



Research Article

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

Ali DALGIÇ^{1*} (orcid.org/ 0000-0002-5575-4825)

¹Isparta University of Applied Sciences, Faculty of Tourism, Department of Tourism Guidance, Isparta, Turkey

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

* Sorumlu yazar: alidalgic@isparta.edu.tr

DOI: 10.33083/joghat.2022.136

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 & Ferrín, 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; Donovan, 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 (Afsar, 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 (Lovelace & 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; Donovan 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

Gender	n	%	Education	n	%
Female	152	39.4	High School	49	17.7
Male	234	60.6	College	107	27.7
Age			University	182	47.2
18-29 years	203	52.6	Master & PhD	48	12.4
30-39 years	167	43.3	Experience in the Organization		
40 years and above	16	4.1	0-365 days	196	50.8
Work Status			366 days and above	190	49.2

Seasonal	143	37.0	Departments		
Full-time	243	63.0	F&B	152	39.4
Business Life			Front Office	113	29.3
0-10 years	284	73.6	HK	41	10.6
More than 10 years	102	26.4	Others	80	20.7

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) ($\alpha = 0.81$). P-O fit was measured with 5 items from Resick, Baltes and Shantz (2007) ($\alpha = 0.94$). Job resourcefulness was measured with 4 items from the Job Resourcefulness Scale (Karatepe & Douri, 2012) ($\alpha = 0.941$). Turnover intention was measured with 4 items from Jung and Yoon (2013), translated into Turkish by Akgunduz and Akdag (2014) ($\alpha = 0.97$). 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 (χ^2 / 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

Scale Items	Standardized Loading	T-value	Factor Loading	AVE	Cronbach's Alpha/ CR
P-J Fit				0.58	0.87/0.87
"My abilities fit the demands of this job"	0.72	15.48	.783		
"I have the right skills and abilities for doing this job"	0.74	16.06	.799		
"There is a good match between the requirements of this job and my skills"	0.76	16.65	.815		
"My personality is a good match for this job"	0.80	18.18	.832		
"I am the right type of person for this type of work"	0.78	17.27	.830		
P-O Fit				0.49	0.74/0.74
"The values of this organization are similar to my own values"	0.73	14.43	.833		

“My values match those of current employees in this organization”	0.67	13.11	.794		
“I feel my personality matches the “personality” or image of this organization”	0.69	13.58	.810		
Job Resourcefulness				0.60	0.86/0.86
“When it comes to completing tasks at my job I am very clever and enterprising”	0.73	15.95	.811		
“I am able to make things happen in the face of scarcity at my job”	0.79	17.58	.846		
“At my job, I think I am fairly a resourceful person”	0.78	17.46	.841		
“On the job I am clever and inventive in overcoming barriers”	0.79	17.58	.844		
Turnover Intention				0.61	0.86/0.86
“I often think about leaving this hotel”	0.73	15.92	.803		
“I am currently seriously considering leaving my current job to work at another company”	0.80	18.12	.852		
“I will quit this company if the given condition gets even a little worse than now”	0.80	18.21	.857		
“I will probably be looking for another job soon”	0.80	18.06	.854		
“Chi-Square: 125.90; df: 98; Normalized Chi-Square: 1.28; RMSEA: 0.027; AGFI: 0.95; GFI: 0.96; CFI: 0.98; SRMR: 0.042”					

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

n=386	Correlation			
	1	2	3	4
P-J Fit	1.000			
P-O Fit	.424**	1.000		
Job Resourcefulness	.480**	.477**	1.000	
Turnover Intention	-.575**	-.476**	-.631**	1.000

** $p<0.01$

Table 4 presents the discriminant validity results to show that the model factors were sufficiently distinguished from each other (Hair et al., 2010: 710). Discriminant validity requires that the AVE values are greater than the square of the correlation coefficients between them (Fornell & Larcker, 1981).

Table 4. Discriminant Validity

Construct	1	2	3	4
1 P-J Fit	(.58)			
2 P-O Fit	.27**	(.49)		
3 Job Resourcefulness	.30**	.35**	(.60)	
4 Turnover Intention	.43**	.35**	.53**	(.61)

“The AVE values are presented in brackets on the diagonal while the off-diagonal cells are the squared correlation coefficients of one factor with another factor. **denotes a significance level of 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 ($\beta= -0.70$; $p\leq0.001$), P-O fit ($\beta= -0.82$; $p\leq0.001$), and job resourcefulness ($\beta= -0.78$; $p\leq0.001$). Thus, H1, H2, and H3 were all supported.

