THE EFFECTS OF PERSON-JOB FIT AND PERSON-ORGANIZATION FIT ON TURNOVER INTENTION: THE MEDIATION EFFECT OF JOB RESOURCEFULNESS

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Abstract
This study investigated the main effects of person-job (P-J) fit and person-organization (P-O) fit on hotel employees’ turnover intentions, and mediating effect of job resourcefulness on the main effects. Questionnaire data were collected from a convenience sample of 386 employees of five-star hotels in Antalya, Turkey. The results show that P-J and P-O reduce hotel employees’ turnover intentions. In addition, job resourcefulness partially mediates the impact of P-J and fully mediates the impact of P-O on turnover intentions. These findings suggest that hotel managers should identify and solve their employees’ work and organisational problems. Intention to leave the job could be reduced by clearly stating the job demands of the hotel managers, supporting employees in job execution, providing required resources, and actively meeting employees’ needs.

Anahtar Kelimeler: Person-Job fit, Person-Organisation fit, Job resourcefulness, Turnover intention

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Introduction

Individuals need sufficient knowledge, skills, and abilities to succeed in their jobs (Cable & DeRue, 2002). Positive organizational and individual positive outcomes are also more likely if the values and goals of individuals and the organization overlap, and if the organization meets employees’ needs and provides necessary resources (Kristof, 1996; Muchinsky & Monahan, 1987). In other words, positive outcomes require employees to be compatible with the job and the organization. This compatibility can also reduce employee stress (Vilela, González & Ferrin, 2008; Wheeler et al., 2005), and increase performance (Demir, Demir & Nield, 2015; Li & Hung, 2010; Sengupta, Yavas & Babakus, 2014; Schmitt et al., 2008), job satisfaction (Iplik, Kilic & Yalcin, 2011), and organizational commitment (Silva, Hutcheson & Wahl, 2010; Iplik et al., 2011; Pattnaik, Mishra & Tripathy, 2020; Wheeler et al., 2005). Especially in a labor-intensive sector like tourism, employees must have sufficient resources, knowledge and skills to constantly communicate and interact with customers and fulfill their demands quickly, thereby maximizing customer satisfaction. Otherwise, complaints rise and customers are lost while employees become more likely to quit (Yang, Wan & Fu, 2012).

A number of factors underlie the high workforce turnover rate in tourism. To avoid high turnover intentions, it is important to consider a number of factors, including “business factors (management style, organizational culture, working environment, financial situation, etc.),” “wages and promotion channels (opportunities to reach high-paid positions, bonuses, promotions, etc.),” “personal feelings”, “the nature of hotel businesses”, “negative work content (too much information processing, mundane daily work, changes in the philosophy of business operations, etc.)” (Yang et al., 2012). Employees also need sufficient organizational resources and be compatible with both the job and the organization. In other words, it is important that hotel staff can overcome obstacles and finish their tasks despite scarce resources. A key factor for overcoming problems is job resourcefulness, given that hotel employees face many problems needing rapid resolution. (Licata et al., 2003). Resourceful employees display higher “work performance”, “job satisfaction”, “integrity”, and “organizational commitment” (Harris et al., 2006). Resourceful employees have lower turnover intention (Harris et al., 2006), enabling the organization to retain qualified employees to maintain high service quality standards.

This study tests a conceptual model of the mediating role of job resourcefulness on the main effects of P-J and P-O on turnover intention. The model to be tested is based on “person-job fit theory”, “person-environment fit theory” and previous empirical studies. This paper has important variables for hospitality industry. Especially, P-J, P-O and job resourcefulness have been examined very limited. Therefore, this paper presents contribution to relevant literature. This following section reviews the empirical literature regarding “P-J fit”, “P-O fit”, “job resourcefulness”, and “turnover intention” before introducing the hypotheses. The method section presents the sampling and data collection process, measurement scales, and analytic approach. After presenting and discussing the results, a number of conclusions are suggested.

