job satisfaction and organizational justice in the relationship between POF and turnover intention.

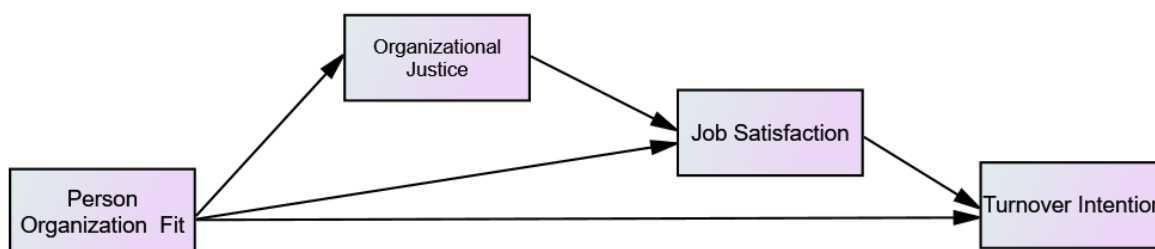


Figure.1 The Conceptual Model.

Literature Review and Hypotheses Development

The relationship between Person-Organization Fit (POF) and Organizational Justice

Person-organization fit (POF) refers to the degree of compatibility between an individual and an organization, where both parties meet each other's needs by sharing similar characteristics (Boon, 2017). POF assesses how closely an employee aligns with the organization's values, goals, objectives, and mission (Lauver & Kristof-Brown, 2001). Angelidis and Ibrahim (2011) and Cropanzano and Greenberg (1997) have de-

defined organizational justice as the practice of ensuring fairness in the workplace. In essence, organizational justice refers to how individuals and groups perceive the fairness of the treatment they receive from their organization and how they respond behaviorally to such perceptions (James, 1993). Colquitt et al. (2001) have categorized organizational justice into four distinct components: distributive, procedural, interpersonal, and informational. There has been extensive research conducted on organizational justice, which highlights people's sensitivity toward issues of justice within their workplace (Brockner, 2016).

The way in which an individual perceives justice or fairness can be established early in the recruitment process. In this context, there is an increasing interest in examining and understanding the responses and actions of job candidates throughout the recruitment process (Nikolaou et al., 2015; Nikolaou & Konstantina, 2018). Those responses can influence the appeal for an organization of recruiting highly qualified competencies (Gilliland, 1993). Research has shown that the selection process is a crucial aspect of HR, where the recruiter acts as an intermediary between the job applicant and the organization during their initial interaction. Fair and impartial treatment during this stage can create a favorable first impression of the organization, which can subsequently lead to a positive perception of the organization's overall fairness. (Bauer et al., 2001). Referring to organizational justice categories, procedural justice, as defined by Colquitt (2001), refers to the extent to which employees perceive the procedures used to make outcome decisions as fair and their ability to influence those outcomes. Considering this, Regulatory Fit, as described by Higgins (2000), is another factor that can influence how employees perceive the fairness of an organization's actions. It impacts how the process that led to an outcome is perceived as fair or unfair (Higgins, 2012). Higgins (2005) suggested that when an employee's self-regulatory focus aligns with the regulatory focus of the organization, they feel a sense of congruence and are more likely to perceive the organization's actions as just. Conversely, when there is a mismatch between the two, the employee may feel a sense of disconnect and perceive the organization's actions as unjust (Camacho et al., 2003).

H1: Person-Organization Fit can positively affect employees' perception of Organizational Justice.

The relationship between POF and Job Satisfaction

Job satisfaction, as defined by Cicolini et al. (2014), is determined by how content individuals are with their job and its various aspects. Haar and Brougham (2022) found that job satisfaction is a person's emotional response to their work experience, which can manifest as either positive or negative. According to the study conducted by O'Reilly et al. (1991), there is a positive correlation between POF and job satisfaction as well as organizational commitment. Conversely, there is a negative correlation between POF and the intention to leave a job. In simpler terms, when employees feel that their values, goals, and beliefs align with those of their organization, they tend to be more satisfied with their job, committed to the organization, and less likely to leave it. Previous research has established that people who feel a strong match between their personal values and those of the organization (i.e., high person-organization fit) are more likely to be satisfied with their job and less likely to leave. (Kristof-Brown et al., 2005; Verquer et al., 2003). Wright (2001) proposed that the perceived fit between an individual and their organization can enhance their intrinsic motivation and job satisfaction. This study is important because it sheds light on the underlying psychological mechanisms that drive the relationship between POF and job satisfaction. By understanding these mechanisms, organizations can design interventions and policies to foster a better fit between employees and the organization, thereby increasing job satisfaction and improving organizational outcomes. According to Cable and DeRue's research in 2002, when employees perceive an organization's actions positively and assign positive motives to it, they tend to develop a favorable perspective of the organization. In other words, employees' perceptions of the organization's motives are crucial in shaping their attitudes toward the organization.

