

The Effect of Person-Job and Person-Organization Fit on Turnover Intentions: A Relationship Moderated by Organizational Culture

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Citation: Cesário, F., Sabino, A. and Saldanha, J. (2026). The Effect of Person-Job and Person-Organization Fit on Turnover Intentions: A Relationship Moderated by Organizational Culture, *Journal of Cultural Analysis and Social Change*, 11(1), 2708-2716. <https://doi.org/10.64753/jcasc.v11i1.4531>

Published: February 18, 2026

ABSTRACT

Purpose: In this study, we present four main goals. The first two goals aim to deep-in the link between Person-Job and Person-Organization Fit with Turnover Intentions. To do so, we aim to (1) verify if Person-Job Fit, Person-Organization Fit and Turnover Intentions change according to some demographic and employment variables and (2) verify if Person-Job Fit and Person-Organization Fit influence Turnover Intentions. We also aim to understand the role Organizational Culture plays in these relationships by (3) analyzing the moderating role of organizational culture on the relationship between Person-Job Fit and Turnover Intentions and between Person-Organization Fit and Turn-over Intentions and (4) deep-in on the possible differences between the four organizational cultures by demographic and employment characteristics. **Design/methodology/approach:** The study involved a sample of 210 workers from companies operating in Portugal. **Findings:** The results indicate significant differences according to some demographics in Turnover Intentions and Person-Job Fit. We also verified that Person-Job Fit and Person-Organization Fit negatively influence Turnover Intentions. Finally, we found that only Adhocracy Culture moderates the relationship between Person-Job Fit and Turnover Intentions. **Originality:** Not only this study reinforces the negative influence of Person-Job Fit and Person-Organization Fit on Turnover Intentions, but it also innovates by analyzing the role of organizational culture in these dynamics.

Keywords: Person-Job Fit; Person-Organization Fit; Turnover Intentions; Organizational Culture

INTRODUCTION

In this post-pandemic period, organizations continue to report growing difficulties in attracting and retaining qualified employees who meet the specific needs of their business, and who are a critical factor for their sustainability goals. Employees are facing new challenges in the world of work. The pandemic context has brought structural changes, such as teleworking, adjustments to legislation and new work models, as well as behavioural changes (Amorim *et al.*, 2022) that require new knowledge and new skills to perform their duties effectively, in a context where their ability to adapt and be flexible to the new demands of post-COVID-19 work will have a positive impact on their motivation and loyalty to the organization (Hite and McDonald, 2020; Lund *et al.*, 2021).

Based on these challenges, organizations are looking for new strategies and practices aimed at attracting and retaining workers who are well-suited to the demands of the job and also identified with the organization's values, as this will make recruitment efforts more productive and benefits workers' well-being (Dahik, 2020; Daniels *et al.*, 2022). This leads us to the Person-Environment Fit model, more particularly Person-Job Fit (J-F Fit) and Person-Organization Fit (P-O Fit), which refer, respectively, to the congruence between the values and characteristics of the employee and the characteristics of the job and the congruence between the values and characteristics of the employee and the values and characteristics of the organization

(Edwards, 1991; Kristof, 1996). These congruences tend to enhance employees' positive attitudes and behaviors towards their jobs and organizations. Conversely, the theory states that if this congruence does not occur, the results may be negative.

One of the negative consequences of the lack of P-J and P-O Fit is the turnover intention, where employees intend to look for employment alternatives, as it is a strong predictor of effective turnover. Therefore, studying the mechanisms in which P-J and P-O fit may influence employees' intention to leave the organization is crucial to preventing it. Previous studies already established these relationships (e.g. Hassan *et al.*, 2012; Abdalla *et al.*, 2017; Dalgıç, 2022; Pariyanti *et al.*, 2022; Tang *et al.*, 2021); however, it is still important to conduct studies on this topic in different contexts to better understand its specificities. Additionally, it is still not clear if P-J Fit, P-O Fit and Turnover Intentions differ across different demographic variables. Those conclusions may allow organizations to create actions to boost P-J and P-O Fit and to minimize Turnover Intentions on specific segments of employees according to their perceptions of these phenomena.

Therefore, in the present study, we aim to (1) verify if P-J Fit, P-O Fit and Turnover Intentions change according to some demographic and employment variables and (2) verify if P-J Fit and P-O Fit influence Turnover Intentions.

The labour market comprises organizations with different characteristics, which emphasize the presence of different organizational cultures. Organizational culture plays a critical role in day-to-day operations and business strategy (Cameron and Quinn, 2011) as it is the set of shared assumptions that relate to the core values of the organization. Thus, it provides employees with a knowledge base that guides them in their actions. The Competing Values Framework (Cameron and Quinn, 2011) has been used to understand different organizational cultures that are characterised based on two dimensions – stability versus flexibility and external versus internal. From that, four main organizational cultures emerge – Clan, Adhocracy, Market and Hierarchy. Previous studies have shown that organizational culture may affect how employees deal with organizational challenges and characteristics in the sense that each organizational culture may shape organizational dynamics (e.g. Saha and Kumar, 2018; Rohim and Budhiasa, 2019; Jamali *et al.*, 2021). Although the relationship between P-J Fit and P-O Fit with Turnover Intentions seems to be well established, no studies were found about the role organizational culture plays in these relationships. Thus, our third goal is to (3) analyze the moderating role of organizational culture on the relationship between P-J Fit and Turnover Intentions and between P-O Fit and Turnover Intentions. Additionally, in line with the first goal, our fourth goal intends to (4) deep in on the possible differences between the four organizational cultures by demographic and employment characteristics.