Literature Review

P-J Fit and P-O Fit

P-J fit theory concerns the relationship between employee and job characteristics (Kristof-Brown, Zimmerman & Johnson, 2005). P-J fit is a motivating factor that increases employee engagement and focus. Organizational training is a critical factor as P-J fit depends on the match between what employees want from the job and what it provides (Noe, 2002). P-J fit has two dimensions: “needs-supplies fit” and “demands-abilities fit”. Needs-supplies fit concerns employees’ needs, desires, preferences and rewards in work (Cable & DeRue, 2002). The extent to which an employee’s needs are met by the job influences their attitudes and behavior (Boon et al., 2011; Donavan, Brown & Mowen, 2004). Employees whose skills are sufficient to meet the job demands are more likely to perform at higher levels, meet expectations, and remain in the job (Lopez, Babin & Chung, 2009). Demands-abilities fit depends on “the match between job demands and employees’ knowledge, skills, and abilities” (Cable & DeRue, 2002). Financial security, compatible colleagues, and job redesign increase job satisfaction and organizational commitment (Hecht & Allen, 2005). A key determinant of P-J fit is job training (Chen, 2017; Sengupta et al., 2014). P-J fit increases employee motivation (Iplik et al., 2011), job performance (Sengupta et al., 2014), job satisfaction (Iplik et al., 2011), customer orientation (Sengupta et al., 2014), organizational commitment (Iplik et al., 2011), and innovative work behavior (Afzar, Badir & Khan, 2015; Chen, 2017) and lower turnover intention (Saleem et al., 2021; Saufi et al., 2020; Yang, Pu & Guan, 2019).

Kristof (1996) defines P-O fit as “the compatibility between people and organisations that occurs when at least one entity provides what the other needs or they share similar fundamental characteristics or both”. In other
words, P-O fit is “the harmony between patterns of organizational and individual values” (Chatman, 1989). P-O fit includes “supplementary fit” and “complementary fit”. Supplementary fit concerns compatibility, such as organizational harmony, through having similar characteristics to other employees. Complementary fit is about having similar values and attitudes as the organization (Pattnaik et al., 2020). P-O fit includes “value congruence”, “goal congruence”, “needs-supplies fit”, and “demands-abilities fit” (Kristof, 1996; Muchinsky & Monahan, 1987). Value congruence is the similarity between organizational and employee values (Kristof, 1996) while goal congruence includes similarity between organizational and employee goals (Kristof, 1996). Needs-supplies fit is the degree to which the organization meets the employee’s needs while demands-abilities fit measures how closely the employee’s abilities meet the organization’s needs (Muchinsky & Monahan, 1987). Employees who believe they do not fit feel inadequate and have higher stress (Loveland & Rosen, 1996; Vilela et al., 2008; Wheeler et al., 2005). According to P-O fit theory, outcomes are better if the employee’s values and goals overlap with those of the organisation, their skills are sufficient for the job, and their individual needs are met (Chatman, 1991). P-O fit increases employees’ motivation (Ballout, 2007; Iplik et al., 2011), organizational commitment (Silva et al., 2010; Iplik et al., 2011; Pattnaik et al., 2020; Wheeler et al., 2005), and job performance (Demir et al., 2015; Li & Hung, 2010; Schmitt et al., 2008). In addition, employees with high P-O fit have greater “career success” (Goodman & Svyantek, 1999), “psychological well-being” (Kristof-Brown et al., 2005), and lower turnover intention (Demir et al., 2015; Saufi et al., 2020).