H2: Person-Organization Fit can positively affect Job Satisfaction.

The relationship between POF and Turnover Intention

Turnover intention, as defined by Grandey (2000), refers to the probability of an employee leaving an organization. Turnover has two categories: voluntary and involuntary. The former occurs when the employee decides to end the employment relationship, while the latter happens when the employer makes the decision to terminate the employee's contract (Shaw et al., 1998). The existing literature suggests a strong correlation between turnover intention and actual turnover, as demonstrated by studies conducted by Han and Jekel (2011) and Shah Nawaz and Jafri (2009). There are two main theories that explain the relationship between POF and turnover intention: Attraction-Selection-Attrition (ASA) theory by Schneider (1987) and Social Exchange theory by Blau (1964). Schneider's ASA theory suggests that people are drawn to organizations that have shared goals and values, resulting in a lower possibility of them leaving the organization (Liu, Lio, & Hu, 2010). This indicates that employees who perceive a strong POF are less likely to quit because they believe that their values and those of their colleagues align with the organization's values, reflecting their own identity (Gould-Williams et al., 2015). Thus, high POF perceptions can strengthen the attachment between employees and their organization, making it challenging for them to quit, even when they have better opportunities and options elsewhere (Jackson et al., 1991). The Social Exchange theory approach has been frequently used in previous studies to investigate the relationship between fit and turnover intention. This approach suggests that employees who have a good fit with their organization are more inclined to fulfill their obligations and remain employed for an extended period (Schneider, 1987). Although there is a positive relationship between POF and turnover intention, recent research has confirmed the notion that there is a negative relationship between perceived POF and employees' intention to quit. (Kirkland et al., 2017; Rostiana, 2017). According to Kristof-Brown et al., (2005), when there is a lack of congruence in values and goals between an employee and employer, it can lead to reduced satisfaction for the employee, often by not meeting their expectations, which in turn may cause them to consider leaving the organization. POF is becoming a significant area of interest for practitioners due to its importance in employment, and its association with organizational retention, selection criteria, job attitudes, and outcomes has been recognized (Resick et al., 2007).

H3: Person-Organization Fit can positively affect Employees Turnover Intentions.

The relationship between Organizational Justice and Job Satisfaction

Organizational justice is a critical factor in optimizing the productivity of human resources since it is a concept that explains our personal beliefs, unlike objective or mandatory morals (Cropanzano et al., 2007: 35). Greenberg (1990) argues that the perception of organizational justice is crucial for an organization to function effectively and efficiently (Polatçı and Özçalık, 2015: 219). Furthermore, Cohen-Charash et al. (2001) discovered that most measures of job satisfaction are equally linked with all types of justice. Perception of unfairness can have a significant impact on employees in the workplace. Unfair processes within an organization can result in negative outcomes for employees, including reduced trust and commitment, negative evaluations of supervisors, counterproductive work behaviors, and decreased job performance (Cohen-Charash et al., 2001; McFarlin et al., 1992; Blader et al., 2009; Tyler et al., 2003&2013). When individuals view the procedures and outcomes as unjust, they are more likely to experience negative emotions (Armstrong-Stassen, 1998), which can lead to decreased job satisfaction (Lind & Tyler, 1988 (as cited in Robertson, Neta & Locke, 1988)). This can occur when employees feel that they are not being treated equitably or when they believe that the outcomes of their work are not consistent with what they perceive as fair. On the other hand, Cropanzano et al. (2007) and Goldman (2003) suggest that both organization and employees should acknowledge that justice, regardless of its form, usually has a positive impact on any situation. Implementing fair processes can lead to positive effects such as increased work engagement, innovation, and information sharing (Kim et al., 2017; Dar, 2020). Moreover, fair processes can contribute

to a favorable organizational climate, job satisfaction, organizational citizenship behaviors, and job performance. Thus, psychological research indicates that organizational justice is a key factor that can significantly impact personal satisfaction, as noted in studies by Dr. Gayathri Band et al. (2021), Hastuti and Wibowo (2021), Rostiana (2017), and Senasu and Singhapakdi (2014).