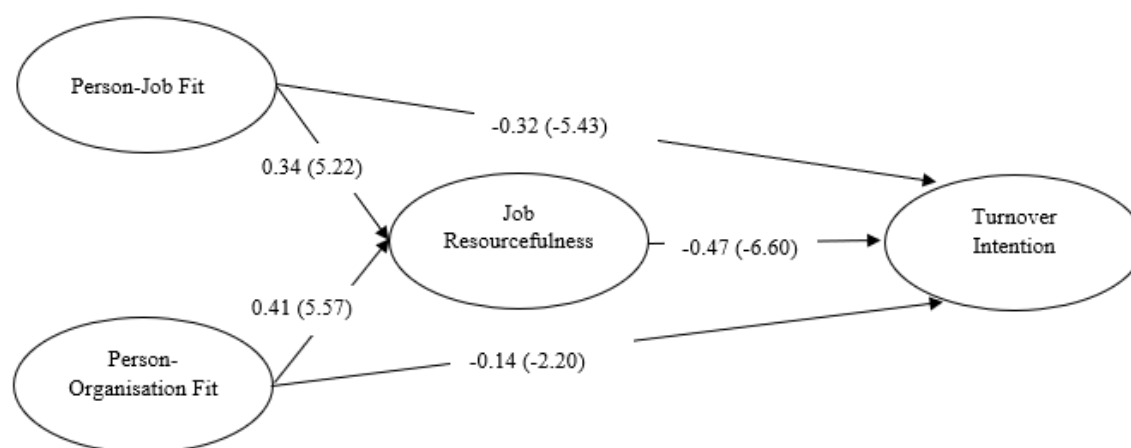
Table 5. Path Coefficients of Structural Model

		Standardized path coefficients	T-value
P-J Fit	→	Job Resourcefulness	.62 9.66

P-O Fit	→	Job Resourcefulness	.76	9.10
P-J Fit	→	Turnover Intention	-.70	-11.48
P-O Fit	→	Turnover Intention	-.82	-12.84
Job Resourcefulness	→	Turnover Intention	-.78	-12.48

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 ($\beta=0.34*-0.47=-0.16$). 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 ($\beta=0.41*-0.47=-0.19$). 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.

Thirdly, hotel employees need to be resourceful at work as well as being compatible with both the job and the organization. Job resourcefulness, which means being able to work with limited resources, is also important for solving workplace problems efficiently (Harris et al., 2006; Licata et al., 2003). For hotel employees, resourcefulness is important for both individual and organizational outcomes. Job resourcefulness can reduce employees' stress levels (Ashill et al., 2009) while increasing job performance (Karatepe & Aga, 2013) and job satisfaction (Harris et al., 2006). The present study showed that hotel employees with higher job resourcefulness had lower turnover intentions, which is similar to the result reported by Harris et al. (2006). Thus, if hotels ensure that resourceful employees have timely access to organizational resources so that they can solve problems efficiently, they are more likely to retain qualified staff.

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 generalizeability of the results. Therefore, future studies should use quota sampling to produce more generalizeable 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