By doing so, we are contributing to the existing literature on the constructs under study (i.e. P-J Fit, P-O Fit, Turnover Intentions and Organizational Culture) in two ways. First, through a better understanding of how they relate with each other and secondly, through the analysis of how each one differs across different groups. This work also contributes to the organizational setting because its results may help organizations to create different strategies, according to each organizational culture and with the characteristics of their workforce, to minimize the risk of turnover intentions.

LITERATURE REVIEW

Person-Job and Person-Organization Fit

A person's fit to their work environment has been described as compatibility, a match, between the individual's abilities and the demands of their work in the organization (Kristof-Brown *et al.*, 2005). Previous research summarises five domains of person-environment fit. Firstly, person-vocation fit, person-group fit, person-supervisor fit, and, in addition, two domains of person-environment fit that have proven to be very important at all stages of their professional experience: person-job fit (P-J Fit) and person-organisation fit (P-O Fit) (Boon and Biron, 2016; Kristof-Brown *et al.*, 2005).

P-J Fit refers to the compatibility between the demands of a job and the individual's abilities to fulfil it (Kristof, 1996). When the demands of the job include an expectation to achieve certain performance objectives, employees experience greater levels of satisfaction, which will influence their perception of fit (Judge *et al.*, 2001). On the other hand, if they don't fulfil the demands of the job, they tend to perceive themselves as not fitting in, which will affect their well-being and desire to stay (Lin *et al.*, 2014).

P-O Fit, on the other hand, reflects the degree to which employees identify with the organization's mission, goals, and values (Kristof-Brown *et al.*, 2005). Both fit (i.e. P-J Fit and P-O Fit) may influence each other over time, which means that the perception of person-job fit, and person-organization fit are interdependent (Shipp and Jansen, 2011). However, an employee who feels that he or she has the necessary skills for a particular job may not share the same values as the organization and may not see himself or herself fit into the organization's culture (Lauver and Kristof-Brown, 2001).

P-J fit is more likely to change over time than P-O fit, since employees can evolve in their skills and knowledge, and the nature and environment of the job can vary over time, while organizational and individual values are more stable characteristics over time (Sekiguchi and Huber, 2011). Employees who are maladjusted to their jobs and their organization are more likely to differentiate between the two types of fit more accurately. The same is true of individuals who are fully fitted to their organization and role (Lauver and Kristof-Brown, 2001). Previous research indicates that employees fitted with their work environment are more creative and productive, more likely to go the extra mile, have high levels of energy, identify strongly with their work, and show lower intentions to quit the organization (Bakker and Demerouti, 2008). Employees with lower levels of fit have higher absenteeism and a greater intention to quit the organization voluntarily (Cable and Parsons, 2001; Kristof-Brown *et al.*, 2005).

Turnover Intentions

This study aims to verify the association between the two types of fit and intentions to voluntarily leave the organization. Over several decades, the literature has identified a variety of antecedents (motives) of the turnover intentions, such as the

search for new career opportunities, better salary conditions, high levels of job dissatisfaction, low organizational commitment, or work-family conflict situations (Korabik *et al.*, 2017; Shore and Martin, 1989; Wasti, 2003). The organizational support perceived by the employee is also a variable negatively related to the intention to leave as when employees feel they have support from the organization, their intention to leave decreases (Román-Calderón, 2014). In addition, the antecedents of turnover intentions can also be demographic variables, such as age or level of academic qualifications, and these will be tested in this research (DelCampo, 2006). In an increasingly competitive labour market, it is critical to strengthen the person's bond with the organization to minimize turnover and seek to retain talent in the organization (Heijde and Van Der Heijden, 2006; Pinheiro and Souza, 2013). Several studies developed in different contexts already established the negative relationship between P-J Fit and P-O Fit with Turnover Intentions. Hassan *et al.*, (2012) found these relationships in the banking sector in Pakistan, Abdalla *et al.*, (2017) found the same pattern in medical centres in Egypt, Dalgıç (2022) also confirmed these relationships in the tourism sector in Turkey and, more recently, Pariyanti *et al.*, (2022) confirmed that P-J Fit and P-O Fit are negatively related to Turnover Intentions in academicians at private higher education institutions in Indonesia. These relationships are also supported indirectly as Tang *et al.* (2021) study suggested that P-J Fit and P-O Fit tend to diminish Turnover Intentions through the mediating role of job satisfaction and organizational commitment. Berisha and Lajçi (2020) results reach exactly the same conclusion that that P-J Fit and P-O Fit are directly and negatively related to Turnover intentions and job satisfaction and organizational commitment partially mediate those relationships.