H4: Organizational Justice can positively affect Job Satisfaction.

The relationship between Job Satisfaction and Turnover Intention

The relationship between employee satisfaction and turnover is a critical area of research for organizations. According to Loveday (1996), there exists a strong correlation between employee satisfaction and employee turnover. In terms of predicting turnover intention, job satisfaction is viewed as the more powerful predictor. (Martin, 2007). This implies that when employees are satisfied with their jobs, they are more likely to stay with the organization. Job satisfaction is a crucial factor since it has been found to be positively associated with various important outcomes. Research has shown that job satisfaction is positively correlated with motivation, job involvement, organizational citizenship behavior, organizational commitment, life satisfaction, mental health, and job performance. On the other hand, it is negatively related to absenteeism, turnover, and perceived stress. Employees who are satisfied with their jobs are less likely to be absent from work, less likely to leave the organization, and less likely to experience stress related to their job (Judge et al., 2001). According to Ahmad, Bashir et al. (2012), there is a significant negative correlation between job satisfaction and turnover intention. In their study, Samuel Emeka Mbah et al. (2012) also found that job satisfaction is negatively related to turnover intention. The findings of Huang (2006) and Yang (2008) support a negative association between job satisfaction and turnover intention as well. In this regard, Prodromos D. Chatzoglou et al. (2011) indicated that job satisfaction can be improved by strengthening various factors related to it, such as opportunities for skill development, recognition of employee contributions, and promoting a positive work-life balance. Enhancing job satisfaction can improve employees' commitment to the organization, leading to reduced turnover intentions. This supports earlier studies that assert that individuals who have positive perceptions about their jobs tend to be more satisfied, while those with negative perceptions tend to be dissatisfied. As a result, employees who are satisfied with their jobs are more likely to remain with the organization and less likely to leave. To reduce turnover and retain employees, organizations can adopt standard pay structures, provide a conducive work environment, and implement efficient supervision, according to the study.

H5: Employees' job satisfaction can negatively affect their turnover intentions.

Organizational Justice as a mediator between POF and Job Satisfaction

Since job satisfaction is an important outcome that is affected by POF, recent research has suggested that organizational justice may act as a mediator between POF and job satisfaction. This literature review will explore the relationship between these three factors. Several studies have found that POF is strongly related to job satisfaction. Research has suggested that organizational justice is related to job satisfaction. For example, a meta-analysis by Colquitt et al. (2001) found that organizational justice was positively related to job satisfaction. Similarly, a study by Greenberg (1990) found that perceived fairness was related to job satisfaction. Several studies have explored the mediating role of organizational justice in the relationship between POF and job satisfaction. A study by Kim et al. (2010) stated that organizational justice partially mediated the relationship between fit and job satisfaction in a sample of Korean employees. Parallely, Yang et al. (2018) suggested that organizational justice mediated the relationship between POF and job satisfaction in a sample of Chinese employees. Organizational justice appears to be a significant factor in the link between perceived POF and job satisfaction, according to these studies. If employees perceive a high level of POF and receive equitable treatment in the organization, they tend to experience job satisfaction. Con-

versely, if employees perceive a low level of POF and encounter unfair treatment in the organization, they tend to feel dissatisfied with their job.

H6: POF could impact Job Satisfaction through Organizational Justice.

Job Satisfaction as a mediator between POF and Turnover Intention

Notably, job satisfaction plays a vital role in many variables, specifically with turnover intention.

Several studies have found that POF is strongly related to job satisfaction. Cable and DeRue (2002) found that employees who have a high level of POF were more satisfied with their jobs than those who did not. Similarly, a study by Kristof-Brown et al. (2005) indicated that employees who have a high level of POF were more committed to their organization and had higher levels of job satisfaction. Research has also demonstrated that job satisfaction is related to turnover intention. For example, a meta-analysis by Hom and Griffeth (1995) found that job satisfaction was negatively related to turnover intention. Several studies have explored the mediating role of job satisfaction in the relationship between POF and turnover intention. Kristof-Brown et al. (2005), for instance, found that job satisfaction partially mediated the relationship between POF and turnover intention in a sample of public sector employees. Zhang et al. (2019) also stated that job satisfaction mediated the relationship between POF and turnover intention in a sample of Chinese healthcare workers. According to this literature, the connection between perceived POF and turnover intention is influenced by job satisfaction. Employees who have a low level of POF are more likely to experience job dissatisfaction, which consequently causes an increase in their intention to quit. Conversely, employees who perceive a low level of POF tend to be unhappy with their job, which leads to an increased intention to leave.

