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## Role of Person-Organizational Fit Between Job Stress, Organizational Justice, and Turnover Intentions: A Developing Country Perspective

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### ABSTRACT

The purpose of this research is to investigate the interrelationship between job stress, organizational justice, and turnover intention in the hospitality industry of Bahawalpur, with the moderating effect of person-organization-fit. The study used self-administered questionnaires to collect data, which was then analyzed using advanced statistical techniques such as SPSS and SEM-PLS. The findings indicate a positive correlation between job stress and turnover intention, as well as between organizational justice and turnover intention. The results also suggest that person-organization-fit plays a moderating role in the relationship between job stress and turnover intention, but not in the relationship between organizational justice and turnover intention. The study contributes to both practical and theoretical aspects of the literature and provides recommendations for future research while acknowledging its limitations.



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## Introduction

In the context of employment, turnover intention denotes an employee's inclination or aspiration to exit their present organization. In the hospitality industry, workforce attrition can exert a considerable influence on the organization's operational efficiency, output, and financial outcomes. The high rate of employee turnover frequently observed in the hospitality sector is frequently associated with factors such as inadequate remuneration, extended work hours, scant job security, and unfavorable working conditions.

In addition, a high level of workforce turnover may lead to escalated training expenditures, diminished morale among remaining personnel, and an unfavorable impact on customer satisfaction. Consequently, it is critical for organizations to recognize and address the underlying reasons that contribute to turnover intention in the hospitality industry to mitigate the negative repercussions of employee attrition. Turnover intention alludes to an employee's conscious determination to pursue better employment opportunities elsewhere (Perez, 2008), whereas turnover denotes the actual act of departing from one's current job. Studies and investigations often characterize it as the inclination to relinquish one's present role within an organization or transfer to another company (Liu, 2012). Personnel may opt to exit their current organization for various causes, including the availability of superior benefits and prospects in an alternative enterprise.

The issue of turnover intention is a significant challenge for many organizations today, as high turnover rates result in increased costs for the organization. These costs can include expenses related to hiring, recruiting, and training new employees, as well as loss of institutional knowledge and negative effects on organizational performance (Sikander, 2014). Despite efforts to reduce turnover, it is unlikely that the rate will ever be reduced to zero, as some employees will leave voluntarily while others may be discharged due to poor performance (Shaw, 2005). The high rate of turnover can lead to financial and non-profit crises, making it difficult for organizations to retain their staff. Overall, reducing turnover intention is important for organizations to minimize the costs associated with high turnover rates and maintain a stable workforce (Moynihan, 2007).

No organization can guarantee their employees lifetime employment. However, organizations offer opportunities to their employees to enhance their skills in the marketplace, which may allow them to find replacement jobs in case of job uncertainty (Long, 2012). Organizations aim to enhance employees' skills and benefit the organization, but sometimes employees negatively perceive this as the organization being dissatisfied with their job, leading them to leave for their own self-interest. The intention to leave a job and the corporation has been a subject of significant interest in previous studies on organizational culture and behavior (Myers, 2013). For several years, the matter of turnover intention has been a significant occurrence in corporate contexts (Myers, 2013). Workers who exhibit a high degree of turnover intention often experience diminished motivation and provide substandard services. Employee turnover intention has become an essential subject for organizations in diverse domains, encompassing governmental, industrial, and private establishments.

Several studies have investigated the factors that contribute to turnover intention, including job satisfaction, organizational commitment, pay, career growth, and benefits. However, there is still a lack of research on the relationship between person-organization fit and turnover intention. This study aims to fill this gap by examining the relationship between organizational justice, job stress, and turnover intention, taking into account the moderating effect of person-organization fit in the hospitality industry of Bahawalpur. Different factors, such as work content, job clarity, and stress levels, can influence employees' intentions to leave their current job. Previous research has shown that person-organization fit (P-O fit) is a significant predictor of turnover intention.

While there is some literature that explores the relationship between person-organization fit and turnover intention, the research in this area is limited (Mingji, 2017). It remains unclear what precise impact person-organization fit has on turnover intention and whether this impact is direct or indirect. Although a few studies have investigated the correlation between person-organization fit, job satisfaction, and organizational commitment (Michale, 2013), few have examined the moderating effect of person-organization fit on turnover intention across different industries. This study seeks to address this gap by examining the relationship between person-organization fit, turnover intention, and the moderating effect of person-organization fit in the hospitality industry of Bahawalpur. However, further research is necessary to gain a more comprehensive understanding of the linkages between these variables. Overall, for outlining this research, we have followed guidelines of previous good research in social sciences (e.g., Anser et al., 2020; Gulzar et al., 2022; Hameed et al., 2019; Iqbal et al., 2021; Masood, Feng, Rasheed, Ali, & Gong, 2021; Naeem, Weng, Hameed, & Rasheed, 2020; Pitafi, Rasheed, Kanwal, & Ren, 2020; Zhang, Wu, & Rasheed, 2020).

## **Literature Review**

### **Employees Turnover intention**

The hospitality industry is a rapidly growing field that demands a considerable workforce. However, it is also grappling with a significant challenge, which is the high rate of employee turnover. Turnover intention refers to an employee's conscious decision to leave their current job and pursue other career options. A number of research studies have explored the reasons behind employee turnover intentions in the hospitality sector, as well as the different factors that contribute to this trend. Overall, in conducting review of literature for this study, we have followed previous research in social sciences (e.g., Kanwal, Pitafi, Rasheed, Pitafi, & Iqbal, 2022; Khan, Liu, Khan, Liu, & Rasheed, 2020; Luqman, Masood, Shahzad, Imran Rasheed, & Weng, 2020; Rasheed, Malik, et al., 2020; Rasheed, Weng, Umrani, & Moin, 2021).