Based on the following assumptions, we present the following hypothesis:

H1: Person-Job Fit (P-J Fit) significantly and negatively influences Turnover Intentions

H2: Person-Organization Fit (P-O Fit) significantly and negatively influences Turnover Intentions

Organizational Culture: Competing Values Model

In our study, we also wanted to investigate whether organizational culture influences the relationship between the two types of fit and turnover intentions. Organizational Culture has been defined by Schein (1990) as a set of core norms and values, artefacts, assumptions, and behavioural patterns that are invented, discovered, and developed by a given group and adapted to that group's internal and external environment. Organizational culture allows the reduction of anxiety and the creation of comfort which oversees individuals' behaviors. It is something that is transmitted from individual to individual and perpetuated as long as it is viable to respond to problems that may arise.

Since the 1990s, various studies have been carried out to analyze the possible relationship between organizational effectiveness and organizational culture. One of these studies was developed by Cameron and Quinn (2011) who presented a conceptual approach that served as a reference for this study. The Competing Values Framework is so named because its dimensions present values that can be in opposite directions, i.e. organizations need to be adaptable and flexible, but also stable and controlled. There needs to be growth, resource acquisition, and external support, but also rigorous internal management of information and formal communication. The model also emphasizes the value of human resources but also stresses rigorous planning and goal-setting.

The Competing Values Framework (Figure 1) clarifies the complex nature of organizational culture along two axes: internal/external focus and flexibility/control. Together, the two create four quadrants that represent sets of values, beliefs, and assumptions that make up 4 types of organizational culture (Cameron and Quinn, 2011).

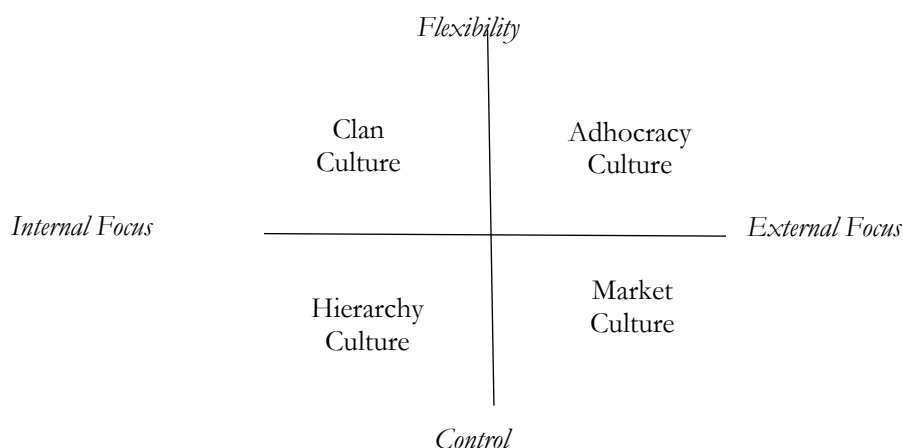


Figure 1. Competing Values Framework.

Source: Adapted from Cameron and Quinn (2011)

The top left quadrant shows the clan culture characterized by the human relations model where the leader is a facilitator, a mentor, and a team builder. The values of this culture are commitment, internal communication, employee involvement, and the development and strengthening of cohesion among the organization's human resources (Cameron and Quinn, 2011).

The top right quadrant depicts the adhocracy culture (open systems model), orientated towards promoting creativity where leaders are innovators, visionaries, and entrepreneurs. Surprise, pleasure, creating new patterns, anticipating needs, continuous improvement, and discovering creative solutions are some of the characteristics of this type of culture (Cameron and Quinn, 2011).

The bottom left quadrant represents the hierarchy culture oriented towards control and internal systems, where the leader is a coordinator, mentor, and organizer. They are governed by values such as efficiency, consistency, uniformity, and punctuality. This culture's theory of effectiveness argues that control and efficiency in capable processes produce effectiveness.

Strategic values such as process control, error detection, systematic problem solving, measurement, and quality tools stand out (Cameron and Quinn, 2011).

Finally, in the bottom right quadrant market culture, is goal-oriented towards highly competitive environments. Here you can find a competitive leader, producer, and hard driver. It is orientated towards market position, the achievement of targets and goals, and profitability objectives. Their approach argues that aggressive competition and customer focus produce effectiveness. They therefore emphasize quality strategies such as measuring customer preferences, improving productivity, creating external partnerships, improving competitiveness, and involving customers and suppliers (Cameron and Quinn, 2011).

As stated by Cameron and Quinn (2011) organizations are rarely characterized by a single type of culture as they tend to develop a dominant organizational culture over time, as the organization adapts and responds to challenges and changes in the external environment.

Although the literature relating P-J, P-O Fit and Turnover Intentions with Organizational Culture is scarce, some evidence is emerging. Silverthorne (2004) found that P-O Fit plays an important role in all organizational cultures. In fact, when studying variables such as Commitment or Satisfaction, results have shown different patterns across organizational cultures. However, the author also concluded that the better the fit the higher the level of job satisfaction will be, regardless of the organizational culture studied. However, this relationship did not consider Turnover Intentions and P-J Fit, as more studies need to be conducted to deep-in on the role each organizational culture type plays in the aforementioned relationship. In earlier studies, researchers also concluded that organizational culture is partly responsible for turnover intentions, and suggested that elements of organizational culture are important, at least as a cultural force, in determining organizational performance (Lee and Yu, 2004; Sharoni *et al.*, 2012; Cronley and Kim, 2017).