H7: POF could impact Turnover Intention through Job Satisfaction.

Job Satisfaction as a mediator between Organizational Justice and Turnover Intention

Job satisfaction has long been recognized as an important factor in employee turnover. However, recent research has suggested that job satisfaction may also act as a mediator between organizational justice and turnover intention. Numerous studies have found that organizational justice is strongly related to job satisfaction. A study by Colquitt et al. (2001) found that employees who perceived their organization to be fair were more satisfied with their jobs than those who did not. Equally, Greenberg (1990) hypothesized that employees who perceived their organization to be unfair were more likely to experience job dissatisfaction. Research has also suggested that job satisfaction is related to turnover intention. Hom and Griffeth (1995) in their meta-analysis argued that job satisfaction was negatively related to turnover intention. Similarly, a study by Mobley et al. (1979) demonstrated that employees who were dissatisfied with their jobs were more likely to leave their organization. Further studies have explored the mediating role of job satisfaction in the relationship between organizational justice and turnover intention as well. For instance, Zoghbi-Manrique-de-Lara et al. (2017) found that job satisfaction mediated the relationship between organizational justice and turnover intention in a sample of Spanish nurses. Wu et al. (2018) also found that job satisfaction partially mediated the relationship between organizational justice and turnover intention in a sample of Chinese employees. These studies emphasize that job satisfaction plays an important role in the relationship between organizational justice and turnover intention. When employees perceive their organization to be fair, they are more likely to be satisfied with their job, which in turn reduces their intention to leave. On the other hand, when employees perceive their organization to be unfair, they are more likely to be dissatisfied with their job, which increases their intention to leave.

H8: Organizational Justice could impact Turnover Intention through Job Satisfaction.

Methodology

Sample and Data Collection

The researcher used an online survey to collect data for this study conducted in Saudi Arabia. The survey was designed using Google Forms. It consisted of 26 questions, including multiple-choice questions, and took approximately less than 10 minutes to complete. The demographic variables included were gender, age, and experience of participants.

Measures

We used these measures for each variable in the study, where responses are obtained using a 5-point Likert-type scale ranging from 1 = strongly disagree to 5 = strongly agree.

- Person-Organization Fit (POF): Person-Organization Fit scale by Bretz & Judge (1994). (15 items), we excluded some items to fit with what is applicable to be 12 items.
- Organizational Justice: The Distributive and Procedural Justice scale by Joy & Witt (1992). (6 items).
- Job Satisfaction: The Satisfaction with Work scale (SWWS) by Diener et al. (1985). (5 items).
- Turnover Intention: Turnover Intention scale by Hellgren, Sjöberg & Sverke, (1996). (3 items).

Data Analysis

The data collected from the survey was exported from Google Forms and analyzed using Microsoft Excel and SPSS, and then AMOS software to determine path analysis.

Findings

Descriptive Frequencies

In table 1, demographic variables are presented, of which are gender, age, and years of experience. Most participants were between the ages of 20 and 30, 72 % were female, and 56 % with less than 5 years of work experience. Where the least percentages were workers aged less than 20 years, and workers with 10 -15 years of experience.

Descriptive Statistics

Table 2 illustrates the descriptive statistics of the variables, including the mean and standard deviation. As shown in the table, the turnover intention mean is the highest with a mean of (3.8277), followed by the other variables.