- Afsar, B., Badir, Y., & Khan, M. M. (2015). Person–job fit, person–organization fit and innovative work behavior: The mediating role of innovation trust. *The Journal of High Technology Management Research*, 26(2), 105-116.
- Akgunduz, Y. & Akdag, G. (2014). The effects of personality traits of employees on core self-evaluation and turnover intention. *Çanakkale Onsekiz Mart Univ. J. Admin. Sci.* 12 (24), 295–318.
- Anderson, J. C. & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two step approach. *Psychological Bulletin*, 103(3), 411.
- Ashill, N. J., Rod, M., Thirkell, P. & Carruthers, J. (2009). Job resourcefulness, symptoms of burnout and service recovery performance: an examination of call centre frontline employees. *Journal of Services Marketing*, 23(5), 338-350.
- Ballout, H. I. (2007). Career success: the effects of human capital, person-environment fit and organizational support. *Journal of Managerial Psychology*, 22(8), 741-765.
- Boon, C., Den Hartog, D. N., Boselie, P., & Paauwe, J. (2011). The relationship between perceptions of HR practices and employee outcomes: examining the role of person–organisation and person–job fit. *The International Journal of Human Resource Management*, 22(01), 138-162.
- Brislin, R. W. (1970). Back-translation for cross-cultural research. *Journal of Cross-Cultural Psychology*, 1(3), 185-216.
- Cable, D. M., & DeRue, D. S. (2002). The convergent and discriminant validity of subjective fit perceptions. *Journal of Applied Psychology*, 87(5), 875.
- Chatman, J. A. (1989). Improving interactional organizational research: A model of person-organization fit. *Academy of Management Review*, 14(3), 333-349.
- Chatman, J.A. (1991). Matching people and organizations: Selection and socialization in public accounting firms. *Administrative Science Quarterly*, 36, 459-484.
- Chen, B. T. (2017). Service innovation performance in the hospitality industry: the role of organizational training, personal-job fit and work schedule flexibility. *Journal of Hospitality Marketing & Management*, 26(5), 474-488.
- Demir, M., Demir, S. S., & Nield, K. (2015). The relationship between person-organization fit, organizational identification and work outcomes. *Journal of Business Economics and Management*, 16(2), 369-386.
- Donavan, T. D., Brown, T. J., & Mowen, J. C. (2004). Internal benefits of service worker customer orientation: Job satisfaction, commitment, and organizational citizenship behaviours. *Journal of Marketing*, 68(1), 128–146.
- Fornell, C. & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 39-50.
- Goodman, S. A., & Svyantek, D. J. (1999). Person–organization fit and contextual performance: Do shared values matter. *Journal of Vocational Behavior*, 55(2), 254-275.
- Hair, J. F. Jr., Black, W. C., Babin, B. J. & Anderson, R. E. (2010). *Multivariate data analysis (7th ed.)*. Upper Saddle River, NJ: PrenticeHall
- Hair, J. F., Black, W. O., Babin, B. J., Anderson, R. E. & Tatham, R. L. (2006). *Multivariate data analysis a global perspective*. New Jersey: Pearson.
- Harris, E. G., Artis, A. B., Walters, J. H. & Licata, J. W. (2006). Role stressors, service worker job resourcefulness, and job outcomes: An empirical analysis. *Journal of Business Research*, 59(4): 407-415.

- Hecht, T. D., & Allen, N. J. (2005). Exploring links between polychronicity and well-being from the perspective of person–job fit: Does it matter if you prefer to do only one thing at a time?. *Organizational Behavior and Human Decision Processes*, 98(2), 155-178.
- Holland, J. L. (1985). *The self-directed search professional manual*. Odessa, FL: Psychological Assessment Resources, Inc.
- Iplik, F. N., Kilic, K. C., & Yalcin, A. (2011). The simultaneous effects of person-organization and person-job fit on Turkish hotel managers. *International Journal of Contemporary Hospitality Management*, 23(5), 644-661.
- Joreskog, K. & Sorbom, D. (1996). *LISREL 8: User's reference guide*. Scientific Software International, Chicago, IL.
- Jung, H.S. & Yoon, H.H. (2013). The effects of organizational service orientation on person–organization fit and turnover intent. *Serv. Ind. J.*, 33 (1), 7–29.
- Karatepe, O. M. & Aga, M. (2013). The effect of job resourcefulness on role stress, emotional exhaustion and overall performance: A study of frontline bank employees. *Journal of Financial Services Marketing*, 18(2), 91-105.
- Karatepe, O. M. & Douri, B. G. (2012). Does customer orientation mediate the effect of job resourcefulness on hotel employee outcomes? Evidence from Iran. *Journal of Hospitality and Tourism Management*, 19.
- Karatepe, O. M. (2011). Job resourcefulness as a moderator of the work–family conflict—job satisfaction relationship: A study of hotel employees in Nigeria. *Journal of Hospitality and Tourism Management*, 18(1), 10-17.
- Kristof, A. L. (1996). Person-organization fit: An integrative review of its conceptualizations, measurement, and implications. *Personnel Psychology*, 49(1), 1-49.
- Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences of individuals' fit at work: A meta-analysis of person–job, person–organization, person–group, and person–supervisor fit. *Personnel Psychology*, 58(2), 281-342.
- Lee, J. J., & Ok, C. (2012). Reducing burnout and enhancing job satisfaction: Critical role of hotel employees' emotional intelligence and emotional labor. *International Journal of Hospitality Management*, 31(4), 1101-1112.
- Li, C. K., & Hung, C. H. (2010). An examination of the mediating role of person-job fit in relations between information literacy and work outcomes. *Journal of Workplace Learning*, 22(5), 306-318.
- Licata, J. W., Mowen, J. C., Harris, E. G. & Brown, T. J. (2003). On the trait antecedents and outcomes of service worker job resourcefulness: A hierarchical model approach. *Journal of the Academy of Marketing Science*, 31(3), 256-271.
- Lopez, T. B., Babin, B. J., & Chung, C. (2009). Perceptions of ethical work climate and person–organization fit among retail employees in Japan and the US: A cross-cultural scale validation. *Journal of Business Research*, 62(6), 594-600.
- Lovelace, K., & Rosen, B. (1996). Differences in achieving person-organization fit among diverse groups of managers. *Journal of Management*, 22(5), 703-722.
- Mobley, W. H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology*, 62(2), 237.
- Muchinsky, P. M., & Monahan, C. J. (1987). What is person-environment congruence? Supplementary versus complementary models of fit. *Journal of Vocational Behaviour*, 31, 268–277.
- Noe, R. A. (2002). *Employee training and development*. Boston, MA: McGraw-Hill/Irwin. Retrieved from <http://www.utb.edu/vpaa/coe/Documents/Syllabi%202012-2013/Spring%202013%20Undergrad/TECT%203303.pdf>
- Pattnaik, L., Mishra, S., & Tripathy, S. K. (2020). Perceived organizational support and organizational commitment: Moderating role of person–organization fit. *Global Business Review*, 0972150920920776.

