

The Role of Employee Perceptions of Job Characteristics, Work Environment, Person-Organizations Fit Elements and in Creating Tendency toward Turnover

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Abstract

Introduction: Recent studies on business strategy show that the competitive advantage for enterprises can be achieved through a focus on human resources as the most important strategic resource to the organization. In this regard, many of the modern organizations spend much capital on their employees in the form of recruitment, training, development and maintenance. Therefore, it is important to retain the staff and reduce turnover rates. Due to the serious need to modify and reduce the rate of turnover in different businesses, many researchers tend to examine why and how to reduce the turnover. The aim of this study was to investigate the role of employee perceptions of job characteristics and work environment and person-organizations fit elements in creating tendency toward turnover among the staff in Shiraz University of Medical Sciences.

Methods: This is a cross-sectional quantitative study. To test some proposed hypotheses, a random sample of the personnel working at Shiraz University of Medical Sciences (n=105) completed a standard survey questionnaire consisting of questions about their turnover intentions, job characteristics, job environmental characteristics, person-organization fit. For testing the hypotheses of the study, the data were analyzed through Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM), using AMOS software.

Results: The data revealed high reliability and validity (based on Cronbach's alpha, composite reliability, convergent and discriminant validities), so they were suitable for further analyses. SEM revealed that all job characteristic variables, except for the importance of job variable, significantly affected the turnover intention.

Conclusion: This article contributes to the literature since to the best of our knowledge it is the first to investigate the role of employee perceptions of job characteristics, work environment, person fit elements and organizations in creating tendency toward turnover.

Keywords: Employee Perception, Job Characteristics, Work Environment, Tend to Turnover.

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Introduction

Many managers have found that sustainable competitive advantage in organization depends on human resources and employees (1). Such an approach requires the managers to take measures to maintain and improve the morale, attitude, and positive employee behaviors among organizations (2). Weaknesses in the management of human resources, especially maintenance and elite knowledge workers, the direct and indirect costs imposed on the organization, and the transfer of functions to competition ultimately lead to loss of competitive advantage (3). A review of the literature shows that turnover intention is a multi-step process consisting of three components:

emotional, cognitive and behavioral therapy (4). Turnover intention is a variable which affects a person's desire to change his/her job and it could be a warning point before concrete and practical turnover is considered (5). The study using macro- approach investigated the issue and revealed that two general categories of job-related factors and factors related to the environment, lead to creating thinking based on jobs turnover. Details of the job are defined as the staff's perception of their functions (6). The conditions and characteristics of the workplace include features that affect the staff perception of the organization (7). Characteristics of the work environment, a wider concept of job characteristics, and the wider context of a range of issues cover the conditions of

employment in the organization (8). Some internal structural factors such as access to information support and opportunities for growth and learning, growth and empowerment of employees, provided turnover intention in the organization (9). A person fit organization functions based on the harmony between the beliefs and goals of the individual and the organization defined. In other words, person-organization fit refers to the values adjustment level, beliefs, personality and goals of the individual and the organization (10). This variable describes the extent to which knowledge, skills, abilities, needs and values of the person is in accordance with the requirements of his job (11). Werbel and Gilliland's (1999) model of person-organization fit developed by (12) indicated that the goals, values and needs of the employees predicted the organization-person fit. These variables, in turn, predict job satisfaction, organizational commitment and desire to remain in the organization (13). Mismatch perceived between people and their environment is known as the predictors of turnover intention and early retirement (14). To better understand the role of mediator between person-organization fit, Hoffman and woehr (2006) and Abzari et al. (2008) followed various elements of this variable categorized it into five values of adjustment, consistent goals, personality adjustment, knowledge, skills, abilities, and other characteristics (KSAs) and work adaptation (15). Abzari et al. (2010) examined the effects of person-organization fit and organizational culture on organizational behavior of the faculty members (16). Nouri and Parker (2013) investigated the role of career growth opportunities and examined the turnover intention among new entrants audit in public accounting firms (17). Juhdi et al. (2013) examined the effect of human resource activities including portfolio management, performance evaluation, reward, person-organization fit and job control on the turnover intention and the role of mediator of organizational commitment in this regard was considered (18). Jung and Yoon (2013) examined the impact of organizational service orientation on person-organization fit and turnover intention on 311 employees of a luxury hotel in Korean (19). Latif and Bashir (2013) studied 85 employees of four different organizations, the relationship between person-organization fit, job satisfaction and turnover intentions examined (20). Hassan et al. (2012) studied the relationship among person-organization fit, person-job fit and turnover intention in Pakistan banking sector and, in this regard, they focused on the mediator role of the organization psychological atmosphere (21). Chunjiang et al. (2011) focused on