According to the findings of this study, we found a significant positive correlation between POF and Job Satisfaction ($r = 0.638$, $p < 0.001$), a significant posi-

Table 1: Demographic Variables

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 20 years	4	1.9	1.9	1.9
	From 20 to 30 years	119	55.9	55.9	57.7
	From 30 to 40 years	60	28.2	28.2	85.9
	From 40 to 50 years	17	8.0	8.0	93.9
	More than 50 years	13	6.1	6.1	100.0
	Total	213	100.0	100.0	
		Experience			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	121	56.8	56.8	56.8
	From 5 to 10 years	42	19.7	19.7	76.5
	From 10 to 15 years	21	9.9	9.9	86.4
	More than 15 years	29	13.6	13.6	100.0
	Total	213	100.0	100.0	
		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	58	27.2	27.2	27.2
	Female	155	72.8	72.8	100.0
	Total	213	100.0	100.0	

Table 2: Descriptive Statistics

Descriptive Statistics			
	Mean	Std. Deviation	N
Average of Person-Organization Fit	2.65	.86	180
Average of Job Satisfaction	2.83	.88	180
Average of Organizational Justice	2.86	.96	180
Average of Turnover Intention	3.82	1.14	180

tive correlation between POF and Organizational Justice ($r = 0.634, p < 0.001$), and a significant negative correlation between POF and Turnover Intention ($r = -0.555, p < 0.001$). As well as a significant positive correlation between Job Satisfaction and Organizational Justice ($r = 0.710, p < 0.001$), and a significant negative correlation between Job Satisfaction and Turnover Intention ($r = -0.571, p < 0.001$). All variables are correlated with each other at the 0.01 significance level.

Table 3: Correlations

		Correlations			
		Average of Person-organization Fit	Average of Job Satisfaction	Average of Organizational Justice	Average of Turnover Intention
Average of Person-Organization Fit	Pearson Correlation	1	.638**	.634**	-.555**
	Sig. (2-tailed)		.000	.000	.000
	N	180	180	180	180
Average of Job Satisfaction	Pearson Correlation	.638**	1	.710**	-.571**
	Sig. (2-tailed)	.000		.000	.000
	N	180	180	180	180
Average of Organizational Justice	Pearson Correlation	.634**	.710**	1	-.506**
	Sig. (2-tailed)	.000	.000		.000
	N	180	180	180	180
Average of Turnover Intention	Pearson Correlation	-.555**	-.571**	-.506**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	180	180	180	180

** Correlation is significant at the 0.01 level (2-tailed).

Reliability Analysis

Table 4 depicts the degree of reliability of each measure we studied. The analysis shows that the Cronbach’s Alpha for POF is (.911), Organizational Justice is (.883), Job Satisfaction is (.753), and the Turnover Intention is (.914).

Table 4: Reliability Statistics

Variable	Cronbach’s Alpha	N of Items
Person-Organization Fit	.911	12
Organizational Justice	.883	6
Job Satisfaction	.753	5
Turnover Intention	.814	3

Model Path Analysis

By using AMOS, we were able to conduct the model path analysis and test its hypotheses. The conceptual model displayed in Figure 1 was tested. Accordingly, the summary of the results of the model fit is presented. The indicators show that the study’s model fits adequately (CFI = .999, IFI = .999, TLI = .996, $\chi^2 = 1.194, Df = 1, RMSEA = .033$), NFI = (.996), GFI = (.997), and AGFI = (.967). This model is the most suitable one for our study as per such results.

Table 5: Model Fit Results Summary

CFI (Comparative Fit Index)	.999
IFI (Increment Fit Index)	.999
TLI (Tucker Lewis Fit Index)	.996
X2 (Chi-square)	1.194
Df (Degrees of freedom)	1
RMSEA (Root Mean Square Error of Approximation)	.033
NFI (Normed-fit index)	.996
GFI (Goodness of fit)	.997
AGFI (Adjusted goodness of fit)	.967

As shown in table 6, the extent of strength and direction of each relationship are presented. The two relationships POF with Organizational Justice (.704) and POF with Job Satisfaction (.320) both have a strong positive relationship, while POF and Turnover Intention (-.426) has direct negative relationship. Organizational Justice and Job Satisfaction have mediating roles in the

Table 6: Structural Path Analysis Results

	Estimate	S.E.	C.R.	P	Label
OJ_AV <--- POF_AV	.704	.064	10.964	***	
JS_AV <--- OJ_AV	.469	.059	8.002	***	
JS_AV <--- POF_AV	.320	.065	4.914	***	
TUI_AV <--- JS_AV	-.473	.098	-4.809	***	
TUI_AV <--- POF_AV	-.426	.100	-4.242	***	

relationship between POF and Turnover Intention. The results indicate that as POF has a positive effect on Organizational Justice, Job Satisfaction will be affected positively (.469) and will, in turn, affect Turnover Intention negatively ($-.473$). In simpler terms, organizational justice has an indirect effect on turnover intention through job satisfaction. Similarly, when POF affect Job Satisfaction positively, Job Satisfaction will have a negative effect on Turnover Intention.

