

Factors Influencing Job Change Desire: An Empirical Study on Employees in Startup Environments

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Abstract

Objective: The study aimed to investigate and evaluate the impact of person-organization fit (POF), person-job fit (PJF), and person-group fit (PGF) on turnover intention through job satisfaction (JS) in startup companies. Startup companies play an important role in society and the global economy.

Design/Methods/Approach: Data was gathered through an online survey of workers in startup businesses, with 449 data. The analytical method used in this study was LISREL's Structural Equation Modelling (SEM) analysis to examine the relationship between employee fit, such as person-organization fit, person-job fit, and person-group fit, on turnover intention, mediated by job satisfaction.

Findings: The findings show that job satisfaction is positively and significantly impacted by person-organization fit, person-job fit, and person-group fit. Job satisfaction was found to fully mediate the effect of person-organization fit, person-job fit, and person-group fit on turnover intention.

Originality: Limited research focuses on startup companies, so this study is unique. There is still a need for more research on person-group fit, as most research has focused on person-organization fit and person-job fit.

Practical implication: In order to create and maintain job satisfaction among employees, companies can create an environment that encourages open and transparent communication within companies, letting employees freely express their thoughts, ideas, and concerns. Furthermore, prioritizing work-life balance by offering flexible work schedules is critical to increasing job satisfaction. Then, they should align with their values, provide rewards, provide effective supervision, and foster a positive work environment. This is crucial to reduce turnover intention in startup companies.

Keywords: Person-organization fit, Person-job fit, Person-group fit, Turnover intention, Startup

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I. Introduction

A startup is a newly established business venture characterized by innovation, limited resources, and a focus on scalability (Peixoto et al., 2023). (Giardino, Unterkalmsteiner, Peternoster, Gorschek, & Abrahamsson, 2014) argue that startup companies emerge by developing innovations that address existing societal problems. This argument is supported by (Reis, 2012), who states that one of the key principles in startup companies is "learning from the customers," implying that startups directly benefit society by simplifying daily activities in various fields.

One of the challenges faced by companies, especially startups, is how to retain high-quality and high-performing employees in the long term. The workload in the startup industry is often demanding, as startups operate in competitive, dynamic, and fast-growth-oriented environments (Harlin & Berglund, 2021). Startup employees are frequently subjected to intense work demands and pressure to meet targets. Therefore, amidst these significant work demands, companies need to consider factors related to turnover intention, which refers to an employee's desire to resign or leave a company and seek new employment opportunities (Xu et al., 2023).

Turnover intention is a critical issue in human resource management that must be addressed to maintain the stability and continuity of a company. In today's rapidly evolving business landscape, competition is intense; companies must be aware of employee fit and focus on providing the best conditions to retain employees and improve company performance (Saether, 2019). This involves understanding and managing the factors contributing to turnover intention. A deeper comprehension of employee fit is essential, especially when viewed through the employee-fit perspective, to understand the relationship between company stability and performance. P-O fit has been identified as a critical factor in selecting employees for long-term positions and organizational flexibility (Kristof, 1996). Additionally, P-O fit and person-job fit has been shown to significantly influence employee job satisfaction and organizational commitment, enhancing their willingness to innovate in their roles and reducing turnover intentions (Tang et al., 2021). Moreover, the alignment between employees and their environment has been highlighted as a significant factor affecting employee retention and performance (Redelinghuys et al., 2019).

Job satisfaction (JS) is an essential aspect of employees' lives in the workplace and influences an employee's desire to change jobs (Dodanwala et al., 2022). Job satisfaction reflects employees' contentment, happiness, and emotional connection towards their work. Employees who are satisfied with their work are more motivated and productive and contribute positively to the company (K. et al., 2019). Therefore, increasing job satisfaction can be a crucial strategy for reducing the desire of employees to change jobs. In addition to the mentioned factors, companies need to consider other elements that may affect employee job satisfaction. Based on a survey by JobStreet, 73% of employees are unsatisfied with their jobs, with one of the main reasons being work-life balance (85%). The second factor is a lack of perceived career progression within the position and the company (60%). Mismatch in background accounts for 54% of dissatisfaction, and a lack of alignment with their supervisor's character represents 53%.

Person-organization fit reflects the alignment of values and culture between employees and the organization or company they work for. Employees who match well with the organization tend to have high loyalty (Naz et al., 2020). The more alignment between an individual's values, goals, and culture and the organization's values and culture, the lower the likelihood of employees desiring to change jobs. Then, there is person-job fit, which relates to how well an employee's characteristics match the job's requirements and responsibilities. Employees may consider leaving their jobs if they feel their characteristics do not align with the job they are required to perform (Saether, 2019). Finally, person-group fit concerns the alignment between employees and their workgroup or team, including values, work styles, attitudes, goals, and other characteristics that can influence group performance (Safavi & Bouzari, 2020). Person-group fit also significantly influences employees' intentions to stay or leave a company. Some studies have explored the relationship between person-organization and person-job fit on turnover intention in the Indonesian startup sector. However, very few have delved into the implications of person-group fit on turnover intention.

(Jin, McDonald, & Park, 2016) Also examined the relationship between person-organization fit and turnover intention, as mediated by job satisfaction and followership. This study, conducted in 2016, surveyed 692 faculty members at state universities in urban areas and found that a high level of person-organization fit tends to improve employee performance and job satisfaction, thus retaining the best employees and reducing employees' intentions of leaving jobs. According to the research, employees are intrinsically satisfied because they value flexibility, which allows them to choose when to do their work and explore it further. They are extrinsically satisfied because giving their best effort leads to recognition from leaders. However, there are still limitations and gaps in previous research, one of which is

that this study only involved university employees, whose results may not directly apply to startup employees in Indonesia or other industries and countries.

Furthermore, there is still limited literature on P-G fit, especially its relationship with job satisfaction and turnover intention. However, there is research explaining the importance of person-group fit for job satisfaction, where the study found that such fit is crucial for enhancing job satisfaction. This aligns with a study by (Chen et al., 2019), which observed that job satisfaction is negatively related to employees' intention to switch jobs.

