

The Effect of Person-Environment Fit on Turnover Intentions of Employees with the Mediating Role of Job Satisfaction in Banking Sector of Pakistan

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Abstract

The aim of this study is to find the relationship between person-environment fit (person-job fit, person-supervisor fit, and person-organization) on turnover intention while considering job satisfaction as a mediating variable. The questionnaire based survey was conducted to collect the data for the study. The sample size of the study was 161 employees from 10 different banks of Islamabad and Rawalpindi. The results indicate a positive relationship between person-environment fit and job satisfaction while there is negative relationship between person-environment fit and turnover intention. Person-environment fit has a positive relationship with job satisfaction and job satisfaction has a negative relationship with turnover intention. It was also seen that job satisfaction mediates the relationship between person environment fit and turnover intention.

Keywords: Job Satisfaction (JS), Person-Environment Fit (PEF), Person-Job Fit (PJF), Person-Organization Fit (POF), Person-Supervisor Fit (PSF), Turnover Intentions (TI)

1. Introduction

Person-environment fit is the match between an employee's individual characteristics and his work environment. It is the well-known subject area of human resource and organizational behavior research as it relates to different notable outcomes in different phases of individuals' work-life cycle. In the beginning of their career, individuals seek and choose those occupations which might be compatible with their self-concepts as well as their primary interests (Holland, 1985). Likewise, in the course of the employment search and selection processes, applicants choose between the available alternatives according to their perceived fit with certain jobs along with organizations (Cable & Judge, 1997). In the long term, individuals' fit with different aspects of the work environment influences many attitudinal and behavior outcomes, ranging through job and career satisfaction to turnover goal and actual turnover behavior (O'Reilly, Chatman, & Caldwell, 1991). In the long term, employees' match with different factors in the work place has an impact on quite a few attitudinal as well as behavioral effects, ranging through employment as well as career fulfillment to turnover target and genuine turnover behavior.

1.1 Problem Statement

The study was intended to describe the impact of person-environment fit (person-organization fit, person supervisor fit and person-job fit) on turnover intention in the banking industry of Pakistan.

1.2 Objectives

- To analyze the impact of person-environment fit on turnover intention of employees in banking industry of Pakistan
- To investigate the impact of job satisfaction on turnover intention of employees in banking industry of Pakistan
- To examine the impact of person environment fit with job satisfaction on turnover intention of employees in banking industry of Pakistan
- To discover the mediating role of job satisfaction on turnover intention of employees in banking industry of Pakistan

1.3 Research Questions

- What is the impact of person environment fit on job satisfaction?
- How does the change in job satisfaction would impact turnover intention?
- What will be the impact on person-environment fit of employees in banking sector of Pakistan on turnover intentions?
- Does job satisfaction mediate the relationship between person environment and turnover intention?

1.4 Research Gap

In past studies person-environment fit was measured as independent variables that produce change in employee

outcomes. But, new researches have tried to use some moderators and mediators to evaluate the existing relationship. (Hassan, Akram, & Naz, 2012) examined the effects of person-job fit and person-organization fit on turnover intention while using psychological climate as a mediating variable in banking sector of Pakistan. They exclude other types of fits while examining the mediating effect on just two types of fits. Our study add new type of fit, person-supervisor fit to measure the effect on intention to quit by using job satisfaction as a mediator. Another study (Maden & Kabasakal, 2013) thoroughly investigated effects of person-environment fit (person-job fit, person-supervisor fit and person-organization fit) on turnover intention using moderating effect of perceived organizational support in Turkish banks. Several other studies shed the light on effects of individual fits to examine the outcomes of person-environment fit but none examined the effects using these variables and the mediating effect of job satisfaction in context of Pakistan.

2. Literature Review

Fit would be the compatibility an individual feels with a particular element. There are two conceptualizations that will describe fit. The first states that fit may be either supplementary as well as complementary. Supplementary fit would be the overlap or similarity between an individual and a subject of interest. Hiring someone simply because they have knowledge on a topic that will be specific to an organization would be supplementary fit. In other words, the person fits as they are similar to others. On the other hand, complementary fit is found when there is an addition of something new by an individual that was missing in the past. An example of complementary fit would be the hiring of a teacher determined by his/her ability to fill a need within a department. So that person fits with his/her new office because he/she allows complete it (Muchinsky & Monahan, 1987).