Therefore, organizational culture may affect organizational behaviour and may be proposed as a potential moderator. Some examples related to the moderating role of organizational culture include Saha and Kumar's (2018) work that concluded that the relationship between affective commitment and job satisfaction is moderated by supportive and innovative cultures, but bureaucratic culture does not moderate this relationship. Along the same line, Rohim and Budhiasa (2019) found that clan and hierarchical culture moderates the relationship between economic rewards and knowledge sharing but adhocracy and market culture did not play any moderating role in this relationship. Sharoni *et al.*, (2012) also studied, and verified, the moderating role of culture on the relationship between OCB and Turnover Intentions. Jamali *et al.*, (2021) suggested that organizational culture may moderate the relationship between transformational leadership and faculty performance in the Education sector. These results supported the hypotheses that emphasize the potential moderating role of organizational culture in organizational settings.

Based on the previous debate, we propose the following hypothesis:

H3: Organizational Culture moderates the relationship between P-J Fit and Intention Turnover in the sense that this relationship is stronger when Organizational Cultures (any type) is high

H4: Organizational Culture moderates the relationship between P-O Fit and Intention Turnover in the sense that this relationship is stronger when Organizational Cultures (any type) is high

Based on the previous arguments and hypothesis we present the following research model.

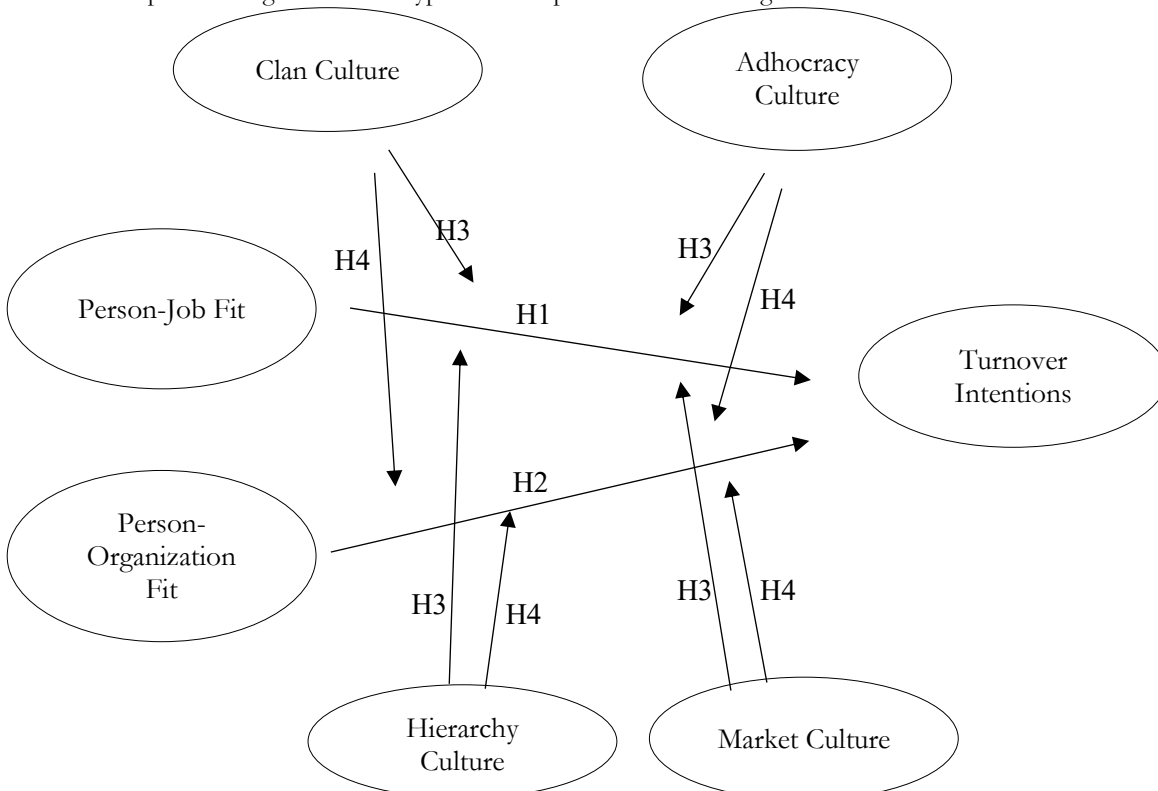


Figure 2 – Research Model

Source: Own Elaboration

METHODOLOGY

Data Collection Procedure

The questionnaire was shared on online platforms between December 2022 and January 2023, using the Qualtrics platform. To answer the questionnaire, participants had to be working in Portugal and were informed of the purpose of the study, the confidentiality of the data and that they could withdraw at any time. To answer our research questions, a survey was used in which participants were asked to indicate some demographic and employment data and express their opinions on the variables included in the study. We used measurement instruments that had already been validated in an international context and which were translated by a professional from English into Portuguese. After translation, the instrument underwent validation by the researchers (face validity) and also a pre-test with three human resources managers to identify potential needs for adjustments. To avoid common method bias, at the beginning of the survey, we explained to participants the processes that must be followed to maintain confidentiality while emphasizing that there were no right or wrong answers. Also, we sorted the survey items randomly and displayed them by instrument (Podsakoff *et al.*, 2003)

Data Analysis Procedure

We organize our data analysis in the following steps.