Based on the background provided, research on the factors influencing employee desires to change jobs needs further development and investigation, especially since there has yet to be an empirical study on the relationship between these six variables in startup companies. The cultural and working style differences between countries may lead to different outcomes, making this research essential. Therefore, this study aims to explore and analyze in-depth the factors influencing employee intentions to change jobs in startup companies. Furthermore, this research will analyze the moderating role of psychological contract violation on person-organization fit, person-job fit, and person-group fit on job satisfaction and mediating roles of job satisfaction in affecting turnover intention.

2. Literature Review and Hypothesis Development

2.1. Conservation of Resources Theory

The Conservation of Resources (COR) theory is a psychological theory initially developed by Stevan E. Hobfoll in 1988. This theory aims to explain how humans interact with their environment to acquire and maintain essential resources for their survival and well-being (Hobfoll, 2001). According to the COR theory, every individual has a natural drive to seek, obtain, and preserve necessary resources, which are divided into three categories: physical resources like money, food, vehicles, or housing; psychological resources like social support, self-esteem, and others; and social resources such as interpersonal relationships, connections, and networking. In COR, individuals try to maintain the resources they already possess.

The Conservation of Resources (COR) theory highlights how individuals conserve resources that are critical to their success and well-being. Employees in startup environments may feel threatened by losing valuable resources such as specialized skills, professional reputation, or social networks. They might consider leaving the company if they believe the startup no longer provides or values these resources (Bakker & Demerouti, 2007). As Schonpflug (1988) pointed out, when individuals perceive a loss or shortage of their resources, it can lead to stress, which can affect the individual's health, both physically and mentally, resulting in anxiety, depression, or impacting their performance. According to (Baltes & Baltes, 1990), critical aspects used when individuals experience stress include self-resilience, skills, experience, and support from their surrounding environment. Furthermore, the dynamic environment of startups frequently results in high-stress levels due to intense work demands, uncertainty, and the pressure to succeed. Employees who believe their job requires too many resources may experience burnout and look for more stable or well-being-oriented jobs (Bon & Shire, 2022).

According to (Meichenbaum, 1994), COR can be used to understand how a supportive or inhibiting work environment can affect employees' well-being, performance, and productivity, which may relate to employees' intentions to switch jobs or stay in a company. Based on the model proposed by (Hobfoll & Lerman, 1988), COR suggests three situations that can indicate an individual's intention to change jobs: first, when individuals perceive a threat to their resources and are concerned about future losses; second, when individuals have already lost vital resources, such as the trust of colleagues, self-confidence in their work, or their happiness in their job. Third, when individuals feel they need to obtain resources that should rightfully belong to them after investing time and effort, such as not receiving a promotion despite good performance, participation in training, and other efforts.

The Conservation of Resources (COR) theory, proposed by Hobfoll in 1988, has been widely used in research studies over the last five years to understand various phenomena across multiple disciplines better. This theory has been used in research on job demands (Bon & Shire, 2022), work-family conflict (Farkash et al., 2022), job performance (Chang & Uen, 2022) and individual fit (Saleem et al., 2021). Researchers discovered that COR theory provides a solid framework for understanding how people respond to stress, uncertainty, and other challenges by managing and conserving their resources. It has proven useful in explaining turnover intentions, coping strategies, resilience, and even burnout.

To summarise, the Conservation of Resources theory has proven to be a versatile and valuable framework for researchers from various fields to investigate and explain phenomena related to human behaviour, well-being, and

organizational dynamics. Its emphasis on the importance of resources and the strategies people use to protect them has given us valuable insights into how people deal with challenges and strive for optimal functioning in various settings.

2.2. Social Exchange Theory

The Social Exchange Theory (SET) is a theoretical framework developed by George C. Homans in 1958 through his book "Social Behavior: Its Elementary Forms." This theory explains how social behaviour is understood through the concept of exchanging resources between individuals or groups (Homans, 1958); the theory argues that individuals make decisions based on the impact and benefits of their actions and that social relationships are formed based on perceived rewards and costs in those relationships. According to (Lambe et al., 2001), SET states that individuals engage in social interactions with the expectation of receiving some form of tangible or intangible rewards. These rewards may include money, status, emotional support, and more.

(Eggert et al., 2006) Also, mentions that individuals tend to engage in social interactions when the perceived rewards outweigh the costs incurred by the individual. According to (Eggert et al., 2006), this theory can be applied in various environments, including interpersonal relationships, companies, markets, etc. It has been used to explain phenomena such as forming relationships between individuals, whether in work relationships, friendships, or others. Furthermore, SET plays a crucial role in understanding the impact of effective human resource practices and organizational commitment as antecedents to turnover intentions. It emphasizes fostering positive social exchanges within startup companies (Saragih et al., 2020). Startup companies might utilize the SET to provide employee growth and development opportunities. For example, they may provide additional training and learning opportunities, opportunities to participate in exciting projects, or mentorship to help employees develop new skills and experiences. In exchange, employees are expected to contribute significantly to the company through high performance and dedication.

According to (Cropanzano and Mitchell, 2005), SET is highly relevant for understanding employee attitudes because the theory emphasizes the importance of social exchange relationships in shaping employee attitudes and behaviours. SET suggests that employees should engage in social exchange relationships with their companies, where the exchanged resources are time, skills, and effort to receive rewards such as salary, benefits, and job security. In this sense, startups can create a work-life balance and promote employee well-being by utilizing the social exchange principle. They may provide remote work guidelines, flexible work schedules, or wellness initiatives that address staff members' mental and physical well-being. In exchange, the company can expect happier, healthier, and more productive employees. Added by (Molm, 2010), this exchange results in obligations and expectations, which can impact employee attitudes such as job satisfaction, organizational commitment, and turnover intentions. For example, when employees feel that the company invests in and supports them, they are likely to respond with positive attitudes and behaviours.

Conversely, when employees feel that the company does not fulfil its obligations and treats them unfairly, they may respond with negative attitudes and behaviours. SET has been widely used as a theoretical framework in various research studies. Researchers have used SET to investigate various topics, including organizational commitment (Küçük, 2022). Furthermore, (Xiong et al., 2023) investigated the impact of transformational leadership on turnover intention, taking into account the mediating role of person-organization fit and the moderating role of job embeddedness within the context of social exchange theory (Xiong et al., 2023). Furthermore, (Wang et al., 2022) emphasized that social exchange could reduce turnover intentions through work engagement, particularly among employees with low self-efficacy and employee creativity.