2.1 Person-Organization Fit (POF)

This theory emphasize on the importance of employee fit with organizational processes and stresses on creating an organizational image through integrating organizational cultural values.(Werbel & DeMarie, 2005)

Many organizations strive to achieve a high person-organization fit as a positive work outcome especially in attracting right talent in high competitive market (Ng & Burke, 2005) and increasing organizational identity and culture. It is believed to have an impact on career satisfaction, stress, job satisfaction and intention to quit.

2.2 Person–Supervisor Fit

It is the compatibility of a staff with his/her supervisor. In the prior, similar relationships such as interactions between leaders and members, interviewers and applicants, and mentors and protégés are actually studied. While the definition of “person-supervisor fit” had been only recently conceptualized, various older studies covered topics which have been pertinent for the particular supervisor and subordinate relationships.

2.3 Person-Job Fit (PJ-Fit)

It is understood to be the compatibility involving individuals as well as the task that they can perform at the job. It has two kinds. One is demand-abilities fit and the other one is need supplies fit. Demand abilities fit is when employees skills, abilities and knowledge matches with necessities of work, while need supplies fit is the extent to which employee should be fulfilled by the work they perform and benefits they receive from it. These are now integrate in the overall concept of person-job fit (PJ-Fit) (Cable & DeRue, 2002; Vogel& Feldman, 2009)

2.4 Job Satisfaction

Job satisfaction is one of most researched topic in human resource management. (Locke, 1984) defined job satisfaction as “the pleasure or beneficial psychological outcome resulting from his assessment regarding job as well as his past work activities. It is crucial because it pertains to the well-being in the employee and also for the benefits of the company.

2.5 Turnover Intention

Turnover has been a top research topic for almost a century (Tse & Lam, 2008), and many researchers showed that it can produce highly negative outcomes to the companies (Abbasi & Hollman, 2000; Waltrous, et al, 2006).

(Abbasi & Hollman, 2000) projected that turnover cost around 11 billion dollars to the companies every year. Nevertheless, it not only affects in monetary terms but it also decreases the effects the relationship with customers, (Abbasi & Hollman, 2000), low effectiveness, low morale and also results in low performance of the company (Waltrous, Huffman, & Pritchard, 2006).

2.6 Relationships among Employee Outcomes

There is a lot of research going on to find the linkages involving person-job fit, person-supervisor fit, person-

organization fit, job satisfaction and intention to quit.

2.7 Person-Organization Fit (POF) → Job Satisfaction, Turnover Intention

There needs to be special consideration about this specific fit involving the individuals with the companies through which they may be doing work (Efenbein & O'Reilly, 2007). Staff members will certainly stay in this company if their priorities are aligned with the company (Wheeler, Buckley, Halbesleben, Brouer, & Ferris, 2005). There will be high turnover rate if a person is discontent and have disagreement over his personal and organizational objectives (Lee, Mitchell, Wise, & Fireman, 1996). Likewise, (Bretz & Judge, 1994) also found that it has positive relationship with job satisfaction and has considerably negative relationship with turnover intention.

2.8 Person-Job Fit (PJ-Fit) → Job Satisfaction → Turnover Intention

Workers who are greatly fitted in their company tend to be devoted and would choose to remain with the company however will certainly prefer changing the positions at organization if they don't feel complete in current position (Saks & Ashforth, 1997). (Hollenbeck, 1989) Done an empirical examination as well as figured inadequate person-job-fit can lead to career turnover.

He concluded that low performance and turnover will result if fit is found to be low. (Mathis & Jackson, 2003). Individuals who are mis-fitted with the organization will predicted to be eventually leave the organization for other company which attracts them and which they feel may be well fitted with them (Wilk & Sackett, 1996). There will be high productivity and low turnover as similarity between person and organization increases (Ilpik, Kilic, & Yalcin, 2011).