First, we performed a Confirmatory Factor Analysis (CFA) to test Organizational Culture Factorial structure. We followed Hair *et al.* (2010) recommendations regarding the model's goodness of fit indicators - RMSEA \leq .7; GFI \geq .9; CFI \geq .9; TLI \geq .9 and $\chi^2 / df = 2.5$. We used the AMOS 26.0 program.

From this step we used SPSS. We then tested the constructs dimension's reliability, we used Cronbach Alpha which should be greater than .7 (Hair *et al.*, 2010).

We then started by doing an exploratory analysis of our data. To do so, we performed descriptive analysis (mean and standard deviations) and a bivariate correlation analysis between dimensions. This step provides us with a first glimpse of our potential results.

We then started to perform data analysis which allowed us to answer our research questions and hypothesis.

To verify if there were any differences in each dimension considering the specificities of our sample, study goals 1 and 4, we performed both ANOVAS and T-Student analysis. For both, all assumptions were guaranteed (Maróco, 2014).

For study goal 2, specifically H1 and H2, regarding the influence of P-J Fit and P-O Fit, respectively, on turnover intentions, we performed to separate Simple Linear Regressions.

Finally, for study goal 3, which referred to the moderating role of organizational culture in the relationship between P-J Fit and Turnover Intentions (H3) and between P-O Fit and Turnover Intentions (H4) we used multiple regressions through SPSS.

Instruments

Person-Job Fit. To measure Person-Job Fit, the unidimensional scale developed by Lauver and Kristof-Brown (2001) was used, which contains 5 items that assess perceived suitability for the job (example item: "My abilities fit the demands of this job"). Participants answered each item on a 7-point scale, from 1 "Strongly disagree" to 7 "Strongly agree".

Person-Organization Fit. To measure Person-Organization Fit, we used Cable and Judge's (1996) scale with 3 items (example item: "My values match or are aligned with those of this organization"). Participants answered each item on a 7-point scale, from 1 "Strongly disagree" to 7 "Strongly agree".

Intention to Quit. To measure Intention to Quit, we used Bozeman and Perrewé (2001) Turnover Cognition scale, which has 5 items (example item: "In the near future, I will probably start looking for another job"). Participants answered each item on a 7-point scale, from 1 "Strongly disagree" to 7 "Strongly agree".

Organizational Culture To identify the type of organizational culture, the Organizational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn (2011) was used. This scale has 6 items to measure each of the four types of culture: Clan Culture (example item "The management style in the organization is characterised by teamwork, consensus and participation"); Adhocracy Culture (example item "The management style in the organization is characterized by risk taking, innovation, freedom and uniqueness"); Hierarchy Culture (example item "The foundations that hold the organization together are formal rules and policies. It is important to keep an organization running smoothly"); and Market Culture (example item "Leadership in the organization is generally considered to exemplify a direct, aggressive and results-oriented focus"). On this scale, participants had to rate each item from 1 "Strongly disagree" to 5 "Strongly agree".

Sample

A sample of 210 participants was obtained. Of those, 58.6% were female and 40% men. The mean age is 39.5 years old (SD = 12.5) whereas the youngest participant was 19 years and the oldest 63 years old. As for tenure, results showed that the mean was 9.5 years old (SD = 9.9 years) and that 71.4 % have been working in their current companies over 1 year. Regarding participants' academic habilitations, around 37.1 % finished high school, 29% had a bachelor's degree and 22 % had a postgraduate degree. 76.2% of participants work in the private sector. Concerning work arrangements, 76.2 % are working in a presentational model, 18.6 % are working with a hybrid model and only 5.2 % are working in a remote work arrangement.

RESULTS

Reliability and Factorial Validity

To check the factorial validity of the Contrasting Values scale, a Confirmatory Factor Analysis (CFA) was carried out, testing the theoretical model with 4 factors representing the four types of Culture and satisfactory fit indices were obtained ($\chi^2 / gl =$

2.42; GFI = .81; CFI = .89; TLI = .88; RMSEA = .08), confirming the structure of the model (Marôco, 2014). The reliability of this scale was tested after performing the CFA and the following alpha values were obtained which were considered adequate: Clan Culture, 0.91; Adhocracy Culture 0.90; Hierarchy Culture 0.71; and Market Culture 0.82.

Before analyzing the relationship between the variables, the reliability of the predictor (P-J Fit and P-O Fit) and the criterion (Turnover Intentions) variable scales and the factorial validity of the multidimensional organizational culture scale were checked. Thus, we used Cronbach Alpha to test the dimensions' reliability (i.e. Person-Job Fit, Person-Organization Fit, Intention to Leave and Organizational Culture scales) with values between 0.71 and 0.91, representing a good level of internal consistency (Hill and Hill, 2002).