2.3. Person-Organization Fit and Job Satisfaction

Person-organization fit is broadly defined as the alignment of an individual's characteristics with the characteristics of the organization in which they work (Subramanian et al., 2022). Job satisfaction is defined as the level of positive emotions that arise when an individual evaluates their job; in other words, how much satisfaction they feel with their job (Millán et al., 2013). (O'Reilly, Chatman, & Caldwell, 1991) found that alignment between individuals' preferences for the organization's culture correlates with commitment, satisfaction, and turnover rates. Research by (Vancouver and Schmitt, 1991) investigated the connection between members' alignment with the organization's goals and their attitudes and intentions. The alignment of objectives was positively related to job satisfaction levels in a study involving 356 school principals and 14,721 teachers, each of whom assessed the importance of their school's goals.

By the early 2000s, lots of evidence had accumulated, allowing researchers to delve deeper into these effects. In a study conducted by (Verquer et al., 2003), a meta-analysis reviewed 21 studies that explored the relationship between person-organization fit (P-O fit) and job satisfaction, organizational commitment, and turnover intention. P-O fit has a relationship with factors that influence job satisfaction on an organizational level (Cooper-Thomas & Wright, 2013). Therefore, the developed hypothesis is:

H1: Person-organization fit has a positive impact on job satisfaction.

2.4. Person-Job Fit and Job Satisfaction

Person-job fit is the alignment between an individual's skills, abilities, qualifications, and job requirements (Goetz & Wald, 2022). Meta-analytic research findings show a significant correlation between person-job fit and job satisfaction, organizational commitment, and intention to quit (Verquer et al., 2003).

Job satisfaction is the intensity of positive emotions experienced when an individual evaluates their job, reflecting the extent to which they feel satisfied (Millan et al., 2013). Empirical research results demonstrate a close relationship between person-job fit and levels of job satisfaction (Laschinger et al., 2006). Furthermore, (Choi et al., 2022) examined the relationship between job changes, person-job fit, and job satisfaction, finding that person-job fit contributes to higher levels of job satisfaction. These findings are supported by (Zang & Chen, 2022), who identified a positive correlation between person-job fit and job satisfaction. Therefore, the developed hypothesis is:

H2: Person-job fit has a positive impact on job satisfaction.

2.5. Person-Group Fit and Job Satisfaction

Person-group fit occurs when individuals feel a sense of compatibility with other members within their work group (Sung et al., 2020). The study conducted by (Rauvola et al., 2020) revealed that the alignment between individuals and their jobs (Person-Job fit/PJ fit) and the alignment between individuals and their team or supervisors (Person-Group fit/PG fit) have varied impacts on job satisfaction among individuals of different age groups. Their findings indicate that PG fit plays a more significant role in influencing individual job satisfaction. From a theoretical perspective, generational differences can be viewed as a result of individuals' varying needs throughout their life journeys.

The career development life stage model proposed by (Super, 1990) states that at the beginning of their career journey, individuals tend to focus on gaining a deeper understanding of their professional interests and talents to build their careers and make decisions regarding their career direction. As a significant portion of Generation Y members are in the early stages of their careers (Hess & Jepsen, 2009), they may be more inclined to emphasize relational aspects in their work, such as alignment within teams or with supervisors (PG fit and PS fit), compared to older generations, as they are still in the process of exploring job roles and career choices. Therefore, the developed hypothesis is:

H3: Person-group fit has a positive impact on job satisfaction.

2.6. Job Satisfaction and Turnover Intention

Turnover intention is a person's intentional decision to leave or quit their current job and seek another opportunity outside the organization. (Nazari & Oghyanous, 2021). Job satisfaction reflects the level of contentment, happiness, and emotional fulfilment experienced by employees in their work. Employees who feel satisfied with their jobs are more motivated and productive and contribute positively to the company (K. et al., 2019).

Several studies in the literature have described the complex relationship between job satisfaction and the intention to change jobs. For example, a study (Weisberg & Kirschenbaum, 1991) stated that high and moderate levels of job satisfaction similarly influence the intention to change jobs. However, low job satisfaction drastically increases the desire to change jobs. Job satisfaction can affect turnover intention by affecting motivation, perceptions of alternative opportunities, level of engagement, organizational commitment, and psychological well-being (Ozkan et al., 2020). Organizations prioritizing employee satisfaction and actively creating a positive work environment are more likely to retain talented employees and reduce turnover rates. Therefore, enhancing job satisfaction can be a crucial strategy in mitigating or reducing employees' inclination to switch jobs. This is further supported by studies conducted by (Chen et al., 2019) and Tran, 2021), who found an inverse relationship between job satisfaction and the intention to change

jobs, meaning that their research discovered that job satisfaction also has a negative impact on the intention to change jobs. Job satisfaction consistently shows a significant negative correlation with turnover intention in various studies. Therefore, the developed hypothesis is:

H4: Job satisfaction has a negative impact on turnover intention.

2.7. Mediating Role of Job Satisfaction

Person-organization fit, or P-O fit, has been linked to several outcomes, including job satisfaction and employees' intentions to change jobs, according to numerous studies (Cable & DeRue, 2002; Berisha & Lajci, 2020; Xiu et al., 2021). According to research by (Kakar et al., 2023), P-O fit is also negatively correlated with the intention to change jobs, indicating that employees are less likely to change jobs when they feel aligned with their organization. Research consistently indicates that person-organization fit is positively related to job satisfaction (Cable & DeRue, 2002; Xiao et al., 2021; Berisha & Lajci, 2020). Individuals who perceive a higher level of alignment with their organization tend to experience higher job satisfaction (Cable & DeRue, 2002; Berisha & Lajci, 2020). Furthermore, job satisfaction mediates the relationship between person-organization fit and intentions to change jobs.