2.9 Person-Supervisor Fit (PSF) → Job Satisfaction, Turnover Intention (TI)

This congruence between supervisor and subordinates personality dimensions (neuroticism, extraversion, openness to try out, conscientiousness, and agreeableness), values, and goals are hypothesized to relate with important outcome variables such as subordinates 'organizational commitment to stay with organization, and the subordinates' job satisfaction. Earlier studies were utilized in a meta-analysis that discovered that person supervisor fit is strongly correlated with job satisfaction ($r = .44$), supervisor satisfaction ($r = .46$), along with leader-member exchange ($r = .43$); (Kristof-Brown, Zimmerman, & Johnson, 2005).

2.10 Job Satisfaction (JS) → Turnover Intention (TI)

Many researchers consider job satisfaction one among many generally analyzed work-related approaches inside job areas associated with professional and also organizational mindsets, and also organizational actions (Spector, 1997). Job satisfaction can be explained as someone's affective reaction with their work environment. Job satisfaction is found to be negatively related to intent to leave (Abdel-Halim, 1981; Spector, 1997; Choo, 1986; Rasch & Harrell, 1990).

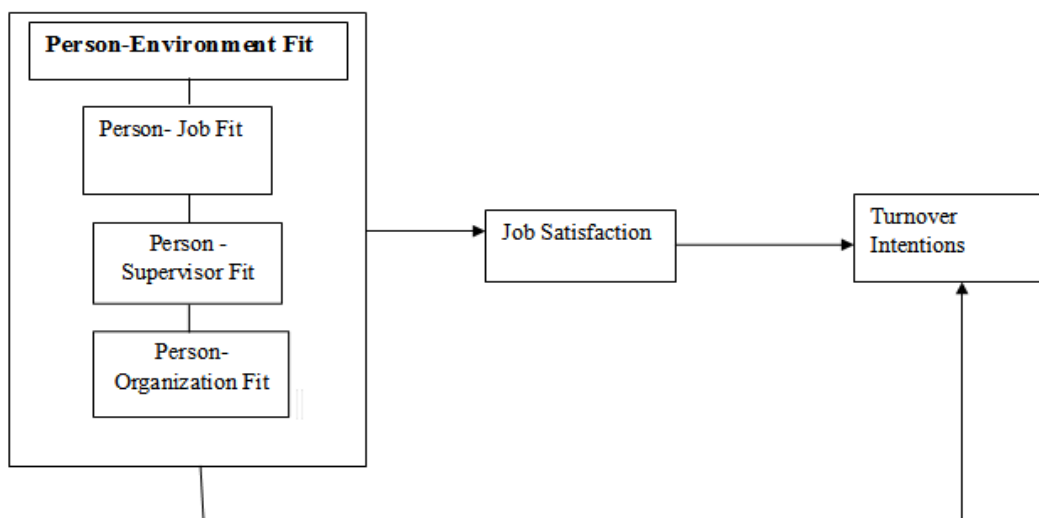
2.11 Person-Environment Fit (PE-Fit) → Job Satisfaction

Fit with a particular work environment is a multidimensional concept comprising of person-vocation fit (PVF), person-organization fit (POF), person-group fit (PGF), person-supervisor fit (PSF) and person-job fit (PJF) (Kristof-Brown, Zimmerman, & Johnson, 2005). Numerous experts have got hypothesized how the level of similarity between profiles of people and employing companies may have critical benefits pertaining to worker assortment, job full satisfaction, along with retention.

Latest analysis and studies provides found relationships in ways that large levels of person-job match happen to be uncovered to be confidently linked to job-focused satisfaction, and also in a negative way connected with intention to leave, that is in particular relevant in studies with turnover retention as a result. (Kristof-Brown, et al, 2005; Lauver & Kristof-Brown, 2001).

2.12 Conceptual Framework

The variables person-job fit, person-organization fit and person-supervisor fit are part of person-environment fit theory. In this framework these variables are independent variables and job satisfaction is mediator while turnover intention is dependent variable.



3. Research Methodology

This section of the research gives the details of the research approach, data collection method and sampling techniques used for the purpose of research. Data analysis procedure are further clarified and explained in details in the following section the last part of the section also includes limitation of study and conclusion.