Descriptive Analysis and Pearson Correlations

Looking at the descriptive results, they suggest that participants present levels of P-J and P-O Fit above the central point of the scale (P-J Fit: M=5.88, SD=0.95; P-O Fit: M=4.51, SD=0.67, considering 7 points Likert scale), however, participants perceived higher levels of P-J Fit. As for Turnover Intentions, results show low levels (M=2.40, SD=1.13, considering 7 points Likert scale) as participants seem to have low intentions to leave their organizations. Regarding organizational culture, all four types seem to be evaluated near the central point of the scale (considering a 5-point Likert scale) which means that is type is not highly present. Adhocracy seems to have the lowest score (M=3.22, SD=0.89, considering 5 points Likert scale), followed by Clan (M=3.26, SD=0.94, considering 5 points Likert scale) and Market (M=3.36, SD=0.73, considering 5 points Likert scale) and finally, the Hierarchy culture presented the highest score (M=3.41, SD=0.81, considering 5 points Likert scale)

To verify the intensity and direction of the relationships between the variables, Pearson's correlation coefficients were calculated, and it was concluded that all the variables correlated significantly with each other (Table 1). Regarding the association between P-J Fit and Turnover Intentions and P-O Fit and Turnover Intentions, correlations presented within the expected pattern ($r = -0.47$, $p < 0.05$; $r = -0.28$, $p < 0.05$, respectively). Although they are both significant the association between P-O Fit and Turnover Intentions is significantly lower. The correlations between P-J and P-O Fit and the four types of culture are significant and of medium intensity. However, results suggest the strongest associations between P-O Fit and all types of culture compared to P-J Fit. As expected, the associations between organizational culture types and P-J and P-O Fit are positive and the associations with turnover intentions are negative. This exploratory result is interesting as all four organizational cultures, with their specificities, seem to minimize Turnover Intentions.

Table 1. Descriptive Statistics and Correlations between variables.

Dimension	Mean	SD	1	2	3	4.1	4.2	4.3	4.4
1 P-J Fit	5.88	.95	(0.84)						
2 P-O Fit	4.51	.67	.22**	(0.79)					
3 Turnover Intentions	2.40	1.13	-.47**	-.28**	(0.91)				
4.1 Clan Culture	3.26	.94	.35**	.40**	-.46**	(0.91)			
4.2 Adhocracy Culture	3.22	.89	.30**	.34**	-.44**	.85**	(0.90)		
4.3 Hierarchy Culture	3.41	.81	.35**	.43**	-.47**	.79**	.74**	(0.71)	
4.4 Market Culture	3.36	.73	.19**	.28**	-.34**	.68**	.75**	.71**	(0.82)

** Correlations are significant at the .01 level.

() Cronbach' Alpha

Source: Own elaboration

Note(s): This table provides information regarding descriptive statistics, mean and standard deviation (SD), bivariate correlations and Cronbach alfa, which is presented between brackets, of all dimensions under study – specifically Person-Job fit (P-J Fit), Person-Organization Fit (P-O Fit), Turnover Intentions and the four Organizational Cultures: Clan Culture, Adhocracy Culture, Hierarchy Culture and Market Culture.

Differences Between Groups

In this section, we aim to answer goals 1 and 4 to verify if all dimensions under study differ according to some demographic and employment variables, such as age, gender, tenure, work modality and sector. For age, we considered the following groups: up to 26 years, 27 to 40 years, 41 to 54 years and more than 55 years old. For gender, we only considered male and female. For Tenure, we considered less than 1 year, from 2 to 10 years, 11 to 20 years and more than 21 years. Work modality comprises three options – remote, hybrid and presential and sector – public and private.

Main differences were found in Turnover Intentions ($F(88)=5.08$, $p < 0.05$). Employees working in the public sector presented higher intentions to leave their organizations (M=2.50, SD=1.14) rather than employees from the private sector (M=2.10, SD=1.05). Although the difference between sectors is significant, it is worth noting that turnover intentions are low. Differences were also found regarding work modality ($F(24)=3.84$, $p < 0.05$) as employees working exclusively in the presential model (M=2.29, SD=1.08) seem to present lower intentions to leave in comparison with employees that are in the remote work modality (M=3.16, SD=1.23). Age also plays a role in the perception of turnover intentions ($F(74)=7.07$, $p < 0.05$) as results suggest that as age increases, the intention to leave decreases, with the results for participants up to the age of 26 (M=2.88, SD=1.13) being significantly different from those for participants over the age of 41 (M=1.86, SD=0.91). Finally, turnover intentions perceptions also change according to tenure ($F(91)=7.94$, $p < 0.05$) as the pattern found on age seems to

be similar for tenure. Thus, there is a tendency for turnover intentions to be lower as the tenure increases. Significant differences were found when comparing participants with tenure until 1 year ($M=2.78$, $SD=1.06$) with participants that are in their organizations between 11 and 20 years ($M=2.26$, $SD=1.11$) and more than 21 years ($M=1.76$, $SD=0.90$).

Regarding Market Culture we found significant differences between sectors ($F(88)=4.67$, $p<0.05$) as results seem to suggest that participants working in the private sector seem to perceive their organization more related to the market culture ($M=3.42$, $SD=0.74$) in comparison to employees working in the public sector ($M=3.17$, $SD=0.67$). Finally, results suggest a last difference regarding participants' perceptions of P-J Fit by age ($F(84)=5.95$, $p<0.05$). Older employees seem to have higher P-J Fit ($M=6.23$, $SD=0.53$) than younger ones ($M=5.48$, $SD=1.00$).