In the hospitality industry, job dissatisfaction is a leading factor that contributes to employee turnover intentions. A study by Jang and Lee (2018) found that employees who expressed dissatisfaction with their jobs were more likely to have a greater intention to leave their employment. This dissatisfaction is often attributed to factors such as unfavorable working conditions, inadequate compensation, limited opportunities for advancement, and a lack of recognition and support from managers. In addition to job satisfaction, organizational commitment is another significant determinant that influences employee turnover intentions in the hospitality sector. Xiong and Wang (2015) reported that workers who exhibit a strong organizational

commitment are less likely to consider leaving their jobs. Job security, prospects for career development, and positive relationships with colleagues and superiors are all factors that can impact organizational commitment.

Hernandez and Garcia (2010) conducted a study to evaluate the correlation between person-organization fit and employee turnover intentions in the hospitality industry. The study found that a better fit between employees and the organization is associated with a lower likelihood of turnover intentions. Person-organization fit pertains to the degree of alignment between an individual's values, goals, and expectations and those of the organization. In addition to person-organization fit, stress and burnout have also been examined as contributing factors to employee turnover intentions. According to Chiu and Wang's (2013) research, high levels of stress and burnout are linked to increased intentions to leave one's job. Factors that contribute to stress and burnout in the hospitality industry include long working hours, high workloads, and unfavorable working conditions. To develop effective strategies for reducing turnover rates and retaining valuable employees in the sector, it is necessary to examine other factors that affect employee turnover intentions, such as role clarity, job stress, and job content.

In summary, the reviewed literature underscores the importance of conducting more research to investigate the association between person-organization fit and turnover intention within the hospitality industry, along with examining other factors that contribute to turnover intention in this field. These studies can provide insights for hospitality organizations to comprehend the reasons for employee turnover intention and create effective tactics to decrease turnover rates and retain valuable staff.

## **Theories**

This research supports two theories: The Conservation of Resources (COR) theory by Dr. Steven E and the justice theory by John Rawls. These two theories provide the basis for understanding the relationship between job satisfaction (J-S) and organizational justice (O-J).

### **Conservation of Resources (COR) Theory**

The theory of Conservation of Resources (COR) explains how job stress can affect an individual's person-organization-fit. According to the theory, when employees perceive a threat to their resources, such as job security, or a lack of resources, it can cause mental and physical stress, leading to a higher intention to leave the organization. The aim of individuals in the workplace is to maintain the resources they have, and the COR model proposes three different situations for an employee: 1) when there is a threat to their resources, 2) when there is a lack of resources, and 3) when they are unable to gain valuable resources. These situations can increase job stress and contribute to turnover intention.

### **Justice theory**

The Justice Theory (1971), designed by American philosopher John Rawls, focuses on the concept of distributive justice. The theory emphasizes the fair distribution of resources among individuals, based on ethics and equity. Rawls believed that every individual should have equal access to

opportunities and be treated fairly, regardless of race, religion, or gender. In an organization, employees should be treated equally, with no discrimination based on their job role, capabilities, or any other factors. If employees feel that they are not being treated fairly, they may develop a desire to leave the organization and seek employment elsewhere. Therefore, the implementation of justice theory in the workplace can reduce the turnover intention of employees by promoting fairness and equity in the distribution of resources and opportunities.

### **Organizational justice**

Greenberg introduced the concept of organizational justice in 1987. He stated that organizations should have a fair attitude towards their employees and treat them equally to promote devotion and productivity. If employees feel injustice within the organization, their commitment and productivity will decline. Justice and fairness are about making fair and equitable decisions that are guided by ethics and law. Many researchers have explored the concept of organizational justice (OJ) and its relationship with various variables. OJ is largely influenced by the behavior and decision-making of supervisors and managers within the workplace. Studies have shown that OJ is directly related to the behavior of managers (Meisler, 2013; Yadav, 2015).

The concept of organizational justice was introduced by Greenberg in 1987. He argues that organizations should treat their employees fairly and equally in order to increase their devotion and productivity. The basis of organizational justice (OJ) is the principle of equity, where the inputs and outputs of employees are proportional to their hard work, expertise, and dedication. If employees receive fair rewards and recognition for their performance, they will be motivated to work harder and increase productivity (Hussain, 2018). On the other hand, if there is a lack of OJ, employees may feel oppressed by their supervisors, lose interest in their jobs, and exhibit low productivity. This can lead to turnover intentions, as employees may choose to leave the organization for a fairer and more just workplace.

The concept of organizational justice encompasses three primary dimensions, namely distributive justice, procedural justice, and interactional justice. Distributive justice concerns the fairness of outcomes, including the distribution of rewards and recognition. Procedural justice focuses on the fairness of the decision-making process, which entails consistent and transparent procedures. Interactional justice refers to equitable and respectful treatment by supervisors and colleagues. Organizations aiming for high employee retention rates must comply with administrative justice regulations and ensure that they implement all three dimensions of organizational justice in the workplace.