(Chhabra, 2015) examined the influence of person-job fit (P-J fit) on intentions to change jobs, mediated by job satisfaction. The results of this study confirmed that besides the relationship between P-J fit and intentions to change jobs, this relationship is partially mediated by job satisfaction. It was found that a lack of fit results in reduced job satisfaction among employees, which ultimately leads to an increased desire to change jobs. (Berisha & Lajci, 2020) Also, research on how both person-job fit and person-organization fit affect turnover intentions in the context of the retail industry. This study found that person-job fit and person-organization fit significantly positively affect job satisfaction and organizational commitment, indicating that better alignment between individuals and their jobs or organizations reduces intentions to change jobs through increased job satisfaction and work commitment.

There is limited literature on person-group fit (P-G fit), especially regarding its relationship with job satisfaction and intentions to change jobs. However, Tornroos et al. (2019) research highlights the importance of individual-group alignment for job satisfaction. Their study found that this alignment is essential for enhancing job satisfaction. This aligns with the findings of (Chen et al., 2019), who observed that job satisfaction is negatively related to employees' intentions to change jobs. Therefore, the developed hypothesis is:

H5: Job satisfaction mediates the relationship between person-organization fit and turnover intention

H6: Job satisfaction mediates the relationship between person-job fit and turnover intention

H7: Job satisfaction mediates the relationship between person-group fit and turnover intention

3. Method

3.1. Sample & Procedure

Recruiting employees for startup companies in Indonesia presents unique challenges and considerations, especially regarding culture. Indonesia's cultural context significantly impacts startup companies' recruitment strategies and practices. Several references describe the cultural nuances that influence employee recruitment in Indonesia. (Capnary, Rachmawati, & Agung, 2018) Focused their research on workplace culture and the impact of work flexibility and work-life balance on employee loyalty and satisfaction, particularly among the millennial generation in Indonesian startup companies. This emphasizes the importance of incorporating cultural values such as work-life balance and flexibility into work arrangements to attract and retain talent in Indonesia's startup ecosystem. Furthermore, employer branding and employee value are essential in attracting potential employees to startup companies (Ariyanto & Kustini, 2021). This suggests that Indonesian startups should build a strong corporate brand and value proposition to attract prospective employees. Thus, it is not only the company seeking the best talent, but employees also seeking the best jobs and benefits. As a result, alignment between the company and its employees is required to achieve individual and collective goals.

A sample is a subset of a population or a representative group from the population that will be studied. In this research, the criteria set are employees working in startup companies in Indonesia across all positions, levels, and job titles. According to (Malhotra et al., 2020), the minimum sample size can be determined by multiplying the number of

observations by 5. This follows SEM rules, where the 39 indicators are multiplied by 5. Therefore, the minimum required sample size for this study is 195 individuals.

In this study, a reading test was first performed on the questionnaire to be distributed, which was then reviewed and improved by five individuals with the specified characteristics. Based on respondent feedback, minor changes were made to the wording of several of the 39 items tested in the questionnaire. Based on the readability test results, the questionnaire is generally well understood, with only a few sentences that respondents needed clarification. Following the reading test, the questionnaire performed a pre-test phase with 40 respondents to determine the validity and reliability of each indicator item. Based on the results of the pre-test collected from 40 respondents, it was discovered that the indicator items used to measure all variables are valid, with component matrix values higher than 0.5, except one item in the job satisfaction variable, PETW5, which states, "I clearly understand my problems and challenges at work" it has a component matrix value of 0.48. However, the author chose to include this item in the research indicators to maintain the integrity of the measurement tool used. Once all indicators and variables were determined valid and reliable, the questionnaire was distributed to the general public to collect additional data for the main test phase.

For the main test, the sample was obtained from 449 respondents who meet the requirements and are employees who have worked for at least one year at the current company. Considering the minimal number needed, it can be assumed that this amount is adequate. Utilizing the LISREL 8.8 application, structural equation modelling (SEM) analysis will be conducted to investigate the relationships between the following variables: job satisfaction, turnover intention, person-organization fit, person-job fit, and person-group fit, as shown in Figure 1.

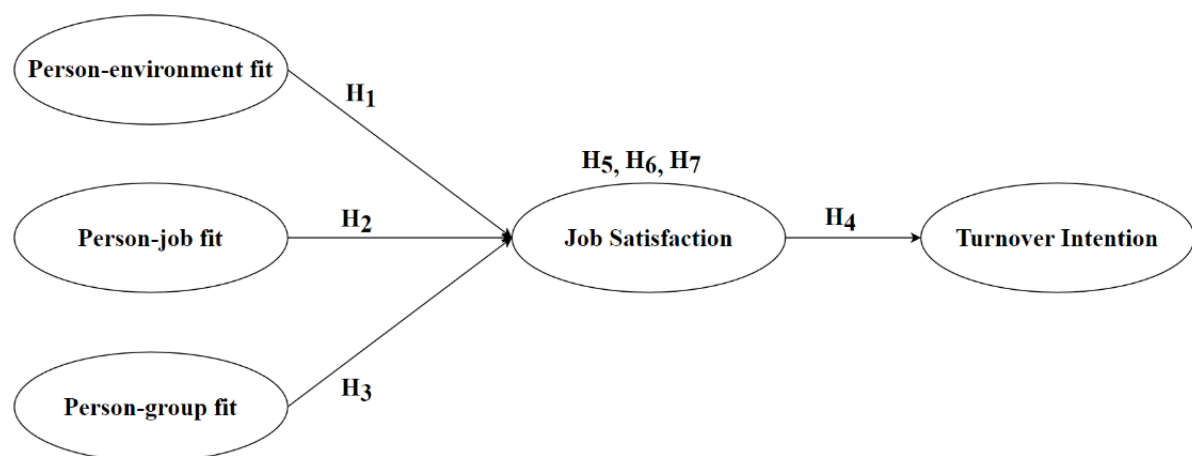


Figure 1. Conceptual Framework

3.2. Measurement and Operationalization

All the variables were measured on a 7-point Likert Scale ranging from "1 = strongly disagree to 7 = strongly agree." Person-organization fit employs four indicators or measures developed by (Cable & Judge, 1996) to assess the alignment of values between the company and the individual. A sample item from these measures is: "My values match my firm's values and culture." Person-job fit uses a measurement conducted by (Lauver & Kristof-Brown, 2001). There are five statements or questions to gauge the level of compatibility between individuals and their jobs. A sample item is: "My abilities fit the demands of this job." Person-group fit will be operationalized using a measurement consisting of 9 items developed by (Piasentin & Chapman, 2007). A sample item is: "My personality is similar to the team members I work with." Job satisfaction will be operationalized using measurements conducted by (Muya et al., 2014) to assess the level of job satisfaction among nurses in Japanese hospitals. A sample item is: "I am proud of my current job." Turnover intention, the operationalization of the turnover intention variable, will use measurements conducted by (Wayne et al., 1997) consisting of 4 items. A sample item is: "I often think of quitting my job."