the service industry personnel, effects of person-organization fit on job satisfaction and turnover intentions examined (22). Chang et al. (2010) studied the relationship between investment in education and turnover intention in knowledge workers and the mediating role of person-organization fit and person-job fit was considered in this regard (23). Knudsen et al. (2008) studied a sample of 823 people and examined the relationship between clinical supervision, emotional burnout and turnover intention (24). Rasouli et al. (2012) used a structural equation model to examine the factors affecting turnover intention on 187 employees of Payame Noor University (PNU) (25). The aim of this study was to investigate the role of employee perceptions of job characteristics and work environment and person-organizations fit elements in creating tendency toward turnover among the staff in Shiraz University of Medical Sciences.

Methods

This is a cross-sectional quantitative study. To test some proposed hypotheses, a random sample of nurses working at Shiraz University of Medical Sciences (n=105) completed a standard survey questionnaire consisting of questions about their turnover intentions, job characteristics, job environmental characteristics, person-organization fit. For testing the hypotheses of the study, the results were analyzed through Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM), using AMOS software. In this study, the questionnaire contains 37 questions related to the turnover intention variable of the study conducted by Jong et al. (2010), questions related to job characteristics (including feedback, autonomy, diversity of skills, the importance of occupational and professional identity) and job environmental characteristics (including information sharing, trust in management, structural justice and job security) (5). We extracted the questions related to the variables of person-organization fit (including value congruence, objectives congruence, personality congruence, KSAs congruence and congruence with work environment) from the studies by McKnight et al. (2009) and Abzari et al. (2010) (16). Given that the Cronbach's alpha for all the variables is higher than 0.70 and general Cronbach's alpha of the questionnaire is 0.917, it can be concluded that the research tools used have favorable reliability (Table 1).

Results

According to general situation of the respondents in terms of organizational units, gender, age, work

experience, and education were analyzed. Table 2 shows an overview of the demographic characteristics of the sample. The descriptive statistics of the respondents indicated that about 40% of the samples were female and 60% of them were men.

The chi-square value is affected by the sample size and the number of the structural model; in this study, the chi-square value is large, and, therefore, cannot be relied on χ^2 to achieve the desired results, so in addition to the index, other indices for fitting the models were used. The Root Mean Square Error of Approximation for good models is less than 0.05, for average model between 0.05 to 0.08 and for weak models higher than 0.1. According to a general rule, comparative fit index, Goodness of Fit Index, Adjusted Goodness of Fit Index in good models is above the 0.9. Values more than 0.8 also represent high levels of fitness or average model. In addition, in some sources, the use of comparative fit index softened and comparative fitness index are suggested

for evaluating the model (26). A summary of the indicators obtained in this study is shown in Table 3.

The index (χ^2/df) was obtained equal to 2.109 that is acceptable and represent a good fit model. Given the correlation coefficients and the values obtained for the fitness, the designed model is a proper model, as shown in Figure 1 and Table 3.

Results of Kolmogorov–Smirnov test showed that the possibility statistics for all the variables are more than 0.05; thus, it can be concluded that at the 95 percent confidence level, all variables were normally distributed. In this study, using structural equation, we examined the research hypotheses. Using Amos software of the specified hypotheses routes, we tested all the hypotheses.

Table 4 indicates that all job characteristic variables, except for the importance of job variable, significantly affect the turnover intention. The first hypothesis test results showed that the diversity of skills and feedback positively and the autonomy and professional identity negatively affect the turnover

Table 1: Reliability of the study tool

| Variable | The number of questions | Scale | Cronbach's alpha |
|-------------------------------------|-------------------------|-----------------------|------------------|
| Job Specifications | 10 | Qualitative - ordinal | 0.938 |
| Job environment Specifications | 8 | Qualitative - ordinal | 0.908 |
| Elements of person-organization fit | 15 | Qualitative - ordinal | 0.864 |
| Turnover intention | 4 | Qualitative - ordinal | 0.916 |
| Total Inventory | 37 | Qualitative - ordinal | 0.917 |