### **Organizational justice and turnover intention**

Hussain (2018) conducted a study in the print media sector in Pakistan and found that there was a negative correlation between organizational justice and turnover intention. Conversely, MAT (2014) found a significant positive relationship between organizational justice and turnover intention among IT professionals. Another study conducted by Tourani (2016) among nurses in Iran showed a positive correlation between organizational justice and turnover intention. Likewise, a study conducted in the banking sector in Konya by ÖZTÜRK (2016) found a significant negative relationship between organizational justice and turnover intention. Moreover, Chukwu (2019)

found a significant relationship between organizational justice and turnover intention in the food and beverage industry in Nigeria. These studies suggest that organizational justice has a significant impact on turnover intention across various industries and sectors.

Hypothesis 1: There is a significant relationship between organizational justice and turnover intention.

### **Job stress and turnover intention**

In both private and public sectors, job stress has become a prevalent phenomenon that has a significant impact on the health of workers. According to Watson (2014), increased stress and workload lead to the deterioration of workers' physical and mental health. Workers tend to perform better and maintain their dignity when stress levels are low. However, many organizations overload their employees with work, leading to a decline in their mental and physical health, resulting in poor job performance. Thus, employees decide to leave the organization to prioritize their health. It is crucial for organizations to recognize that the health and well-being of their employees must be a top priority to ensure their job performance remains satisfactory.

When employees are mentally relaxed and content, they are more likely to work with dedication and devotion. However, if employees experience job-related stress or dissatisfaction, they may seek alternative employment options that better suit their needs. When employees are unhappy with their job, they are less likely to work happily and show interest in their tasks, which can lead to disloyalty. Job satisfaction is a crucial factor in any job since it impacts employee performance. Workload, poor job fit, lack of training, and changes in the work environment are some of the unique factors that contribute to job stress (Zahra, 2018).

Sewwandi's (2016) study conducted in Sri Lanka found a positive correlation between job stress and turnover intention. Similar results were obtained in Arshadi's (2013) research, which also showed a positive relationship between these two variables. Moreover, Zahrah's (2018) study conducted in the pesticide sector of Pakistan found a significant positive relationship between job stress and turnover intention. Duraisingam's (2009) Australian study revealed a positive correlation between job stress and turnover intention among drug workers. Likewise, Chaoyu's (2019) research conducted in Korea demonstrated a positive correlation between job stress and turnover intention. Muhammad Imran Qureshi's (2013) study collected data from the textile industry in Pakistan and found a positive relationship between job stress and turnover intention. Based on these studies, it can be hypothesized that job stress has a significant impact on turnover intention in various industries and sectors.

Hypothesis 2: There is a significant relationship between job stress and employee turnover intention.

### **Person-organization-fit**

Person-organization fit (P-O fit) is a term used to describe the level of alignment between an organization's values, norms, and beliefs and those of its employees (Ezra Alnico, 2013). Attracting and retaining employees is now a crucial factor in business success, and P-O fit is an essential factor in determining outcomes such as employee turnover and organizational



commitment, which contribute significantly to organizational success. The basis for P-O fit is shared values, norms, and beliefs (Brown, 2005). The importance of P-O fit is highlighted by the fact that when individuals are satisfied with their jobs, they are more likely to remain committed to the organization and remain in their current position (Van Vianen, 2007). To summarize, P-O fit refers to the degree to which an individual's values, goals, and expectations align with those of the organization (Brown, 2005).

In Turkey, a study was conducted to investigate the impact of P-O fit on turnover intention, and the findings indicate that P-O fit has a moderating effect on turnover intention (ALNIACIK, 2013). Similarly, in the banking sector, a study was carried out to explore the relationship between P-O fit and turnover intention, and the results revealed a negative correlation between P-O fit and turnover intention (Hassan, 2012). Furthermore, data collected from hospital nurses showed that P-O fit has a negative impact on turnover intention (Peng, 2014). The relationship between P-O fit and turnover intention was found to be stronger among individuals with lower professional identities than among those with higher professional identities (Wen, 2016). Additionally, Wen (2016) conducted a study to investigate the relationship between P-O fit and TI, and the findings indicated a positive relationship between these variables.

Numerous studies have demonstrated that Person-Organization fit (P-O fit) plays a crucial role in moderating the connection between organizational justice and turnover intention. Organizational justice relates to the equity and impartiality of an organization's policies and procedures, which can affect employees' perceptions of the organization and their intention to depart. Turnover intention, on the other hand, refers to an employee's desire to leave their current employment and look for work elsewhere. P-O fit can moderate the influence of organizational justice on the turnover intention by amplifying the positive effects of organizational justice on employees while mitigating the negative effects of organizational justice on them. For instance, according to Tang and Tang's (2010) study, P-O fit moderated the association between organizational justice and turnover intention, with employees having high P-O fit being less inclined to have high turnover intentions in response to low levels of organizational justice.

In various studies, the moderating role of P-O fit has been examined in relation to the relationship between organizational justice and turnover intention. Colquitt et al. (2001) found that employees with high P-O fit experienced lower levels of turnover intention in response to low levels of organizational justice compared to those with low P-O fit. This suggests that P-O fit can mitigate the negative effects of low organizational justice on the turnover intention by increasing employees' commitment and attachment to the organization. The literature emphasizes the importance of matching employees with organizations that share similar values, norms, and beliefs to reduce turnover intentions. Based on this discussion, the following hypothesis is proposed:

Hypothesis 3: person-organization-fit moderates the relationship between organizational justice and turnover intention.