4. Results and Discussion

4.1. Respondents Statistics

449 respondents are analyzed to provide information regarding the data distribution. Characteristics of respondents based on gender illustrate that most respondents are male, as many as 235 people (52%), and the remaining 214 (48%) are female. In contrast, the Characteristics of respondents based on age illustrate that most respondents are those aged 25-30 years, as many as 203 people (45%). Characteristics of respondents based on the level of education show that most of the respondents have a Bachelor's Degree (S1) and D IV, as many as 262 people (58%). Characteristics of respondents based on years of work illustrate that the majority of respondents have work experience under five years, as many as 240 people (53 %). Characteristics of respondents based on the position level The majority of staff members are as many as 202 people (45%). Characteristics of respondents based on the company's field show that most respondents work in the hospitality sector, as many as 153 people (34%). This research model explains the effect of person-organization, person-job, and person-group fit on turnover intention, mediated by job satisfaction.

Table 1. Respondents' Profiles

Profile	Classification	Numbers	Percentage
Gender	Male	235	52%
	Female	214	48%
Age	< 25	161	36%
	25 – 30	203	45%
	30 – 35	49	11%
	35 – 40	22	5%
	40 – 45	10	2%
	45 – 50	3	0.8%
	> 50	1	0.2%
Education	Senior High School	62	14%
	D1/D2/D3	92	20%
	S1/D4	262	58%
	S2	27	6%
	S3	6	2%
Job Position	Staff	202	45%
	Supervisor	110	24%
	Assistant Manager	59	13%
	Manager	43	10%
	General Manager	18	4%
	Associate Director	10	2%
	Director	7	2%
Working Experience	1 – 5 years	240	53%
	5 – 10 years	147	32%
	10 – 15 years	62	14%
Job Sector	Hospitality	153	34%
	Finance	102	23%
	Healthcare	46	10%
	Education	71	16%
	E-commerce/IT	50	11%
	Agriculture	27	6%

4.2. Validity and Reliability

Variable P-O fit consists of four statement items, each with a loading factor value above 0.5, an AVE value of 0.58, and a CR of 0.85. It leads to the conclusion that all statement items are valid and reliable, and from all variables of P-J fit, which consist of five statement items, all variables are declared valid and reliable. All statement items have a

loading factor value (SLF) above 0.5, while the AVE value is 0.64 and CR is 0.90. All statement items for P-G fit consisting of nine questions are declared valid and reliable. It can be seen from all the loading factor values above 0.5, the AVE value of 0.62, and the CR of 0.93. Job satisfaction is also valid and reliable; each variable consists of 17 statement items with a loading factor value above 0.5, an AVE value of 0.88, and a CR value of 0.96. The variable turnover intention comprises four statement items, each with a loading factor above 0.5, and the AVE value is 0.57 with a CR value of 0.84. In conclusion, all statement items are stated to be valid.

Table 2. Validity and Reliability

Variables	Items	SLF	CR	AVE	Conclusion
Person-Organization Fit	POF1	0.82	0.84	0.58	Valid & Reliable
	POF2	0.68			
	POF3	0.77			
	POF4	0.76			
Person-Job Fit	PJF1	0.80	0.90	0.64	Valid & Reliable
	PJF2	0.76			
	PJF3	0.83			
	PJF4	0.81			
	PJF5	0.79			
Person-Group Fit	PGF1	0.81	0.94	0.62	Valid & Reliable
	PGF2	0.75			
	PGF3	0.81			
	PGF4	0.79			
	PGF5	0.79			
	PGF6	0.78			
	PGF7	0.76			
	PGF8	0.77			
	PGF9	0.82			
Job Satisfaction (Positive Emotion Towards Work)	PETW1	0.78	0.92	0.63	Valid & Reliable
	PETW2	0.78			
	PETW3	0.79			
	PETW4	0.81			
	PETW5	0.80			
	PETW6	0.78			
	PETW7	0.79			
Job Satisfaction (Perceived Significance In the Workplace)	PSW1	0.79	0.91	0.63	Valid & Reliable
	PSW2	0.79			
	PSW3	0.81			
	PSW4	0.78			
	PSW5	0.79			
Job Satisfaction (Pleasant Working Environment)	PWE1	0.78	0.85	0.60	Valid & Reliable
	PWE2	0.73			
	PWE3	0.81			
	PWE4	0.76			
Job Satisfaction	PETW	0.96	0.96	0.89	Valid & Reliable
	PSW	0.94			
	PWE	0.92			
Turnover Intention	T11	0.73	0.84	0.57	Valid & Reliable
	T12	0.77			
	T13	0.76			
	T14	0.76			

4.3. Goodness of Fit

The model fit metrics, which are absolute fit measures, incremental fit measures, and parsimonious fit measures, all have values that fall into the good fit category, as shown in the table below. Thus, the study's model is appropriate and suitable.