Job Resourcefulness

Licata et al. (2003: 257) define job resourcefulness as “the enduring disposition to garner scarce resources and overcome obstacles in pursuit of job-related goals”. Job resourcefulness influences employees’ intrinsic motivation and is reflected in their workplace behaviours. Highly resourceful employees are likely to complete a task even without all the necessary resources (Harris et al., 2006: 408-409) and are more resilient to challenges. Thus, even when faced with temporal, material, or human resource shortcomings, they experience lower stress than less resourceful colleagues while completing tasks (Yavas, Karatepe & Babakus, 2011). Less stressed employees tend to produce positive outcomes, both for themselves and the organization (Ashill et al., 2009). In the hotel business, it is critical to serve the customer by bringing together the right person(s) and resources at the right time. Service errors occur especially during peak seasons due to long working hours or inadequate resources, so hotel employees must be highly resourceful to prevent such mistakes and minimize stress (Ashill et al., 2009). Job resourcefulness also increases work performance (Karatepe & Aga, 2013), job satisfaction (Harris et al., 2006), and customer orientation (Karatepe & Douri, 2012; Karatepe, 2011) while reducing burnout (Karatepe & Aga, 2013) and turnover intentions (Harris et al., 2006).

Turnover Intention

Hotel businesses generally have high turnover rates, which damages organisation performance because high service quality and customer satisfaction depend on retaining well-qualified personnel. Turnover intention is an attitude whereby employees search for alternative jobs while disregarding their current organization (Tett & Meyer, 1993). That is, dissatisfied employees search for and compare alternatives with their current work, and may ultimately quit (Mobley, 1977). Turnover intention is determined by various factors, include business factors (type of management, organizational environment, financial situation, etc.), promotion system, career planning, fairness in bonus distribution, work content and monotony (Yang et al., 2012). Turnover intentions can impose costs on the organization. If a qualified employee leaves, then the organization has to recruit a replacement, which requires time, orientation and training costs, and potential costs due to mistakes as the new employee adapts to the job (Yang, 2008). For hotels, losing qualified personnel can directly affect service quality and customer satisfaction, especially in peak season. Turnover intention can also harm employees through psychological problems like excessive stress, depression, and burnout.

Hypotheses Development

P-J Fit, P-O Fit, and Turnover Intention

P-J fit theory argues that positive organisational outcomes depend on aligning employees’ knowledge, skills, and abilities with job demands. Organizations should therefore respond to their employees’ requests as much as their personality characteristics (Schell & Conte, 2008). According to P-O fit theory, positive organizational outcomes depend on aligning the values and goals of employees and the organization, ensuring that employees have sufficient appropriate skills, and that the organization meets their individual needs (Chatman, 1991). Person-environment fit theory (Holland, 1985) predicts that employees are happier and more successful when their characteristics fit with or conform to the organization’s. That is, a critical factor determining work success...
is the match or harmony between the person and the organization. Empirical research confirms that employees with P-J fit have lower turnover intention (Saleem et al., 2021; Saufi et al., 2020; Yang et al., 2019; Demir et al., 2015; Saufi et al., 2020). Interpreting the empirical findings in terms of P-J fit theory and person-environment fit theory suggests the following hypotheses:

H1: P-J fit decreases turnover intention among hotel employees

H2: P-O fit decreases turnover intention among hotel employees

**Job Resourcefulness and Turnover Intention**

P-J fit theory predicts positive individual and organizational work outcomes if the employee’s characteristics align with those of the organization and the job. These outcomes depend on each employees’ ability to cope with difficulties, use good time management skills, and perform their duties in a timely manner (Schell & Conte, 2008). Job resourcefulness may help employees perform their duties on time while using resources effectively. In addition, resourceful employees have lower stress levels (Yavas et al., 2011), which improves their job performance (Karatepe & Aga, 2013) and job satisfaction (Harris et al., 2006). Job resourcefulness also reduces turnover intention (Harris et al., 2006). Interpreting the empirical research in terms of person-job fit theory suggests the following hypothesis:

H3: Job resourcefulness decreases turnover intention among hotel employees

**Mediating Effect of Job Resourcefulness**

As explained, P-J fit occurs when the employee’s knowledge, skills, and abilities match the job. This fit can be increased if the organization providing necessary work resources, meets their individual needs, and rewards employees appropriately (Cable & DeRue, 2002). Employees with high fit are more likely to have positive attitudes, which in turn encourages positive organizational behaviors (Boon et al., 2011; Donavan et al., 2004). When employees have high organizational fit, then their values, goals, and skills overlap with the organization’s while their needs are met (Kristof, 1996; Muchinsky & Monahan, 1987). If the employee is compatible with the organization, then positive individual and organizational outcomes are more likely (Chatman, 1991). Both P-J fit (Saleem et al., 2021; Saufi et al., 2020; Yang et al., 2019) and P-O fit (Demir et al., 2015; Saufi et al., 2020) reduce employees’ turnover intentions. Employees may have difficulties in performing their jobs due to insufficient time, materials, and human resources (Yavas et al., 2011). Employees with high job resourcefulness may have lower turnover intentions. These findings suggest the following hypotheses:

H4a: Employees’ job resourcefulness mediates the relationship between P-J fit and turnover intention

H4b: Employees’ job resourcefulness mediates the relationship between P-O fit and turnover intention

**Method**

**Sample and Data Collection**

The study population was employees at 5-star hotels in Antalya, Turkey. Due to limited financial resources and manpower, it would have been impossible to reach all 100,000 such employees, so convenience sampling was preferred to quota sampling. Based on the population, a sample size of 384 was targeted (Sekaran & Bougie, 2013). A questionnaire form was sent electronically to the hotels’ department managers (chief, human resources manager, general manager, etc.) due to Covid-19. Data collection was completed between October 2021 and February 2022, with 386 completed questionnaire forms returned. In addition, this study was carried out in accordance with the decision of Isparta University of Applied Sciences Ethics Committee at its meeting dated 25/11/2021 and numbered 74/03.

**Table 1. Respondents’ Profile**

<table>
<thead>
<tr>
<th>Gender</th>
<th>n</th>
<th>%</th>
<th>Education</th>
<th>n</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>152</td>
<td>39.4</td>
<td>High School</td>
<td>49</td>
<td>17.7</td>
</tr>
<tr>
<td>Male</td>
<td>234</td>
<td>60.6</td>
<td>College</td>
<td>107</td>
<td>27.7</td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td></td>
<td>University</td>
<td>182</td>
<td>47.2</td>
</tr>
<tr>
<td>18-29 years</td>
<td>203</td>
<td>52.6</td>
<td>Master &amp; PhD</td>
<td>48</td>
<td>12.4</td>
</tr>
<tr>
<td>30-39 years</td>
<td>167</td>
<td>43.3</td>
<td>Experience in the Organization</td>
<td>0-365 days</td>
<td>196</td>
</tr>
<tr>
<td>40 years and above</td>
<td>16</td>
<td>4.1</td>
<td>366 days and above</td>
<td>190</td>
<td>49.2</td>
</tr>
</tbody>
</table>

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Table 1 shows the respondents’ profile. The sample was composed of 60.6 per cent males and 39.4 per cent females. Most participants were younger, with 52.6 per cent aged 29 or below. Respondents’ work status was mostly “full-time” (63 per cent), and education levels of participants were mostly university (47.2 per cent). Most employees have been serving at F&B department (39.4 per cent).

Measures

A two-part questionnaire was developed. The first part collected information about gender, age, education, work experience, and work department. The second part used several scales to measure the study variables. P-J fit was measured with 5 items from Afsar, Badir and Khan (2015) (α = 0.81). P-O fit was measured with 5 items from Resick, Baltes and Shantz (2007) (α = 0.94). Job resourcefulness was measured with 4 items from the Job Resourcefulness Scale (Karatepe & Douri, 2012) (α = 0.941). Turnover intention was measured with 4 items from Jung and Yoon (2013), translated into Turkish by Akgunduz and Akdag (2014) (α = 0.97). Scale items for each scale are shown in Table 2. The questionnaire items (excluding the turnover intention scale) were first translated from English to Turkish before being back-translated into English with the help of academic experts to ensure the quality of the questionnaire (Brislin, 1970). All scales were measured with a “5-point Likert scale” with response categories from 1 = “Strongly Disagree” to 5 = “Strongly Agree”.