## **Data, Variables, and Methodology**

### **Framework**

Methodology of this paper has followed guidelines of previous research (Moin, Omar, Wei, Rasheed, & Hameed, 2021; Nisar, Rasheed, & Qiang, 2018; Sattar, Rasheed, Khan, Tariq, & Iqbal, 2017; Yousaf, Rasheed, Hameed, & Luqman, 2019). Based on the literature review and research problem, the following framework has been prepared. The focus of the study is the turnover intention and how employees decide to stay or leave the organization in different situations. The independent variables are job stress (J-S) and organizational justice (O-J), the moderator variable is person-organization fit (P-O-F), and the dependent variable is turnover intention (T-I). The main aim of the study is to examine the moderating role of P-O-F on the relationship between J-S and O-J and T-I.

### Research design

The research design of this study will determine the type of data, sample size, population, data collection techniques, sampling methodology, survey method, and nature of the questionnaire to be used. The primary data for the research will be collected through a questionnaire. The study will focus on employees working in the hospitality industry in Bahawalpur, Pakistan as the target population. The questionnaire will utilize a 5-point Likert scale to measure the responses of the participants. The 5-point Likert scale is selected as it eliminates confusion for the respondents when choosing their answers. The survey method will be utilized to gather data from the employees, and the sample size will be determined based on the population size and the desired level of accuracy in the results. The sampling methodology will be determined based on the research design and the type of population being studied. In conclusion, the research design will include determining the type of data, sample size, population, data collection techniques, sampling methodology, survey method, and nature of the questionnaire. The 5-point Likert scale will be used to measure the responses of the participants, and the survey method will be utilized to gather data from employees working in the hospitality industry in Bahawalpur, Pakistan.

### Operationalization of variables

The operational definition of a variable refers to the specific items or questions used in the survey to measure a particular construct or relationship. In this study, four constructs are being measured: Turnover Intention (TI), Person-Organization Fit (P-O-F), Job Stress (J-S), and Organizational Justice (O-J). These constructs are measured using a 5-point Likert scale, ranging from "strongly agree" to "strongly disagree". The survey includes 13 items for measuring J-S, 20 items for measuring O-J, 4 items for measuring TI, and 3 items for measuring P-O-F. The operational definition of these variables provides a clear and concise measurement of the constructs being studied in this research.

**Table 1.**

<b>variables</b>	<b>Total No of items</b>
Job stress	13
Organizational justice	20



Person-organization-fit	3
Turnover intention	4

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## **Population**

The population of this study is the hospitality industry in Bahawalpur, Pakistan. The sample of the study consists of employees of restaurants operating in Bahawalpur. The hospitality industry was chosen as the focus of this study due to the increasing trend of turnover intention in this field. Employees in the restaurant sector have a high rate of turnover intention, making it important to examine the factors that influence their decision to stay or leave their job. The study includes many of the restaurants in Bahawalpur, including both national and international chains such as KFC and McDonald's.

## **Sample Size**

Choosing the right and accurate sample size is crucial in any research as the whole study is linked to the sample size of the population. An accurate sample size ensures accurate results. Previous studies have used a sample size of 100-200 employees. To obtain accurate results, the sample size chosen for this study is 200 employees of hotels in the hospitality industry in Bahawalpur, working in various positions. The hospitality industry was selected to find out the relationship between different variables. Although there are more than 50 restaurants in Bahawalpur, due to the Covid-19 situation, it was not possible to collect data from all restaurants. Only those restaurants that were open and provided delivery services were included in the study. The employees of these restaurants were collected in different shifts, either in the morning or evening shifts. The questionnaires were distributed to 450 people, and 390 were returned. After removing the invalid questionnaires, the data was entered into SPSS and SMART-PLS for further analysis and results. We have done sampling of this study according to the methods followed in previous research in social sciences (Rasheed, Jamad, et al., 2020; Rasheed, Okumus, Weng, Hameed, & Nawaz, 2020; Saleem, Rasheed, Malik, & Okumus, 2021; Yousaf et al., 2014; Zhang, Rasheed, & Luqman, 2019).

## **Sampling method and data collection procedure**

In the current research, a non-probability (convenience) and purposive sampling strategy were utilized, where employees were selected from the hospitality industry operating in Bahawalpur. Self-administered questionnaires were designed for data collection purposes. Firstly, out of the more than 50 restaurants operating in Bahawalpur, 29 restaurants were selected for this study due to the impact of COVID-19. The data was collected from their employees to investigate the reasons behind the turnover intention and to determine ways to reduce the rate of T-I.