Table 2: The demographic characteristics of the study samples

| Variables | | Number | Percent |
|-----------|---------------|--------|---------|
| Age | <25 | 23 | %21.6 |
| | 25-35 | 30 | %28.4 |
| | 35-45 | 27 | %25.5 |
| | 45-55 | 20 | %19.6 |
| | >55 | 5 | %4.9 |
| Sex | Male | 43 | %59 |
| | Female | 62 | %41 |
| Education | Under diploma | 0 | - |
| | Diploma | 3 | %2.9 |
| | Associate | 5 | %4.9 |
| | BS | 69 | %65 |
| | MA and above | 28 | %27.2 |

Table 3: The fitness of using AMOS software

| Size fitness | Abbreviate | obtained value | Acceptable fit |
|---|------------|----------------|------------------|
| Chi-square test | χ^2 | 1640.802 | - |
| Degrees of freedom | df | 778 | - |
| Stock root mean square error of approximation | RMSEA | 0.068 | Less than 0.1 |
| Comparative fit index | CFI | 0.9449 | Greater than 0.9 |
| Goodness of Fit Index | GFI | 0.9040 | Greater than 0.9 |
| Adjusted Goodness of Fit Index | AGFI | 0.93 | Greater than 0.9 |
| Stock softened fitness | NFI | 0.9007 | Greater than 0.9 |

