

Person-organisation fit and turnover intention: the mediating role of work engagement

P-O fit and turnover intention

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Abstract

Purpose – The purpose of this paper is twofold. First, it examines the impact of person-organisation fit (P-O fit) on work engagement (WE) and the impact of WE on turnover intention. Second, it examines the mediating role of WE between P-O fit and turnover intention.

Design/methodology/approach – A cross-sectional online survey design was used to collect data through snowball sampling procedure. In total, 422 oil and gas (O&G) professionals participated in this study. In total, 13 incomplete samples were excluded during initial screening. As a result, 409 samples were used for final data analysis. The partial least squares-structural equation modelling, using SmartPLS3.0, was performed to test the hypothesised model.

Findings – The results of the study revealed strong ties between P-O fit, WE, and turnover intention. Specifically, P-O fit was found to be a strong predictor of WE and WE is negatively related to employees' turnover intention. Further, WE mediated the relationship between P-O fit and turnover intention.

Practical implications – The findings of this study suggest that O&G organisations must pay greater attention to P-O fit to increase employees' level of engagement and decrease voluntary turnover rate. Overall, the findings provide pragmatic insights for human resource management practitioners and the relevant stakeholders.

Originality/value – To date, little attention has been devoted to understanding the mediating role of WE between P-O fit and turnover intention. The present study addresses this gap in the literature.

Keywords Person-organisation fit, Work engagement, Employee turnover, Oil and gas, Malaysia

Paper type Research paper



Introduction

After one hundred years of research and thousands of published studies, employee turnover has been and still remains an important topic of study (Hom *et al.*, 2017). High voluntary turnover is costly for organisations and is negatively related to overall organisational effectiveness and success (Han *et al.*, 2016; Holtom *et al.*, 2005). Despite its