## **Results and Analysis**

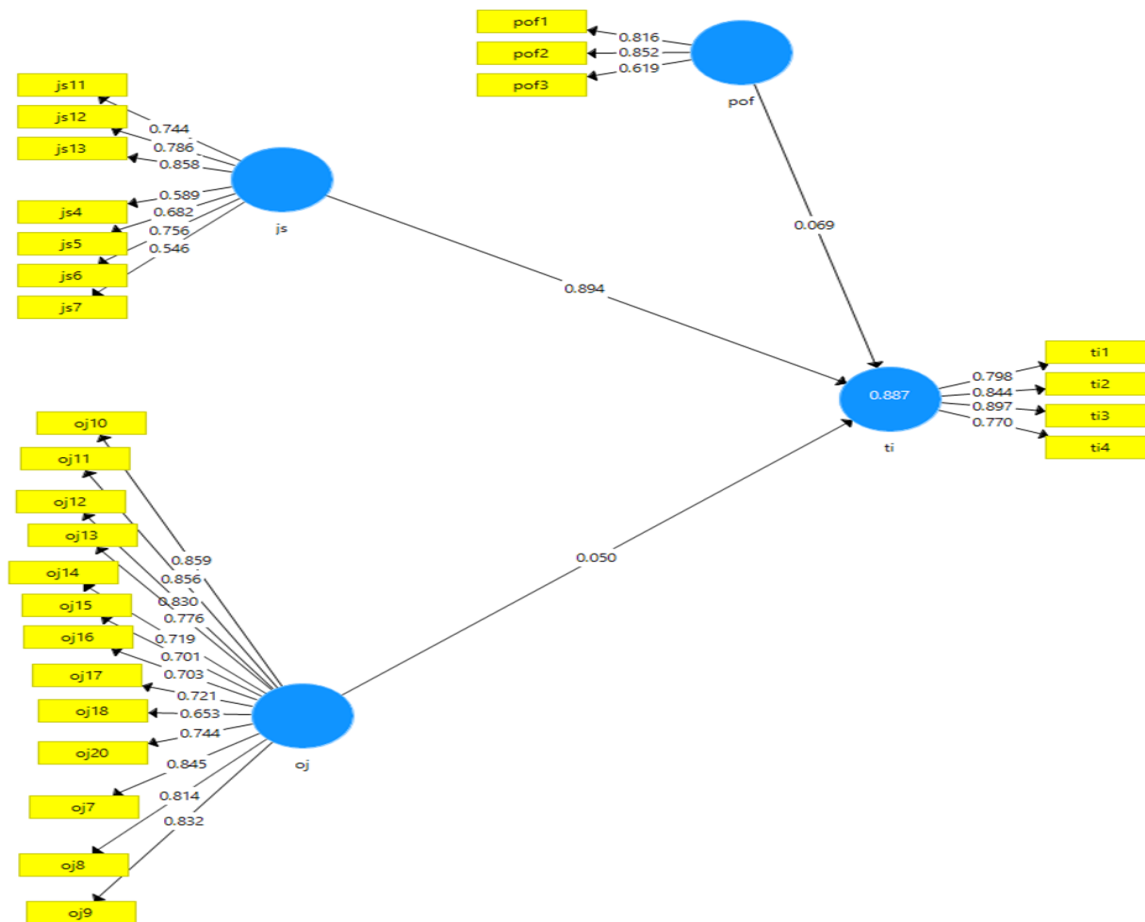
### **Assessment of PLS-SEM path model results**

The study has adopted a two-step procedure of PLS-SEM to report and evaluate the results as recommended by (Henseler J. R., 2009). These two steps are referred to as the outer model and inner model assessment.

### Evaluation of PLS-SEM results

The results of factor analysis are reported. As mentioned in Chapter 3, all the items used in the study were adopted from previous studies. In this chapter, the reliability and validity of the data are tested using SMART-PLS. The model is constructed and the relationships between variables are examined to determine their effect on each other. The structural model is drawn and the algorithm is run to check for normality and validity. If the value of AVE is less than .5, some items may be removed from the model and the algorithm run again. SMART-PLS is used to evaluate the inner and outer models and to analyze the moderating and mediating effects of variables. SMART-PLS is a commonly used tool for this type of analysis (Hair, 2013; Ringle, C. M.-M., 2015).

### Measurement model



**Table 2. Assessment of AVE, CR, Cronbach's Alpha and Rho\_A**

Constructs	Items	Outer loadings	Cronbach's Alpha	Rho_A	Composite reliability	AVE
JS	js11	0.744	0.836	0.855	0.878	0.513
	js12	0.786				
	js13	0.858				
	js4	0.589				
	js5	0.682				
	js6	0.756				
	js7	0.546				
OJ	oj10	0.859	0.950	0.988	0.951	0.602
	oj11	0.856				
	oj12	0.830				
	oj13	0.776				
	oj14	0.719				
	oj15	0.701				
	oj16	0.703				
	oj17	0.721				
	oj18	0.653				
	oj20	0.744				
POF	oj7	0.845	0.660	0.717	0.810	0.592
	oj8	0.814				
	oj9	0.832				
	pof1	0.816				
TI	pof2	0.852	0.847	0.856	0.897	0.686
	pof3	0.619				
	ti1	0.789				
	ti2	0.844				
	ti3	0.897				
	ti4	0.770				

The above table shows that the extreme loading values of all items are above 0.5, indicating that the AVE values of all constructs are more significant than 0.5. This is a positive result, as AVE values of 0.5 or higher demonstrate good internal consistency and reliability of the measurement model (Tenenhaus, 2005). The value of CR, which measures the consistency of the inner model, was also examined and found to be desirable, with all values greater than 0.7 (Makhdoom, 2016). The highest value of CR in the table was 0.91, which is considered a highly desirable result and indicates the reliability of the measurement model (Hans D. A., 2015).