- Resick, C. J., Baltes, B. B., & Shantz, C. W. (2007). Person-organization fit and work-related attitudes and decisions: Examining interactive effects with job fit and conscientiousness. *Journal of Applied Psychology*, 92(5), 1446.
- Saleem, S., Rasheed, M. I., Malik, M., & Okumus, F. (2021). Employee-fit and turnover intentions: The role of job engagement and psychological contract violation in the hospitality industry. *Journal of Hospitality and Tourism Management*, 49, 385-395.
- Saufi, R. A., Mansor, N. N. A., Kakar, A. S., & Singh, H. (2020). The mediating role of person-job fit between person-organisation fit and intention to leave the job: Empirical evidence from Pakistan. *Sustainability*, 12(19), 8189.
- Schell, K. L. & Conte, J. M. (2008). Associations among polychronicity, goal orientation, and error orientation. *Personality and Individual Differences*, 44(1), 288-298.
- Schmitt, N., Oswald, F. L., Friede, A., Imus, A., & Merritt, S. (2008). Perceived fit with an academic environment: Attitudinal and behavioral outcomes. *Journal of Vocational Behavior*, 72(3), 317-335.
- Schumacker, R. E. & Lomax, R. G. (2004). *A beginner's guide to structural equation modeling*. Psychology Press.
- Sekaran, U. & Bougie, R. (2013). *Research methods for business: A skill-building approach (Six Edition)*. New York: John Wiley & Sons Inc.
- Sengupta, A. S., Yavas, U., & Babakus, E. (2015). Interactive effects of personal and organizational resources on frontline bank employees' job outcomes: The mediating role of person-job fit. *International Journal of Bank Marketing*, 33(7), 884-903.
- Silva, N. D., Hutcheson, J., & Wahl, G. D. (2010). Organizational strategy and employee outcomes: A person-organization fit perspective. *The Journal of Psychology*, 144(2), 145-161.
- Tett, R. P. & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: path analyses based on meta-analytic findings. *Personnel Psychology*, 46(2), 259-293.
- Vilela, B. B., González, J. A. V., & Ferrín, P. F. (2008). Person-organization fit, OCB and performance appraisal: Evidence from matched supervisor-salesperson data set in a Spanish context. *Industrial Marketing Management*, 37(8), 1005-1019.
- Wheeler, A.R., Buckley, M.R., Halbesleben, J.R., Brouer, R.L. & Ferris, G.R. (2005). The elusive criterion of fit revisited: toward an integrative theory of multidimensional fit. In *Research in Personnel and Human Resource Management* (Ed: Martocchio, J.), JAI Press, Greenwich, CT, pp. 265-304.
- Yang, J. T. (2008). Effect of new comersocialisation on organisational commitment, job satisfaction, and turnover intention in the hotel industry. *The Service Industries Journal*, 28(4), 429-443.
- Yang, J. T., Wan, C. S., & Fu, Y. J. (2012). Qualitative examination of employee turnover and retention strategies in international tourist hotels in Taiwan. *International Journal of Hospitality Management*, 31(3), 837-848.
- Yang, J., Pu, B., & Guan, Z. (2019). Entrepreneurial leadership and turnover intention of employees: The role of affective commitment and person-job fit. *International Journal of Environmental Research and Public Health*, 16(13), 2380.
- Yavas, U., Karatepe, O.M. & Babakus, E. (2011). Do customer orientation and job resourcefulness moderate the impact of interrole conflicts on frontline employees' performance? *Tourism and Hospitality Research*, 11(2), 148-159.