Analytic Approach

A two-step approach was used (Anderson & Gerbing, 1988). First, a confirmatory factor analysis was conducted to evaluate the scales’ overall convergent and discriminant validity (Fornell & Lacker, 1981). Internal consistency reliability was tested with “Composite Reliability (CR)”, specifically if the CR value was 0.70 or more (Hair et al., 2010). In the second step, the hypotheses were tested using structural equation modelling, mostly using “LISREL 8.80” (Joreskog & Sorbom, 1996). To test whether the measurement model aligned with the theory, the “normalized chi-square (χ² / df)”, “root mean square error of approximation (RMSEA)”, “adjusted goodness of fit index (AGFI)”, “goodness of fit index (GFI)”, “standardized root mean square residual (SRMR)”, and “comparative fit index (CFI)” values were examined.

Findings

The explanatory factor analysis conducted before the confirmatory factor analysis indicated that the factor loading of one item in the P-O fit scale was below 0.50, so it was excluded from further analysis. Before conducting the confirmatory factor analysis, the data set was tested. The standardized values were greater than the recommended 0.50 (Hair et al., 2006) while the t-values were greater than the recommended ±1.96 (Schumacker & Lomax, 2004: 70). The average variance extracted (AVE) value was 0.50 (Hair et al., 2010: 709) while the CR value was greater than the recommended 0.70 (Hair et al., 2010: 710). One item from the P-O fit scale was excluded from further analysis because its standardized value was less than 0.50. Regarding the model goodness of fit, “the normalized Chi-square value was 1.28”, “RMSEA was 0.027”, “AGFI was 0.95”, “GFI was 0.96”, “SRMR was 0.042”, and “CFI was 0.98”.

Table 2. Overall Reliability of the Constructs and Factor Loadings of Indicators

<table>
<thead>
<tr>
<th>Scale Items</th>
<th>Standardized Loading</th>
<th>T-value</th>
<th>Factor Loading</th>
<th>AVE</th>
<th>Cronbach’s Alpha/ CR</th>
</tr>
</thead>
<tbody>
<tr>
<td>P-J Fit</td>
<td></td>
<td></td>
<td></td>
<td>0.58</td>
<td>0.87/0.87</td>
</tr>
<tr>
<td>“My abilities fit the demands of this job”</td>
<td>0.72</td>
<td>15.48</td>
<td>.783</td>
<td></td>
<td></td>
</tr>
<tr>
<td>“I have the right skills and abilities for doing this job”</td>
<td>0.74</td>
<td>16.06</td>
<td>.799</td>
<td></td>
<td></td>
</tr>
<tr>
<td>“There is a good match between the requirements of this job and my skills”</td>
<td>0.76</td>
<td>16.65</td>
<td>.815</td>
<td></td>
<td></td>
</tr>
<tr>
<td>“My personality is a good match for this job”</td>
<td>0.80</td>
<td>18.18</td>
<td>.832</td>
<td></td>
<td></td>
</tr>
<tr>
<td>“I am the right type of person for this type of work”</td>
<td>0.78</td>
<td>17.27</td>
<td>.830</td>
<td></td>
<td></td>
</tr>
<tr>
<td>P-O Fit</td>
<td></td>
<td></td>
<td></td>
<td>0.49</td>
<td>0.74/0.74</td>
</tr>
<tr>
<td>“The values of this organization are similar to my own values”</td>
<td>0.73</td>
<td>14.43</td>
<td>.833</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 3 shows that all variables were significantly correlated, either positively or negatively. There was a significant positive correlation between P-J fit and P-O fit (r=0.424; p˂0.01), and job resourcefulness (r=0.480; p<0.01). P-J fit had a significant negative correlation with turnover intention (r=-0.575; p<0.01). P-O fit had a significant positive correlation with job resourcefulness (r=0.477; p<0.01) and a significant negative correlation with turnover intention (r=-0.476; p<0.001). Additionally, job resourcefulness had a significant negative correlation with turnover intention (r=-0.631; p<0.01).