Hypothesis Testing

To test H1 and H2 related to the second goal of our work, we performed simple linear regressions. The results suggested that the predictor variable P-J Fit is responsible for 22% of the variability in the criterion variable Turnover Intention ($R^2 = 0.22$). It was also possible to observe that P-J Fit has a negative and significant effect on Turnover Intention ($\beta = -0.56$; $p<0.001$). P-O Fit also explains 8% of the variability in the criterion variable Turnover Intention ($R^2 = 0.08$). The predictor variable has a negative and significant effect on Turnover Intention ($\beta = -0.48$; $p<0.001$). Therefore, we can conclude that H1 and H2 were both confirmed.

To test the moderation effects of each culture on the relationship between P-J Fit and Turnover Intentions (H3) and between P-O Fit and Turnover Intentions (H4), we carried out multiple linear regressions.

The means of the moderating variables were centred to avoid problems of multicollinearity (Aiken and West, 1991). We found a moderation effect of Adhocracy Culture on the relationship between P-J Fit and Turnover Intentions ($\beta = -0.13$; $p < 0.05$) and that this relationship is negative. The interaction effect shows that when the individual is in a situation of high P-J Fit and is in an organization highly characterized by an Adhocracy culture, it presents lower turnover intentions compared to individuals in organizations with a low adhocracy culture (Figure 2). Based on our results, H3 was partially confirmed.

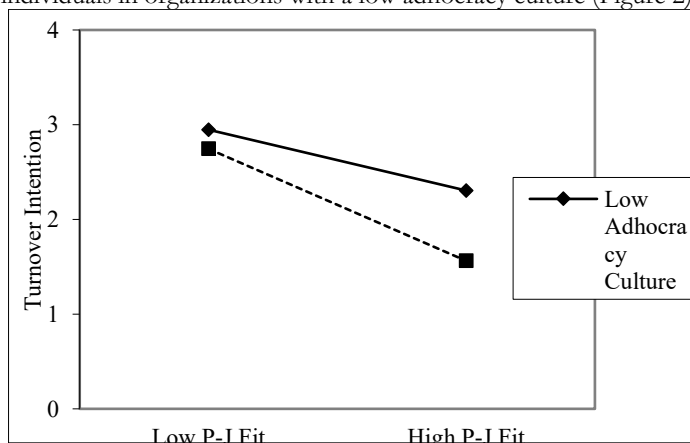


Figure 3. Moderation effect of Adhocracy Culture in the relationship between P-J Fit and Turnover Intentions.

Source: Own elaboration

Regarding the role organizational culture in the relationship between P-O Fit and Turnover Intentions, no moderations were found ($p > 0.05$). Thus, H4 was not confirmed.

DISCUSSION AND CONCLUSIONS

Discussion

Social, economic, political, and cultural changes resulting from globalization have led to changes in the performance of organizations and societies, which are increasingly trying to adapt to a new scenario characterized by intense competitiveness and demands. If organizations don't adapt, will end up failing to attract and retain the talent they so desperately need to remain sustainable. This research has helped to identify the influence that organizational culture can have on the employee's fit to their job and their organization and their intention to leave voluntarily.

To do so, we presented the following four main goals: (1) to verify if P-J Fit, P-O Fit and Turnover Intentions change according to some demographic and employment variables and (2) to verify if P-J Fit and P-O Fit influence Turnover Intentions, (3) to analyze the moderating role of organizational culture on the relationship between P-J Fit and Turnover Intentions and between P-O Fit and Turnover Intentions; and (4) to deep-in on the possible differences between the four organizational cultures by demographic and employment characteristics.

To answer goals 1 and 4 we analyzed differences between demographic and employment variables on all dimensions under study (i.e. P-J Fit, P-O Fit, Turnover Intentions, Clan Culture, Adhocracy Culture, Market Culture and Hierarchy Culture). Our results suggest main differences in Turnover Intentions by sector, work modality, age, and tenure, as employees from the public sector, working remotely and with lower ages and tenures tend to present higher levels of turnover intentions. The results regarding age and tenure are in line with previous literature as the authors also identified this pattern (Rhodes, 1983; Costanza *et al.*, 2012).

As for work conditions, results need further studies as there is no consensus. In the present study, we found that working exclusively in a remote arrangement may increase turnover intentions. However, a similar study by Stavrova *et al.*, (2023) found

the opposite relationship. Note that no differences were found regarding hybrid modalities. It is likely that remote working reduces the employee's connection to the organization and increases their predisposition to leave (Mathieu and Zajac, 1990; Meyer and Allen, 1991).

The results also suggest that the sector plays a significant role in turnover intentions as in our study is higher in the public sector. This result may be highly correlated with contextual factors as studies comparing the public and private sectors in other countries may not be sufficient to understand these results. Portugal is living in an economic and political turbulent time as trust in Public Administration may be affected by increasing turnover intentions.

It was found that there are significant differences in P-J Fit considering the age of participants. Younger employees presented lower levels of P-J Fit. Maybe they tend to focus more on their work and career goals. They end up being more sensitive to changes in person-job fit, as these changes directly hinder or promote the path taken to achieve goals (Kim *et al.*, 2020). Recent studies also suggest that younger employees with less time in the organization are the ones who perceive greater misalignments with the job (Erdogan and Bauer, 2021; Sabino *et al.*, 2022). As Delcampo (2006) points out, it is younger workers who have the greatest intentions to leave, as they rarely achieve what they consider to be a good person-job fit and therefore start looking for an alternative work where they can put their skills to good use, and which meets their values and interests.