The next step in evaluating convergent validity is to calculate the Average Variance Extracted (AVE). The AVE is used to assess the outer loading of the items, and it should be greater than or equal to 0.7 to indicate positive and desirable results (Hair Jr. J. M., 2017). A value of AVE greater than 0.5 demonstrates satisfactory convergent validity (Hans D. A., 2015). The results of AVE calculations show that, in some cases, the value of AVE was less than 0.5, so items with an outer loading of less than 0.7 were deleted. Specifically, six items from the construct of JS were deleted, seven items from the construct of OJ were deleted, and overall 13 items were deleted. The resulting values of AVE for JS, OJ, POF, and TI are all now greater than 0.5, indicating desirable results. Thus, it can be concluded that the convergent validity of the model is reputable.

**Discriminant validity:**

The table demonstrates the results of the discriminant validity analysis. The validity is established when the square root of the AVE of each construct is greater than the highest correlation with any other latent construct (Gye-Soo, 2016). The approach of the Fornell-Larcker criterion is commonly used to measure this validity, while the cross-loading examination method is also considered more reliable (Acosta, 2016). The results in the table show the value of discriminant validity.

**Table 2. Discriminant validity Direct Relation:**

	<b>JS</b>	<b>OJ</b>	<b>POF</b>	<b>TI</b>
<b>JS</b>	0.716			
<b>OJ</b>	0.192	0.776		
<b>POF</b>	0.495	0.188	0.769	
<b>TI</b>	0.703	0.235	0.521	0.828

After analyzing the direct relationships, the next step is a structural model analysis. This model assesses the moderating effect of POF on JS, OJ, and TI in PLS-SEM. The relationship between the variables is determined through the algorithm. Both the PLS algorithm and bootstrapping were used for further analysis. The first figure shows the PLS algorithm of the direct relationship of the variables JS, OJ, POF, and TI. Bootstrapping was used to determine the p-value, which shows the results of the hypothesis. The hypothesis was run with a subsample of 5000, and the results are detailed in the table below.

**Path coefficients**

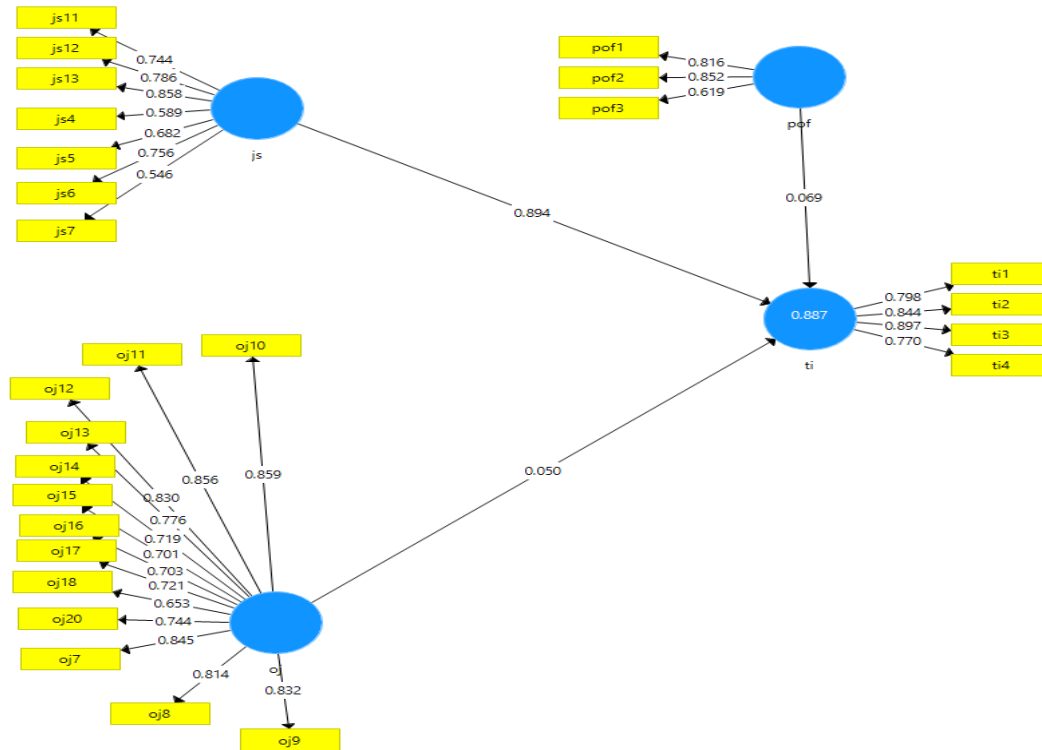
The results of the P-value show that all three hypotheses (H1, H2, and H3) have been accepted as their P-values are 0.000, 0.016, and 0.046 respectively. This indicates that there is a significant relationship between job satisfaction (JS) and turnover intention (TI) (H1), a significant relationship between organizational justice (OJ) and turnover intention (TI) (H2), and a significant relationship between person-organization fit (POF) and turnover intention (H3). The overall results of the bootstrapping indicate that all three hypotheses are accepted with P-values of 0.000, 0.016, and 0.046.

**Table 3. Path coefficients**

<b>Hypothesis</b>		<b>T Statistics</b>	<b>P-Value</b>	<b>Decision</b>
H1	JS->TI	7.814	0.000	Accepted
H2	OJ->TI	2.415	0.016	Accepted
H3	POF->TI	1.999	0.046	Accepted

The results of the PLS-SEM algorithm and bootstrapping are shown below and demonstrate the impact of a moderator on independent and dependent variables (IV and DV). First, the direct

relationship between the independent variables and the dependent variable is analyzed, followed by the examination of the moderating effect of the moderator on the IV and DV. Finally, the interactions between the variables are analyzed. Bootstrapping was used to examine the moderating effect by connecting the variables and adding a moderating effect (Esposito Vinzi, 2010). The results of the bootstrapping were then presented in a tabular form and the P-values indicate which hypothesis was accepted or rejected.