Table 3. Correlations

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>P-J Fit</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>P-O Fit</td>
<td>.424**</td>
<td>1.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Resourcefulness</td>
<td>.480**</td>
<td>.477**</td>
<td>1.000</td>
<td></td>
</tr>
<tr>
<td>Turnover Intention</td>
<td>-.575**</td>
<td>-.476**</td>
<td>-.631**</td>
<td>1.000</td>
</tr>
</tbody>
</table>

** p<0.01

Path analysis was conducted on the structural equation model to test the hypotheses. The analysis revealed significant negative relationships between turnover intention and P-J fit (β=-0.70; p≤0.001), P-O fit (β=-0.82; p≤0.001), and job resourcefulness (β=-0.78; p≤0.001). Thus, H1, H2, and H3 were all supported.

Table 5. Path Coefficients of Structural Model

<table>
<thead>
<tr>
<th></th>
<th>Standardized path coefficients</th>
<th>T-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>P-J Fit</td>
<td>Job Resourcefulness</td>
<td>.62</td>
</tr>
</tbody>
</table>
Figure 1 shows the path analysis results for the research model. Regarding mediation, the predictor variable may have a direct effect on the mediator, the mediator may have a direct effect on the outcome variable, and the mediator have a direct effect on the outcome variable (Lee & Ok, 2012).

**Figure 1. Results of the Hypothesized Model**

The path analysis showed that P-J fit affected turnover intention both directly ($\beta=0.32$) and indirectly through job resourcefulness ($\beta=0.34\times-0.47=-0.16$). Since the indirect effect ($\beta=-0.16$) was weaker than the direct effect ($\beta=0.32$), job resourcefulness partially mediated the effect of P-J fit on turnover intention. Thus, H4a was partially supported. P-O fit affected turnover intention both directly ($\beta=-0.14$) and indirectly through job resourcefulness ($\beta=0.41\times-0.47=-0.19$). Since the indirect effect ($\beta=-0.19$) was greater than the direct effect ($\beta=-0.14$), job resourcefulness fully mediated the effect of P-O fit on turnover intention. Thus, H4b was fully supported.

**Conclusions**

Interpreting previous empirical findings in terms of person-job fit theory and person-environment fit theory, this study investigated the direct effects of P-J fit, P-O fit, and job resourcefulness on the turnover intentions of hotel employees in Antalya, Turkey. In addition, it tested the mediating role of job resourcefulness on the effects of P-J fit and P-O fit on turnover intention. The first three hypotheses, that P-J fit, P-O fit, and job resourcefulness directly decrease turnover intentions, were all empirically supported. Regarding the mediation hypotheses, the findings indicated that job resourcefulness partially mediates the direct effect of P-J fit on turnover intention while fully mediating the direct effect of P-O fit on turnover intention.