Tabel 3. The Goodness of Fit Result

The Goodness of Fit Indicators	Goodness of Fit Standard	Goodness of Fit Result	Conclusion
Absolute Fit Indices			
Chi-square			
CMIN/df	≤ 3.00	1.81	Good fit
GFI	≥ 0.90	0.92	Good fit
AGFI	≥ 0.90	0.91	Good fit
SRMR	≤ 0.05	0.026	Good fit
RMSEA	≤ 0.08	0.041	Good fit
Incremental Fit Indices			
NFI	≥ 0.90	0.99	Good fit
NNFI	≥ 0.90	0.99	Good fit
CFI	≥ 0.95	1.00	Good fit
IFI	≥ 0.90	1.00	Good fit
RFI	≥ 0.90	0.99	Good fit
Parsimonious Fit Indices			
PGFI	≥ 0.50	0.76	Good fit
PNFI	≥ 0.50	0.88	Good fit

4.4. Hypothesis Testing

Following a structural model fit test, the next step is to analyze the structural model relationships, also known as hypothesis testing. This includes examining the causality or direct relationships between variables and mediating and moderating effects. By assessing the significance values between the research constructs, the score of t-values. Hypothesis testing is performed to examine and confirm whether the hypotheses in the research are accepted or rejected.

Structural Equation Modelling in LISREL was used to test the study hypothesis. The results revealed that person-organization fit, person-job fit, and person-group fit have a significant positive relationship with job satisfaction. The coefficient values of each relationship are 0.29, 0.20, and 0.53; the t-values for each are 4.04, 4.32, and 6.52. The relationship between job satisfaction and turnover intention showed a negative relationship, with a coefficient value of -0.95 and a t-value of -20.18, which is significant. Furthermore, the mediating effects can be seen and computed using the Sobel Test from the path model results produced by LISREL to evaluate the significance of the mediation relationships, as shown in Figure 2.

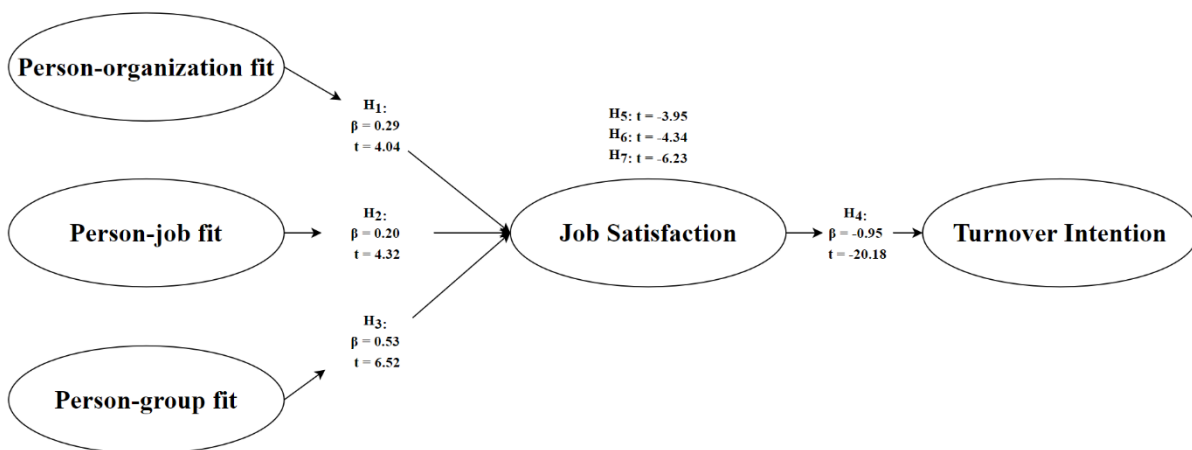


Figure 2. Causal Relationship

Table 4. Hypothesis Result Summary

Hypothesis	Relationship	t-values / p-values	Conclusion
H1	Person-Organization Fit → Job Satisfaction	4.04	Supported
H2	Person-Job Fit → Job Satisfaction	4.32	Supported
H3	Person-Group Fit → Job Satisfaction	6.52	Supported
H4	Job Satisfaction → Turnover Intention	-20.18	Supported
H5	Person-Organization Fit → Job Satisfaction → Turnover Intention	-3.95	Supported
H6	Person-Job Fit → Job Satisfaction → Turnover Intention	-4.34	Supported
H7	Person-Group Fit → Job Satisfaction → Turnover Intention	-6.23	Supported

4.5. Discussion

This study aims to investigate and identify factors that can influence turnover intention with several antecedents, specifically person-organization fit, person-job fit, and person-group fit, mediated by the variables of job satisfaction among employees in Indonesian startup companies. The study is based on employees with at least one year of work experience working in startup companies in Indonesia. Considering the importance of startups to the Indonesian economy and society, optimizing their performance and contributions, which are heavily reliant on human resources, is critical. However, a recent survey by Alpha JWC Ventures (2022) shows that a high % of employees still desire to change jobs, reaching 91%. This problem can be mitigated if management knows the factors influencing employees' desire to change jobs (Naseer et al., 2019). Positive findings from this study can provide valuable insights to management, particularly in Indonesian startup companies, by identifying efforts that can be made or improved to reduce employees' intentions to switch jobs. Following the findings, person-organization fit has a positive and significant impact on job satisfaction, while job satisfaction has a negative and significant impact on turnover intention. It indicates that employee alignment with their organization, including values and culture, plays a critical role in employee job satisfaction and reduces employees' intentions to switch jobs. Startup companies' work cultures frequently differ from those of traditional firms. Startup environments are often characterized by uncertainty and rapid change (Harlin & Berglund, 2020). As a result, startup companies must articulate this work culture early in the employee recruitment process to ensure that candidates have a high tolerance for uncertainty and the ability to adapt quickly. Employees who are incompatible with this uncertainty and flexibility are more likely to exhibit lower levels of fit, which has a negative impact

on job satisfaction and may lead to turnover intentions. This is consistent with the findings of a study conducted by (Zang and Chen, 2022), which found that the higher the level of employee fit, the higher the level of job satisfaction perceived by the employee. This is also consistent with Hobfoll's Conservation of Resources (COR) theory in 1988, which explains how individuals interact with their environment to preserve available resources for living. According to this theory, when employees feel connected to their workplace, they are more likely to conserve resources, leading them to stay and work there. As a result, employees will choose to keep their jobs. Employees will see their employer as a resource contributing to their well-being, prompting them to keep their jobs.