3.1 Study Organizations

The organizations chosen for the study and research are the banks currently functioning in Pakistan, specifically in Islamabad/Rawalpindi. In order to carry out this research, group consist of three researchers went to different branches of banks operating in Islamabad/Rawalpindi. Personal contacts, university reference were used in acquiring support from employees of different banks. The respondents were the employees of the relevant banks and their response was on voluntary basis and the gathered data would be utilized only for this study.

3.2 Research Approach

Research studies are composed of three types; exploratory, descriptive and hypothesis testing. When not a lot has been studied about a particular circumstances or conditions and the overall scope of research is therefore extensive and broad, exploratory research technique is used. While descriptive study includes the explanation of the characteristics of definite variables of the study. Hypothesis testing involves the strategy which hold in the explanation of relationships between different variables or create dissimilarities among groups or aspects (Sekaran & Bougie, 2010). This study is comprised of hypothesis testing and it revolves around the effects of independent variables on dependent variables. It is to be mentioned that the topic of our research is “the effect of person job fit, person-organization fit and person-supervisor fit on turnover intentions with the mediating effect of job satisfaction in banking sector of Pakistan” has a very broad scope, the Pakistan perspective is the key focus of the study and as this dimension has not been investigated thoroughly before so the researchers relied on content that has been published globally.

3.3 Sources of data

The data for this study (primary data) was gathered through; Questionnaires that were distributed in the work places of organizations (banks) under study in order to collect data.

3.4 Data Collection methods

Data collection method or techniques varies for different types of researches and the method selected depends on the type of data that is to be collected. The data for this research was mainly collected through questionnaire distribution, by visiting the organization under consideration, and this provided the pathway of research as per the information gathered.

3.5 Instrument

A questionnaire was adapted from two journals and is little modified in consultation with the supervisor to make it more compatible for employees and relevant with the research. As the study attempts for analyzing the impact of independent variables such as ‘person job fit, ‘person organization fit, and ‘person supervisor fit, on

dependent variable ‘turnover intention, so the questionnaires were floated among the 161 employees of 10 main banks and its branches in Islamabad/Rawalpindi. Likert scale was used in all questions that allowed assigning issues to certain kinds or groups of the respondents. (Sekaran, 2000).

Variable	Source Adapted from
PJF POF PSF JS	(Hassan, Akram, & Naz, 2012) (Maden & Kabasakal, 2013)
TI	(Hassan, Akram, & Naz, 2012) (Maden & Kabasakal, 2013)

**Annex ‘A’ Questionnaire*

3.6 Sampling

Sampling involves quantities or magnitudes of individuals that are those people who are titled to give their judgments about particular questions. The question aims to cover up all the contents of study and questionnaires. The method used in this research is non-probability convenience sampling which in accordance with (Sekaran, 2000) is a technique in which the inhabitant has the identified and equivalent possibility of being chosen as a subject.

As this research was aimed at identifying and exploring the relationship between person-job-fit, person-organization-fit and person-supervisor-fit and their impact on turnover intentions, so the respondents comprising the sample included the people who are in managerial positions and their subordinates. We distributed 250 questionnaires out of which 64% were received back.

A total of 161 sample size has been taken and its distribution is as follows.

Banks of Islamabad: 81 employees

5 banks from Islamabad: 10 branches of 5 different banks such that 2 branches of each bank

Banks of Rawalpindi: 80 employees

5 banks from Rawalpindi: 10 branches of 5 different banks such that 2 branches of each bank

3.7 Extent of Interference

This research has nominal interference as only manageable questionnaires were filled by respondents and there does not exist any need to change the workplace setting or interrupting the routine workflow.

3.8 Unit of Analysis

Questionnaire data was collected from every individual who was working in the organization(banks) under study. So, the individuals were the unit of analysis.

3.9 Time Horizon

The data was collected just once, over a period of days and weeks.

3.10 Type of Research

The type of research is cross-sectional, one short type research.