**Theoretical Contributions**

Firstly, regarding P-J fit, given that hotel employees with sufficient job-related knowledge and skills can produce positive individual and organizational outcomes, it is important their individual characteristics overlap with those required by their job (Kristof-Brown, et al., 2005). P-J fit research indicates that congruence between employee and job increases motivation (Iplik et al., 2011), job performance (Sengupta et al., 2014), job satisfaction (Iplik et al., 2011), organizational commitment (Iplik et al., 2011) and innovative work behavior (Afsar et al., 2015; Chen, 2017). Similarly, the present study found that P-J fit decreases turnover intention, which confirms previous findings (Saleem et al., 2021; Saufi et al., 2020; Yang, Pu & Guan, 2019). To sustain its business success, a hotel needs employees with the necessary knowledge and skills for their job so that they can fulfill its requirements and meet its demands. The findings are supported by person-job fit theory, which predicts positive organizational outcomes when employees’ knowledge, skills, and abilities align with business demands (Schell & Conte, 2008). One of the leading factors in leaving a job is personal feelings (Yang, et al., 2012). However, these can be positive if the employees fit their job.
Secondly, regarding P-O fit, a hotel is more likely to have positive outcomes if its values and goals coincide with those of its employees. In addition, employees need sufficient resources to perform their jobs and the organization should meet the employees’ needs. In other words, the employees’ compatibility with the organization is important both individually and organisationally. This can reduce stress level (Lovelace & Rosen, 1996; Vilela et al., 2008; Wheeler et al., 2005), and increase motivation (Ballout, 2007; Iplik et al., 2011), performance (Demir et al., 2015; Li & Hung, 2010; Schmitt et al., 2008), and organizational commitment (Silva et al., 2010; Iplik et al., 2011; Pattnaik et al., 2020; Wheeler et al., 2005). The present study showed that hotel employees with high P-O fit have lower intention to leave, which confirms previous findings (Demir et al., 2015; Saufi et al., 2020). Thus, leaving the job, which is an important problem for hotel businesses, can be reduced by increasing P-O fit. The findings are also supported by person-environment fit theory, which argues that employees whose characteristics are similar to the organizations are happier and more successful (Holland, 1985). Business factors (organizational culture, working environment, etc.) that can increase intention to leave (Yang, et al., 2012) can be turned into positives if employees have high P-O fit.

Finally, hotel employees are less likely to intend to quit if they are compatible with both the job and the organization. In some cases, however, organizational resources may be insufficient, leaving employees may be helpless in the face of problems (Yavas et al., 2011). In such cases, hotel employees need great job resourcefulness. The present study therefore tested the mediating role of job resourcefulness on the effects of hotel employees’ P-J and P-O fit on their turnover intention. The analysis indicated that job resourcefulness partially mediates the effect of P-J fit on turnover intention. Thus, other variables may also mediate this relationship, such as internal and external factors to the organization. Finally, the present study found that job resourcefulness fully mediates the effect of P-O fit on turnover intention. Thus, the effect of job resourcefulness as a single variable is to meet the needs of the employees in organisational harmony and to provide sufficient resources (Kristof, 1996; Muchinsky & Monahan, 1987).

Practical Implications

These findings have several practical implications for hotel employees, human resources managers, and hotel managers. Firstly, hotel staff need to increase their job-related knowledge and skills to be compatible with the job. They must be willing to fulfill the specified job demands and competent enough to understand these demands correctly. They must clearly reveal their own values and goals, and clearly determine whether they match those of organization. Employees may need to be willing and have opportunities to train for their own personal development while having the ability to do work with limited resources. Human resources managers should consider personal characteristics when recruiting by measuring candidates’ job-related competencies. In addition, the organization should clearly state its values and goals during and after recruitment, and provide information about employees’ needs and available resources. The most important issue is to provide training (Chen, 2017; Sengupta et al., 2014), which should enable employees to increase their knowledge and skills. Hotel managers must identify and solve their employees’ job-related and organizational problems. Employees’ intention to leave may be reduced if hotel managers clearly state job demands, support employees in job execution, provide sufficient resources to get the job done, and play an active role in meeting employees’ needs.

Limitations and Future Research

The most important limitation of the present study was the need to use of convenience sampling, as explained in the method section. This method may reduce the generalizability of the results. Therefore, future studies should use quota sampling to produce more generalizable results. In addition, this study was limited to hotels in Antalya, so future studies can produce valuable comparative findings by collecting data from different regions and countries. Finally, this study only included a limited set of independent variables. Future studies
could investigate, for example, the moderating effect of role stress and job stress, as they potentially influence turnover intentions.

References