Job satisfaction is also significantly positively impacted by person-job fit. The study by (Tang et al., 2021) indicates that person-job fit positively affects job satisfaction and is important for influencing employee engagement and satisfaction. The Conservation of Resources (COR) theory, which emphasizes individual efforts to preserve resources for survival, also aligns with this alignment. Employees are more likely to preserve these resources and stay in their position when they feel that their job aligns with their skills, abilities, and the company's requirements. As a result, workers decide against changing jobs. Employees who feel that their job is an asset that enhances their quality of life will work harder to hold onto their job, particularly if there is a fit between the worker and the position. Furthermore, as per the research conducted by (Berg et al., 2018), (Priestley & Simperl, 2022), and others, the competencies needed in startup companies include innovation, entrepreneurial orientation, technical skills, and other abilities. Since it enables them to impact the company's productivity positively, employees are more likely to be engaged and satisfied with their work when they believe that their job matches their skills and abilities.

The findings of this study show that job satisfaction is positively impacted by person-group fit as well. In reality, the work culture at startup companies often emphasizes teamwork and collaboration among teams. Employees who can work effectively in teams and are engaged in collaborative processes are more likely to be satisfied with their jobs. However, if an employee believes that intensive teamwork limits their autonomy or is incompatible with their work style, this can lead to misalignment and increased turnover intentions. This is consistent with research by (Cai et al., 2018), which shows that employees feel more motivated and are more engaged and satisfied with their jobs when they and their teammates are more similar or fit. This is also in line with the COR theory, which holds that an employee's work environment is an essential resource they depend on to survive and greatly impacts their lives. As a result, workers are more likely to feel engaged, pleased, and satisfied with their work if they and their team are compatible or aligned. Ultimately, this has the opposite effect on workers' intentions to change jobs.

Furthermore, person-group fit greatly impacts this in the context of startup businesses. This can be explained by the proximity of ages or by the fact that most workers in startup companies are not significantly distinct in age, which leads to similar working styles and preferences. Ultimately, this leads to a good fit between the staff members. This is also mentioned by (Zunino, 2018), who reports that most startup employees are male and between the ages of 20 and 29. This is consistent with the study's demographic data, which show that most respondents are male and most are between the ages of 25 and 30.

Furthermore, person-group fit greatly impacts this in the context of startup businesses. This can be explained by the proximity of ages or by the fact that most workers in startup companies are not significantly distinct in age, which leads to similar working styles and preferences. Ultimately, this leads to a good fit between the staff members. This is also mentioned by (Zunino, 2018), who reports that most startup employees are male and between the ages of 20 and 29. This is consistent with the study's demographic data, which show that most respondents are male and most are between the ages of 25 and 30. However, it is also worth noting that there is a considerable variation in age ranges among startup employees.

Based on this study, job satisfaction significantly lowers employees' intention to change jobs. This is consistent with research from (Kabir et al., 2016), which shows that workers' intentions to change jobs may be negatively impacted by their level of job satisfaction. In this context, components like competitive pay, rewards and benefits, acknowledgment, and encouragement from the workplace itself are all factors that contribute to job satisfaction. Job satisfaction can also be derived from the perceived work-life balance experienced by employees. Although some startups are renowned for their intense work culture and long working hours, there is also a growing trend towards prioritizing work-life balance. Startups that offer flexible working hours, remote work options, or more flexible leave policies can attract employees seeking such balance. However, a company failing to provide this balance can lead to low job satisfaction and increased turnover intentions. This is consistent with the Social Exchange Theory (SET), which states that people behave according to what they get. Employee retention is higher when they are happy with their pay,

benefits, and other aspects of their employment. This reduces the likelihood that they will look for other employment opportunities.

On the other hand, employees are more likely to want to change jobs if they are dissatisfied. This also aligns with the results of studies by (Ozkan et al., 2020) and (Murtza et al., 2021). According to this study, employees of startup companies also have similar perceptions.

5. Conclusion

Ninety-one percent of workers still show that they would like to change jobs. (Ventures, Kearney, & Grit, 2022). This can be reduced if management knows the elements influencing workers' intentions to change jobs. The beneficial results of this study may significantly help management, particularly in Indonesian startup businesses, by pointing out improvements or actions that can be taken to reduce employee turnover. This study found that person-organization fit, person-job fit and person-group fit positively impact job satisfaction and negatively impact turnover intention within startup companies. In this study, job satisfaction fully mediates the relationship between person-organization, person-job, and person-group fit toward the turnover intention. Therefore, companies must consider individual fit to increase job satisfaction and reduce turnover intentions.

The Conservation of Resources (COR) theory provides useful insights into understanding employee job satisfaction and turnover intentions in various organizational contexts, including startups. According to the theory, people strive to conserve resources to survive, and their work environment is a valuable resource that significantly impacts their well-being and job satisfaction. The study found that person-organization fit, person-job fit, and person-group fit contribute to job satisfaction and retention. Employees who perceive alignment between their skills, abilities, and job requirements are more likely to save resources by remaining in their current positions. Similarly, when employees feel compatible with their coworkers and the collaborative work culture, they become more engaged and satisfied, resulting in lower turnover intentions. As a result, organizations can use the COR theory to understand the value of fostering fit between employees and their roles and among team members to increase job satisfaction and reduce turnover. Organizations can promote employee retention and well-being by creating environments where employees see their workplace as a valuable resource that improves their quality of life.

Furthermore, the Social Exchange Theory (SET) provides important insights into the dynamics of job satisfaction and turnover intentions in startup environments. By emphasizing the mutually beneficial relationship between employees and their employers, SET emphasizes the importance of providing competitive pay, recognition, and a supportive work-life balance to increase job satisfaction. Employees perceive positive exchanges in their employment relationship, so startups prioritizing these factors are more likely to experience higher retention rates. In contrast, failing to address these issues can lead to employee dissatisfaction and increased turnover intentions. Understanding and applying SET principles can help startups create environments that promote employee well-being and organizational success.