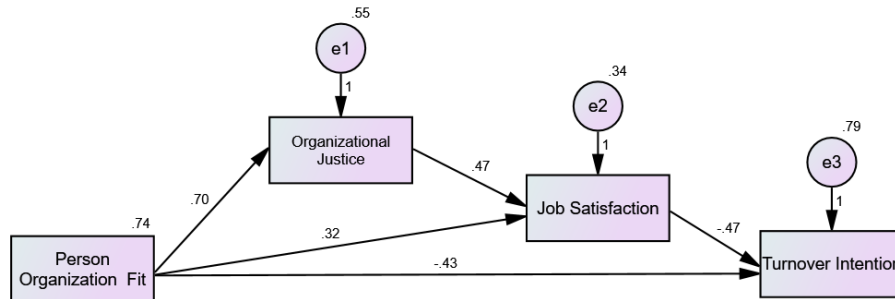


Figure 2: Standard estimation model in Amos

Discussion and Conclusion:

This study demonstrated the mediating roles of organizational justice and job satisfaction in the relationship between POF and turnover intention. The results of our study provide support for the proposed research model we created and adopted from the path analysis, which in turn, enriches past research. We hypothesized and concluded that POF will have a direct positive effect on employees' perception of organizational justice (H1), which is consistent with the study of Bauer et al., (2001) that fair treatment during the selection and recruitment early stages can create a favorable first impression of the organization, which can subsequently lead to a positive perception of the organization's overall fairness. This is because when employees feel that their values align with those of the organization, they are more likely to trust their organization and its leaders. This trust can lead to greater perceptions of fairness and equity, as employees are more willing to give the organization the benefit of the doubt when decisions are made.

The hypothesis that POF can positively affect job satisfaction (H2) yielded results that are supported by research as well. When there is a good fit between the employee and the organization, it can lead to greater job satisfaction and organizational commitment. O'Reilly et al. (1991) conducted a study of employees in a large financial services organization and found that POF was positively correlated with job satisfaction and organizational commitment. Specifically, employees who perceived a good fit between their own values and the organization's values reported higher levels of job satisfaction and organizational commitment. Wright (2001) also proposed that perceived fit between an individual and their organization can enhance intrinsic motivation and job satisfaction. This is because when employees feel that their personal values and goals align with those of the organization, they are more likely to feel a sense of purpose and meaning in their work, which can lead to greater intrinsic motivation and job satisfaction.

The third hypothesis (H3) which proposed that POF can negatively affect employees' turnover intentions and its findings are well-supported by research, such as the study conducted by Kristof-Brown et al. (2005). Employees who perceived a poor fit between their own values and the organization's values were more likely to report an intention to leave their job. This is because a poor fit can lead to reduced job satisfaction, as employees feel that their expectations are not being met, which can ultimately lead to turnover intentions. The ASA theory by Schneider (1987) also supports this hypothesis by stating that organizations tend to attract and select individuals who share similar values and goals with the organization. This means

that employees who do not fit well with the organization's culture and values are more likely to experience difficulties in their work and may be more likely to consider leaving the organization.

The hypothesis that organizational justice can positively affect job satisfaction (H4) and its findings are consistent with previous research. Dr. Gayathri Band et al. (2021), Hastuti and Wibowo (2021), Rostiana (2017), and Senasu and Singhapakdi (2014) found that employees who perceived greater levels of organizational justice reported higher levels of job satisfaction. One possible explanation for why organizational justice can positively affect job satisfaction is that when employees perceive that their organization is fair, it can lead to a greater sense of control and predictability in the workplace. This, in turn, can reduce uncertainty and stress, which can contribute to greater job satisfaction. Moreover, when employees perceive that their organization is fair in its decision-making processes, it can lead to a greater sense of trust in their superiors and colleagues. This can lead to more positive interpersonal relationships and a greater sense of camaraderie in the workplace, which can also contribute to greater job satisfaction.