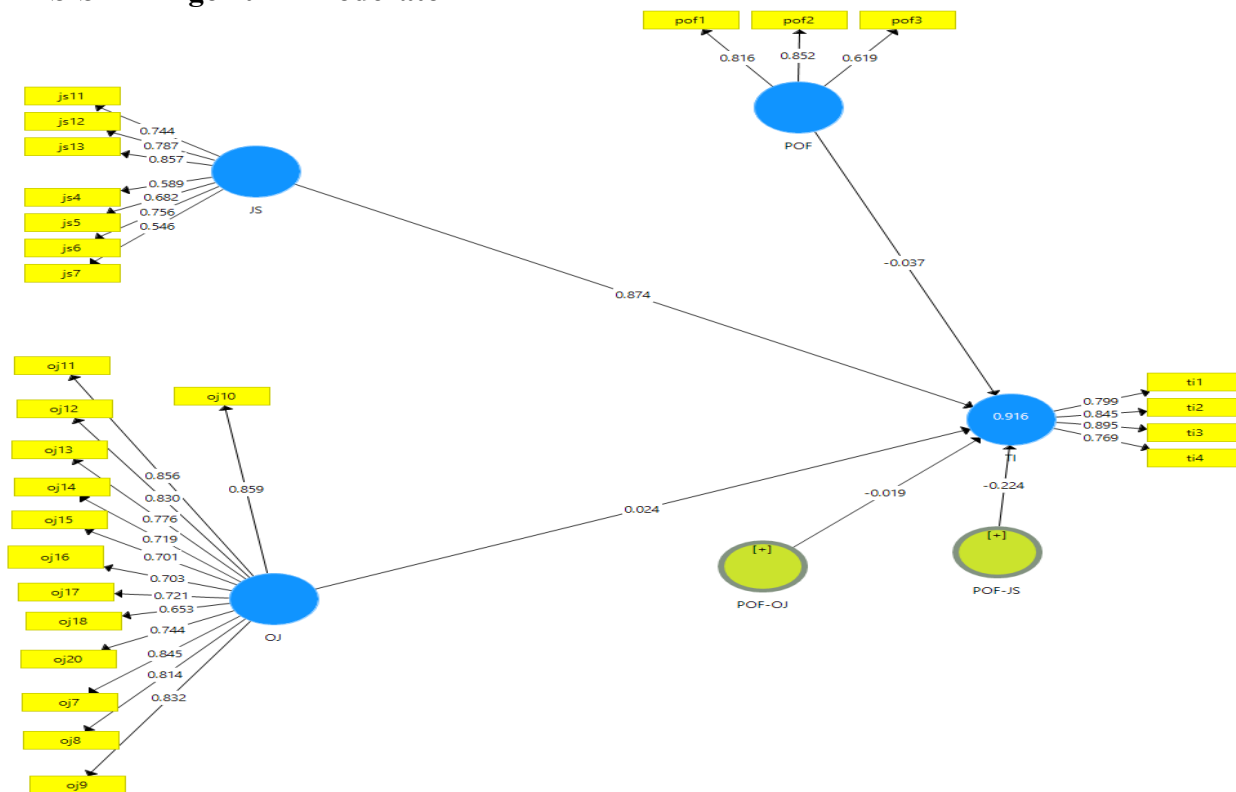


Hypothesis		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Decision
H4	POF- JS- >TI	-0.224	-0.235	0.077	2.916	0.004	accepted
H5	POF- OJ- >TI	-0.019	-0.011	0.047	0.410	0.682	Not accepted

Table 2. Path Coefficient

The above table presents the results of the p-value calculated through bootstrapping to examine the effect of the moderator POF on independent variables JS and TI. The table shows that Hypothesis H4 has been accepted as the p-value is significant, indicating that POF moderates the effect of JS on TI. On the other hand, Hypothesis H5 has been rejected because the p-value of 0.682 is not significant. The following model shows the results of the algorithm and bootstrapping.

**PLS-SEM Algorithm Moderator**



**Conclusion and Discussion**

The result of hypothesis H1 is consistent with previous findings which show a significant positive relationship between job stress and turnover intention. For example, a study in the pesticide sector (Zahra, 2018) and another study conducted in INDC (Arshadi, 2013) have shown this positive relationship. Additionally, another study (Ali, 2018) has also found a positive relationship between job stress and turnover intention. The results of the study also support hypothesis H2, which states that there is a significant relationship between organizational justice (OJ) and turnover intention (TI). OJ refers to fairness and equity in the workplace. If an organization practices justice, it is more likely to retain its employees. The results of this study show that OJ has a direct impact on TI, which aligns with the justice theory. A study conducted in Hayatabad industrial estate in Peshawar found a significant relationship between OJ and TI (Shah, 2017).