The research's conclusions have led to several recommendations employers can implement to reduce workers' tendency to change jobs. This research can help management develop the recruitment or selective staffing process, which should consider the alignment of values, organizational culture, and skills and abilities appropriate for the job position. According to the findings of this study, person-organization fit, person-job fit, and person-group fit have a significant and positive effect on job satisfaction. Therefore, to maximize employee job satisfaction levels, organizations must maximize the alignment or suitability of employees even from the beginning of their employment within the organization. Firstly, management must ensure that the alignment of values, the company culture, and the skills and abilities required for the job are all considered during the recruitment and employee selection processes. The objective is for newly hired employees to join the company knowing its values, work culture, and working conditions, including job descriptions. Due to this, employees will find it easier to adjust in terms of abilities and values. To do this, companies may provide interview questions about these components, enabling them to determine whether the candidate's values, abilities, and skills align with their needs. As a result, this alignment will benefit Indonesian startups' employee engagement and job satisfaction.

Furthermore, based on the results of this research, job satisfaction has a significant negative impact on reducing employees' intention to switch jobs. Therefore, companies can be more attentive and focused on aspects that can enhance employee job satisfaction. While the alignment of skills and abilities possessed by employees will undoubtedly

increase job satisfaction, other factors such as considering appropriate wages, competitive rewards, and benefits, recognition for their work, appreciation for tasks accomplished, and maintaining a balance between work and personal life also play crucial roles in increasing overall employee satisfaction. In order to enhance the company's HR practices for rewarding its employees, the company must ensure that the rewards offered align with the employee's performance, both in regular job duties and their contributions regarding problem-solving. This approach will also increase employee motivation for achieving the company's performance expectations.

Moreover, referring to the findings of this research, it is evident that psychological contract violation can weaken the relationship between person-organization fit, person-job fit, job satisfaction, and employee engagement. Generally, violating this psychological contract can result in negative impacts such as anger, feelings of injustice, and a sense of betrayal experienced by employees, highlighting the importance of managing the psychological contract. Therefore, companies and employees must communicate clearly about expectations and contributions expected from both parties. Providing a clear understanding of expectations, both from the company's perspective and employees' expectations, can reduce the potential for psychological contract violations among employees.

The majority of respondents in this study are employees working in Greater Jakarta (Jakarta-Bogor-Depok-Bekasi-Tangerang), comprising 46% of the total. The remaining 54% are distributed across various islands in Indonesia. Employees outside Greater Jakarta showed higher job satisfaction due to better work-life balance, while those within Greater Jakarta perceived a lack of balance. Furthermore, Other variables showed similar average values, implying that employees within and outside Greater Jakarta have similar perspectives. Nonetheless, the study has limitations, including a cross-sectional design that limits causal inference and a particular emphasis on startup employees, which may reduce generality. Referring to the results of the conducted research, there are several suggestions for future research. Subsequent studies may consider adding local contextual variables that can influence turnover intention in the startup environment in Indonesia. For example, cultural factors, flexible working arrangements, or unique aspects of startup work culture that may differ from conventional companies.

Additionally, future research could broaden its scope beyond employees in startup companies in Indonesia alone to reduce turnover intention across various sectors. Furthermore, in this study, only a quantitative method was employed. Therefore, qualitative and quantitative methods could be considered for future research. In-depth interviews or case studies can provide a deeper understanding of employees' experiences and perceptions of the variables studied here.

Author Contribution

Author 1: conceptualization, writing of original draft, data curation, formal analysis, investigation, methodology

Author 2: review and editing, supervision

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Conflict of Interest

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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Appendices

Measurement Instruments

Variable	Dimension	Item	Questions	Reference
Person-Organization Fit	Uni-dimensional	POF1	I feel match with the values of the company where I work.	Cable & Judge (2006)
		POF2	I feel like I match with my boss at the company where I work.	
		POF3	The values I have match the values of the employees at the company where I work.	
		POF4	The values applied in the company where I work reflect the values that I have.	
Person-Job Fit	Uni-dimensional	PJF1	My abilities match the demands of this job.	Lauver & Kristof-Brown (2001)
		PJF2	I have the right skills and abilities to do this job.	
		PJF3	There is a good match between the requirements of this job and my skills.	
		PJF4	My personality is match for this job	
		PJF5	I am the right type of person for this type of work.	
Person-Group Fit	Uni-dimensional	PGF1	I have a similar personality to the team members where I work.	Piasentin & Chapman, (2007)
		PGF2	My personality really fits the personality or image of this team.	
		PGF3	My skills and abilities match the skills and abilities required by this team.	
		PGF4	My abilities are comparable to those of my team members.	
		PGF5	I feel that I am important to this team because I have different skills and abilities than my team members.	
		PGF6	My team members rely on me because I have competencies they do not.	
		PGF7	Overall, my knowledge, skills, and abilities offer something that other team members on this team do not.	
		PGF8	Although my personality is different from the team members, it seems to complement theirs.	
		PGF9	When important decisions are made, my team members consult with me because I have a different perspective than them.	
Job Satisfaction	<i>Positive emotion toward work</i>	PETW1	I am proud of my current job.	Muya et al., (2014)
		PETW2	My current job is the job I want	
		PETW3	I find my job challenging.	
		PETW4	I find my work interesting.	

		PETW5	I clearly understand my problems and challenges at work.	
		PETW6	Working in this company helped me to grow.	
		PETW7	I could find any meaning in my work.	
	<i>Perceived Significance in the Workplace</i>	PSW1	When I work, I always think about ideas to continue improving my performance.	
		PSW2	I can express my opinion in front of many people.	
		PSW3	The suggestions I gave were implemented in the company.	
		PSW4	I play an active role at work.	
		PSW5	I can consult with employees or superiors regarding my work.	
		PSW6	Sometimes I receive praise and recognition from colleagues.	
	<i>Pleasant working environment</i>	PWE1	The company I work for, allows employees to work flexibly, taking into account individual circumstances.	
		PWE2	I can balance work with my private life	
		PWE3	I receive a sufficient salary for my work.	
		PWE4	Request concerning days off are accepted in my workplace	
Turnover Intention	Uni-dimensional	T11	I am actively looking for work outside of my current job	Wayne., et al (1997)
		T12	Once I find a job, I will immediately leave my current company	
		T13	I often think about quitting my job at this company	
		T14	I won't be working at this company five years from now	