4. Data Analysis

For the analysis of the data that was collected, IBM Software SPSS 20.0 was applied. Correlation, regression, standard deviation, mean, mediation and reliability of data were the statistical tools used in the study. We used Barron and Kenny four step method for mediator analysis.

Validity

Validity is used for determining the reliability of the questionnaire for the verification of the instrument. Subsequent tools were used:

Content Validity of Instrument

The questionnaire content was carefully analyzed, verified and tested and was matched with the hypothetical framework. No questions were removed after analyzing the content validity as the content was valid.

4.1 Statistical Analysis

4.1 Pilot Testing of the Instrument (N=30)

Pilot Testing of person-ob-fit, person-organization-fit, person-supervisor-fit, job satisfaction and turnover intention

Table 1

Variables	Type	No. of items	Cronbach's alpha
Person-Job Fit	IV	3	0.735
Person-Org Fit	IV	3	0.823
Person-Supervisor Fit	IV	4	0.887
Job Satisfaction	MV	4	0.713
Turnover Intention	DV	4	0.820

The table shows the reliability of the questionnaire which is very good according to results as the total reliability is above 0.7, and individual reliabilities are 0.735, 0.823, 0.887, 0.713 and 0.820 which is a very good indicator according to (Nunnally, 1978)

4.2 Reliability of the Variables (N=161)

Table 2

Reliability of variables

Variables	Type	No. of items	Cronbach's alpha
Person-Job Fit	IV	3	0.743
Person-Org Fit	IV	3	0.723
Person-Supervisor Fit	IV	4	0.796
Job Satisfaction	MV	4	0.678
Turnover Intention	DV	4	0.823

According to (Nunnally, 1978) there are four types of reliability test which can be found by evaluating the Cronbach's Alpha Coefficient; exceptional reliability (0.90 and above), high reliability (0.70-0.90), fair reliability (0.50-0.70) and little reliability but is acceptable (0.50 and below). The calculated Cronbach's Alpha coefficients in this research were person-job Fit(PJF), 0.743; person-organization-fit(POF), 0.723; person-supervisor-fit(PSF), 0.796; job satisfaction(JS), 0.678, and turnover intentions(TI), 0.823. The overall Cronbach's Alpha Coefficient was 0.74.

The overall sequence that is found to be positive in the results is referred to as 'reliability'. The reliability finds out the limits to which the identical outcomes are produced when the test is run again and again.

The researchers went through dissimilar dimensions of reliability and institute it appropriate to remain contented with content validity and normal reliability. It was demonstrated that the dependent variables of person-job-fit(PJ-Fit), person-organization-fit(PO-Fit), person-supervisor-fit(PS-Fit) and job satisfaction(JS) were dually represented in the reliability instrument as the values of Cronbach's alpha for them were all above 0.6 as mentioned in the statistical analysis. as per the distribution of questionnaires, the guidelines was to distinguish in them in such a way that an overall positions were obtained ranging from executives to the support staff views and it was found that when it came to turnover intentions the employees of almost every bank seem to be satisfied with their organization and with their job itself and had very less quitting or job leaving intentions. The employees were satisfied with their current jobs in the banking industry had low variance as the employees working in the Pakistani banks seem to be satisfied with their organizations and therefore had less quitting intentions.

4.3 Demographics

Demographics		Number of respondents
Gender	Male	104
	Female	57
Age	UNDER 20	2
	21-30	108
	31-40	43
	ABOVE 40	8
Education	HIGHER SECONDARY	2
	GRADUATION	48
	MASTER/MS	109
	PhD	2
N		161

In this research the total number of respondents was 161 out of which 104 were male and 57 were female. The highest no of respondents were in the age groups ranging from 21-30 as the lowest level of education required for people to be employed in banks on officer level is graduation and masters, but the study also revealed that most of the employees had done their masters.