The results of this study reveal a significant relationship between person-organization fit (POF) and turnover intention. This was tested through hypothesis H3 and analyzed using PLS-SEM and



bootstrapping. The p-values support the acceptance of H3, indicating a significant relationship between POF and TI. Previous studies conducted in Pakistan and other countries (ALNIACIK, 2013; Wen Y., 2016; Hassan, 2012) have also shown a positive relationship between POF and turnover intention. These findings support the notion that a good fit between an individual's values and the values of the organization leads to lower turnover intention, while a poor fit can lead to an increased likelihood of employees leaving the organization. The results of various studies indicate a positive relationship between person-organization fit (POF) and turnover intention. When the values and goals of an organization align with those of its employees, there is a higher likelihood of employee retention and a lower likelihood of turnover intention. This has been supported by research conducted in different industries such as the hospitality industry in Bahawalpur, where a survey of employees showed a positive relationship between POF and TI, and in the fast-food industry, where a study showed that POF has a significant effect on turnover intention (Kumar, 2012). These findings suggest that organizations should strive to align their values with those of their employees to reduce turnover intention and retain talented employees.

### **Moderating Effect of person-organization-fit between JS, OJ and TI**

The fourth and fifth objectives of the study aim to examine the moderating effect of person-organization fit (POF) on the relationship between job stress (JS), organizational justice (OJ), and turnover intention (TI). To test these hypotheses, partial least squares structural equation modeling (PLS-SEM) was used. The results of the analysis are reported in chapter 4. A study conducted in Turkey found that POF significantly moderates the relationship between job satisfaction and turnover intention (Erat, 2013). The fourth and fifth objectives of this study were to examine the moderating effect of Person-Organization Fit (POF) on the relationship between Job Satisfaction (JS) and Turnover Intention (TI) and between Organizational Justice (OJ) and TI. Hypotheses H4 and H5 were tested using PLS-SEM. A study conducted in Turkey found that POF has a significant moderating effect on the relationship between job satisfaction and turnover intention (Erat et al., 2013). The results of H4 supported the hypothesis and showed that POF positively moderates the relationship between JS and TI. However, the results of H5 showed that POF negatively moderates the relationship between OJ and TI, which was not supported by the study. The study found that POF moderates the effect of TI (Kültigin-Akçin et al., 2013). The results of studies have shown that the moderating effect of POF on the relationship between JS and TI is positive, while the moderating effect of POF on the relationship between OJ and TI is not supported by the findings. H4 is accepted as POF has a significant moderating effect on the relationship between JS and TI, while H5 is rejected as POF does not have a significant moderating effect on the relationship between OJ and TI.

### **Implications of the study**

The results of this study have important implications for both managers and academic researchers in the field of management and entrepreneurship. They are focused on improving employee performance by reducing turnover intention. These results, particularly in the context of the hospitality industry in Bahawalpur, have practical, managerial, and methodological implications.

### **Managerial implications**

The current study aims to contribute to the field of management and entrepreneurship by helping managers and owners of restaurants in the hospitality industry in Bahawalpur, Pakistan to reduce the rate of turnover intention. By understanding the underlying relationships between job satisfaction, organizational justice, turnover intention, and the moderating effect of person-organization fit, managers can better manage their workforce and improve employee performance. To achieve this goal, managers should focus on hiring employees who are the best fit for the organization, distribute rewards fairly and equitably, create a stress-free work environment, and promote a positive work environment for employees to increase their productivity. This will result in better employee adjustment and a lower rate of turnover, ultimately leading to a more successful organization.

### **Theoretical implications**

Previous studies have investigated the relationship between Job Satisfaction (JS), Turnover Intention (TI), and the relationship between Organizational Justice (OJ) and TI. However, to the best of our knowledge, no study has explored the moderating effect of Perceived Organizational Support-Outcome Fairness (P-O-F) on the relationship between JS, OJ, and TI in the context of Bahawalpur, Pakistan. This study has five hypotheses, with four of them being supported and one being unsupported. The moderator effect of P-O-F has a positive and negative impact on the relationship between variables, which has not been previously studied.

### **Limitations and suggestions for future research**

The data collected in the current study is limited to restaurants in Bahawalpur and mostly from male employees. To obtain more comprehensive results, future studies should consider collecting data from other cities such as Multan, Lahore, and Faisalabad, and more data from female employees. Additionally, it would be beneficial to include data from managers and other stakeholders within the organization. Finally, the study used a one-dimensional measure of organizational justice, so future studies should consider using multidimensional variables to better understand the relationship with turnover intention. The fifth point is that the results of a study will vary if the sample size changes. If the sample size is smaller, the results may not be as generalizable. If the sample size is larger, the results will be more representative. In this study, the moderator is "Person-Organization-Fit," which affects the relationship between "OJ" and "TI" in different ways. If a different moderator was used in future research, the effect on these variables would likely be different.

The main objective of this study is to examine the relationship between Job Satisfaction (JS), Organizational Justice (OJ), and Turnover Intentions (TI) in the hospitality industry in Bahawalpur, with the moderating effect of Perceived Organizational Fairness (P-O-F). The study has four main objectives, which are tested through various hypotheses. The first hypothesis is accepted, as there is a positive relationship between JS and TI in the hospitality industry in Bahawalpur. The second hypothesis is also accepted, indicating a positive relationship between OJ and TI in the hospitality industry in Bahawalpur. The third hypothesis is accepted, showing a relationship between P-O-F and TI. The last two hypotheses deal with the moderating effect of P-O-F between OJ, JS, and TI, with one hypothesis being accepted and the other rejected. The study adds value to the hospitality industry in Bahawalpur, despite some limitations outlined.

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