The second goal of our study was to verify if P-J and P-O Fit influence Turnover Intentions as two hypotheses were presented, one establishing the significant and negative influence of P-J Fit on Turnover Intentions (H1) and the other related to the significant and negative influence of P-O Fit in Turnover Intentions (H2). Both hypotheses were confirmed as the negative relationship found between P-J and P-O Fit and turnover intention is in line with previous studies which have shown that workers feel good and want to stay in organizations where they feel fit (Lauver and Kristof-Brown, 2001; Kristof-Brown *et al.*, 2005; Sekiguchi and Huber, 2011; Hoffman and Woehr, 2006; Wang *et al.*, 2011, Tang *et al.*, 2021; Pariyanti *et al.*, 2022). In this line, our results shed the light into Scroggins (2007) proposal of the additive effects of the P-J Fit and P-O Fit constructs.

Finally, our third goal was focused on the possible moderating role of organizational Culture in the relationships between P-J Fit and Turnover Intentions (H3) and between P-O Fit and Turnover Intentions (H4). H3 was partially confirmed as Adhocracy Culture moderates the relationship between P-J Fit and Turnover Intentions but the other three cultures play no role in these relationships. In this sense, when employees feel that they fit into their roles and are part of an innovative environment (adhocracy culture) they tend to present lower turnover intentions. Concerning H4 our results suggested that organizational culture does not play any moderating role in the relationship between P-O Fit and Turnover Intentions.

Although there are no previous studies linking the constructs of P-J, P-O and Turnover Intentions and the moderating role of organizational culture, based on previous literature that already considered organizational culture as a possible moderator on organizational setting, results seem not to be consistent regarding how organizational culture plays its moderating role. It seems that in every organizational culture, some links may be more susceptible. For example, in the present study, our results suggest that adhocracy culture moderates the relationship between P-J and Turnover Intentions. However, in Rohim and Budhiasa (2019) this culture did not play any moderating role between economic rewards and knowledge sharing. For this relationship, both clan and hierarchical cultures are raised as possible moderators. Our results also shown that adhocracy culture seems to have an active role towards P-J Fit but not towards P-O Fit. This result is very interesting and needs further study. This type of culture does not interact with P-O Fit to minimize Turnover Intentions but does interact with P-J Fit. Based on these findings and the lack of consistent previous studies to support it, studying organizational culture as a moderating construct is crucial to deep-in.

Limitations and Future Research Paths

This research is not without its limitations. The Organizational Culture scale turns out to be a very long scale, which can discourage and fatigue participants and is somewhat confusing when it comes to interpreting the items.

It should be noted that there is little literature on the relationship between Turnover Intentions and Organizational Culture, and it was difficult to discuss the results of these two variables together, so it would be interesting to carry out more research in the future to better understand the influence of the various types of culture on turnover intentions.

Given the evolution of remote work, particularly in the wake of the pandemic, more studies should be carried out to find out whether this working arrangement breaks employees' ties to organizations. Some questions emerge from reflecting on the results. More and more companies are adapting their work model to the hybrid model, with employees going to the office a few days a week and working remotely the other days. Will this make employees more or less fitted to their job and their organization? Will they be more likely to leave? Shouldn't the organizational culture itself be rethought to readjust to the reality of remote work?

Theoretical and Managerial Implications

The present work presents some theoretical and managerial implications. Although studies relating P-J Fit and P-O Fit with Turnover Intentions, seem to be consensual in their results which emphasize negative and significant relationships, more studies, in different contexts are always needed to possibly detect any change in the defined pattern. This fact is especially relevant in this post-pandemic context where organizational dynamics changed and are still changing.

Another theoretical implication regards organizational culture. First, although our work did not present relevant differences between cultures, the results suggest that different cultures may change organizational phenomena within organizational settings. As we can see, Adhocracy culture plays a moderating role when analyzing the influence on P-J Fit with Turnover Intentions. However, this type of culture does not impact the relationship between P-O Fit and Turnover Intentions. Moreover, other types of culture do not play a significant role in helping understand the relationship between P-O Fit and Turnover Intentions.

Our final implication concerns the differences found in Turnover Intentions according to some demographic and employment variables. With this study, we highlight the complexity of turnover intentions as it can change not only according to some predictor variables such as P-J and P-O Fit but also according to some demographic and employment variables which means that some people may be more likely to have higher turnover intentions.

Some managerial implications should be highlighted. Starting with the results regarding the differences in Turnover Intentions according to sector, work modality, age and tenure, organizations should be aware that attracting talent should not be the only strategy as retention practices for the younger generation are needed to guarantee lower levels of turnover intentions. Additionally, organizations that changed their work modalities for totally remote working need to be aware of the risks and act accordingly, for instance focusing on employees fit to their organizations and their jobs. Thus, another strategy to guarantee lower turnover intentions seems to be through P-J and P-O Fit as human resources, especially recruitment and selection practices play a crucial role in evaluating job candidates on both dimensions. If organizations hire fitted employees, then turnover intentions are lower. According to our results, in adhocracy cultures the focus must be on P-J Fit.

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