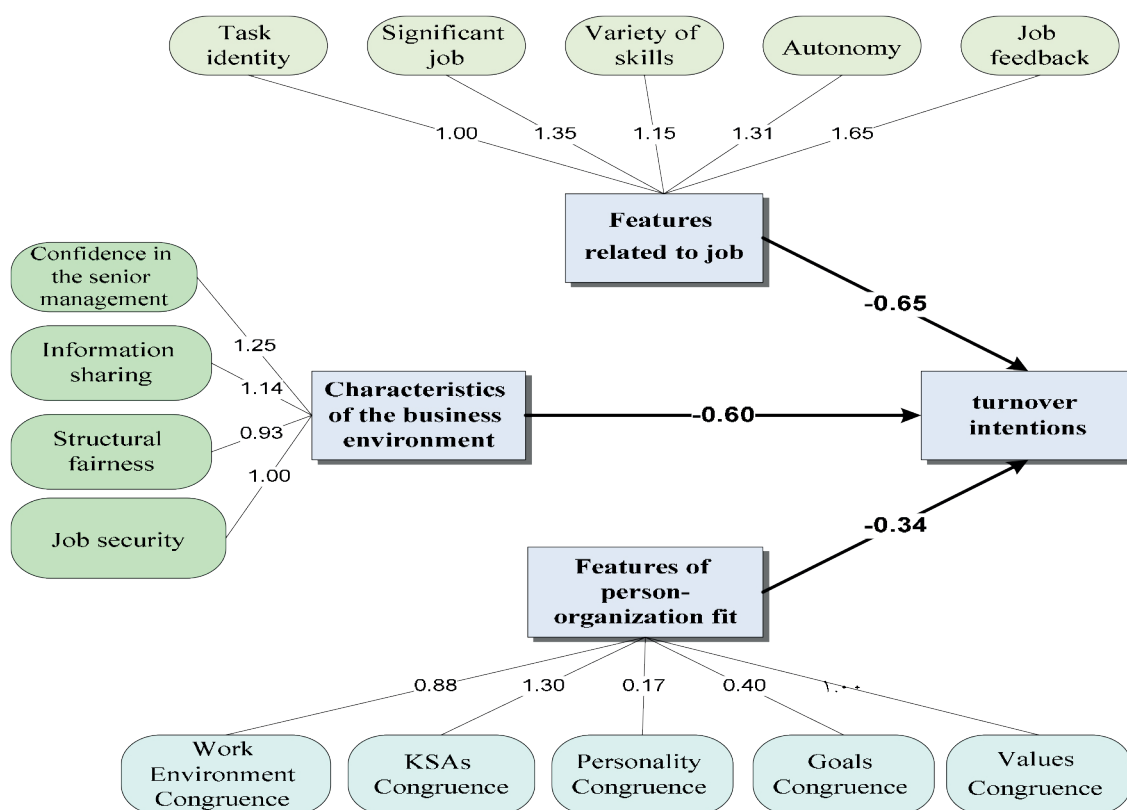


Figure 1: Research Model

Table 4: Indicators and research hypotheses routes

| Rout | | | Impact / load factor (Estimate) | Standard Error (S.E.) | Critical value (C.R.) | P value |
|-----------------------|---|--------------------|---------------------------------|-----------------------|-----------------------|---------|
| Diversity of skills | ← | Turnover intention | 0.213 | 0.102 | 2.085 | 0.037 |
| Autonomy | ← | Turnover intention | -0.188 | 0.063 | -3.013 | 0.003 |
| Feedback | ← | Turnover intention | 0.869 | 0.067 | -8.576 | *** |
| Importance of job | ← | Turnover intention | -0.170 | 0.129 | -1.314 | 0.189 |
| Professional identity | ← | Turnover intention | -0.639 | 0.087 | -7.364 | *** |
| Trust in management | ← | Turnover intention | -0.410 | 0.120 | -3.408 | *** |
| Structural justice | ← | Turnover intention | -1.014 | 0.158 | -6.409 | *** |
| Information sharing | ← | Turnover intention | 0.913 | 0.098 | 7.854 | *** |
| Job security | ← | Turnover intention | -0.329 | 0.104 | -3.171 | 0.002 |
| Objectives congruence | ← | Turnover intention | -0.85 | 0.250 | -3.735 | *** |
| Objectives congruence | ← | Turnover intention | -0.53 | 0.293 | -4.249 | *** |
| Character congruence | ← | Turnover intention | -0.54 | 0.200 | -3.388 | *** |
| KAS congruence | ← | Turnover intention | -0.61 | 0.267 | -3.924 | *** |
| Workplace congruence | ← | Turnover intention | -0.23 | 0.205 | 2.830 | *** |

intention. In general, sub-hypotheses 1, 2, 3 and 5 of the first hypothesis were confirmed. In addition, all variables related to job characteristics significantly affected turnover intention. The results of structural equation suggest that trust in management, structural justice and job security negatively affect turnover intention, while information sharing positively affects the turnover intention. In total, the second hypothesis about the effect of the characteristics of the work environment on turnover intentions was confirmed. The results of testing the third hypothesis, using structural equation model, indicated that all the elements of person-organization fit significantly affected the turnover intention. Among the elements of person-organization fit, the highest coefficient related to values congruence variable indicated that the level of consistency and value-person fit with organization of the study was the most important factor in creating the turnover intention. In total, the third hypothesis about the effect of various elements of person-organization fit on turnover intentions was confirmed.

Discussion and Conclusion

A small number of studies were conducted on the turnover intentions as a psychological response to the negative aspects of the organization. These feelings and attitudes, disappointment and dissatisfaction with the organization led to a decrease in the level of institutional and organizational commitment. Effects of turnover on the effectiveness of an organization are very important. A high turnover can negatively affect the organization's capacity to provide high-quality output and have fatal consequences in terms of recruitment, training costs, and stop operations. The results of this study showed that job features including skill variety variable, autonomy, feedback and professional identity and characteristics of the work environment include trust in management, structural justice, information sharing and job security effect on the turnover intention. On the other hand, person-organization fit elements including value congruence, purposes congruence, personal suitability, KSA congruence and consistency work environment also affect the turnover intention. Thus, given that the staff's perception of job characteristics and work environment affect the turnover intention, it is suggested that the managers should be aware of the employee's perception in the field and try to promote job characteristics and work environment. In addition, given that all the elements of person-organization fit play a role in the staff retention, it is recommended that before hiring the employees, the

managers should provide information on the job and its features to job applicants, so they can perceive the level of fitness of the applicant to the available job and avoid the future costs of the employee turnover. In addition, the fact that the highest impact factor belonged to job characteristics and work environment variables related to feedback and sharing of information, it is recommended that Shiraz University of Medical Sciences should take measures to improve communications and data transmission in the employee's job systems. Future researchers are suggested to consider individual factors as well as management styles, and organization leadership is the most important factor that may affect the turnover intention, so the researchers are recommended to control individual factors and leadership styles in the model used in this study and compared the results. In addition, based on available literature, job satisfaction, organizational commitment, and job burnout are attitude variables that moderate the relationships between turnover intention drivers, so it is recommended that the mediating role of this attitude should be considered in future research. This study focused only on the factors influencing turnover intentions; its consequences were ignored; therefore, in future researches the consequences of turnover intention as well as the factors affecting it are suggested to be considered.

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Ethical Considerations

All the staff were informed about the purpose and design of this research and we obtained their signed written informed consents.

Conflict of Interest: None declared.

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