The fifth hypothesis (H5) proposed that employees' job satisfaction can negatively affect their turnover intentions. Based on the findings, it can be argued when employees are not satisfied with their job, they are more likely to leave their organizations. The study conducted by Ahmad, Bashir et al. (2012) found a significant negative correlation between job satisfaction and turnover intention among employees in Pakistan. Similarly, the studies by Huang (2006) and Yang (2008) found a negative association between job satisfaction and turnover intention among employees in Taiwan and China, respectively. The reason behind this is that job satisfaction reflects employees' overall level of contentment with their work and working conditions, including their relationships with colleagues and supervisors, the nature of the work itself, and the rewards and benefits received. When employees are satisfied with these factors, they are less likely to seek alternative employment opportunities.

The hypothesis that POF could impact job satisfaction through organizational justice (H6) yielded results that suggest that organizational justice is an important determinant of job satisfaction. Several studies have explored the mediating role of organizational justice in the relationship between POF and job satisfaction. For example, the study by Kim et al. (2010) found that organizational justice partially mediated the relationship between POF and job satisfaction among Korean employees. Similarly, the study by Yang et al. (2018) suggested that organizational justice mediated the relationship between POF and job satisfaction among Chinese employees. Employees who perceive a good fit between their values and goals and the organization's values and goals are more likely to view the organization's decisions and actions as fair and just. This, in turn, can lead to greater job satisfaction. Furthermore, when employees perceive that their organization is committed to fairness and justice, they may be more likely to identify with the organization's goals and values. This can lead to greater motivation and commitment to the organization's objectives, which can also contribute to greater job satisfaction.

The seventh hypothesis proposed that POF could impact turnover intention through job satisfaction (H7) is in line with the findings of the study and past research. The study conducted by Kristof-Brown et al. (2005), for instance, concluded that job satisfaction partially mediated the relationship between POF and turnover intention among public sector employees. Also, Zhang et al. (2019) suggested that job satisfaction mediated the relationship between POF and turnover intention among Chinese healthcare workers. Given this, it can be argued that employees who perceive a good fit between their values and goals and those of organization are more likely to feel fulfilled, motivated, and committed to their work. This, in turn, can lead to greater job satisfaction, which can reduce their intention to leave the organization.

The last hypothesis that organizational justice could impact turnover intention through job satisfaction (H8) is compatible with what we found in our study and is supported by previous studies as well. The

study conducted by Greenberg (1990) hypothesized that employees who perceived their organization to be unfair were more likely to experience job dissatisfaction. Equally, the meta-analysis conducted by Hom and Griffeth (1995) found a negative relationship between job satisfaction and turnover intention, suggesting that employees who are not satisfied with their job are more likely to have intentions to leave the organization. Moreover, the study conducted by Zoghbi-Manrique-de-Lara et al. (2017) found that job satisfaction mediated the relationship between organizational justice and turnover intention among Spanish nurses. This shows that the perception of organizational justice can impact employees' level of job satisfaction, which can, in turn, reduce their intention to leave the organization. In other words, employees who perceive their organization to be fair and just are more likely to feel fulfilled, motivated, and committed to their work. This, in turn, can lead to greater job satisfaction, which can reduce their intention to leave the organization.

The findings of our study have important implications for organizational policies and practices aimed at reducing employee turnover and promoting job satisfaction and organizational justice in the workplace. They suggest that organizations can reduce employee turnover by promoting POF and by creating a work environment that is perceived as fair and just. Additionally, our findings suggest that organizations can improve job satisfaction and reduce employee turnover by addressing specific aspects of the work environment that are related to job satisfaction, such as job autonomy, social support, and work-life balance.

In conclusion, our study provides evidence for the mediating roles of job satisfaction and organizational justice in the relationship between POF and turnover intention. Our findings suggest that organizations can reduce employee turnover and promote job satisfaction and organizational justice by promoting POF and creating a work environment that is perceived as fair and just.

Future research and Limitations

The study on the relationship between POF and turnover intention with the mediating roles of organizational justice and job satisfaction provides valuable insights into the factors that impact employee turnover. However, there are some limitations to that suggest areas for future research. The study was conducted in a specific industry and context, which limits the generalizability of the findings to other industries and contexts, as well as the cultural differences. Future research can explore this relationship in different industries and contexts to provide a more comprehensive understanding of the factors that impact employee turnover. In addition, the study used a mediation model to examine this relationship. However, the study did not examine other potential mediating variables that may impact this relationship. Future research can investigate other potential mediators and moderators, such as work-life balance or organizational commitment, to provide a more comprehensive understanding of the relationship between POF and turnover intention.

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