4.4 Descriptives

Variables	N	Min	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
PJF	161	1.67	5.00	3.7992	.63166	-1.100	1.780
POF	161	1.00	5.00	3.5362	.69440	-.303	.536
PSF	161	2.00	5.00	3.8804	.63988	-.304	.086
JS	161	1.50	5.00	3.6165	.59295	-.785	1.221
TI	161	1.00	5.00	2.7826	.87013	.055	-.514

As per the descriptive statistical analysis the minimum and the maximum values were found to be 1 and 5 respectively which means that the respondents did strongly disagree with the questions as per the minimum value and as per the maximum value them almost strongly agreed. Mean is considered to be the average value, as per our analysis the mean value for PJF is 3.79, the mean value for POF is 3.53, the value of mean for PSF is 3.88, the mean value for JS is 3.61 and the mean value for TI is 2.78. All of the above mean values mean that considering both the maximum and the minimum values on average the respondents were of the opinion that they had a neutral attitude towards the questions asked. Standard deviation shows how much variation exists from the average (mean), as per the analysis the value of standard deviation of PJF is .6316, the value for POF is .6944, the value for PSF is .6398, and the value for JS is .59295 and lastly the value of TI is .87013. All the values show that the standard deviation is high which tend to be closer to the mean values which show higher variance.

4.5 Correlation

		JS	PEF	TI
JS	Pearson Correlation	1		
PEF	Pearson Correlation	.679**	1	
TI	Pearson Correlation	-.384**	-.434**	1

** Correlation is significant at the 0.01 level (2-tailed).

Correlation Analysis

The table shows that person environment fit has a negative and significant relationship with turnover intention which is our dependent variable as the value of r is -0.434 and p is 0.000. (Sekaran, 2000).

The data analysis shows that the dependent variable turnover intention has a strong negative relationship with the independent variable person environment fit, as the value can be seen from the table is -0.434, and the mediator job satisfaction also has a negative relation with the dependent variable turnover intention as its value is -0.384 as the value is near to -1. The independent variable person environment fit has a strong positive relationship with the mediator job satisfaction as its value is 0.679. Job satisfaction has a negative relationship with the dependent variable turnover intention as seen from the value -0.384.

4.6 Regression Analyses

STEPS	IV	DV	R2	BETA	F-TEST	T-TEST	P-VALUE
1	PEF	TI	.189	-.434	36.966	-6.080	0.000
2	PEF	JS	.461	.679	135.830	11.655	0.000
3	JS	TI	.147	-.384	27.448	-5.239	0.000
4	PEF	TI	.203	-.322	20.157	-3.335	0.001
	JS			-.165		-1.705	0.090

B is an un-standardized coefficient, which explores that a unit change in independent variable may cause a change in dependent variable to what extent. *T* shows the significance of the relationship between dependent and independent variable and the value of *t* should be greater than 2. The value of *p* shows the significance and it is evaluate against 0.05. For statistical significance the *p* value must be less than 0.05. *R*² shows the variance in dependent variable caused by the independent variables. According to the results of regression, there is an 18.9% variance caused by person environment fit, in less turnover intention.

that a alteration caused in the dependent variables is because of the variation in the independent variable, if the value of R square=1 it implies that there is a perfect multi regression relation between independent variables and dependent variable keeping view of the fact that all variation caused in the dependent variable is because of the variations in the independent variables and there is 100% regression. if the value is between 0 and 1 it implies that the relationship is weak and the change occurred in the dependent variable is not essential that this change is occurred due to the changes in all the independent variable and if the value of R square is 0 it implies that there is no alteration in the dependent variable due to the alterations or changes in the independent variable. The *R*² is 0.203 which computes that there is 20.3% variation in the dependent variable because of the the independent variable. The value of *p* shows significance and it is showed against 0.05(Sekaran, 2000) in the analysis proposes that the value of *p* for person job fit is 0.00 which is less then 0.05 so we accept the hypothesis that person job fit has an impact on turnover intentions . In the banking industry of pakistan the employees considers themselves to fit for the jobs they are doing as can be seen from the results of the research so we can device that the more the person job fit the lesser would be there turnover intention therefore we accept the hypothesis that the person job fit has a impact on turnover intention,soit can be concluded that the person job fit has a impact on turnover intentions.

The *p* value for the other variable are 0.00,0.00,0.00 which indicates that person environment fit and job satisfaction have a great impact on the turnover intentions

4.7 Hypotheses

H₁: Person-environment fit has positive impact on job satisfaction of employees in banking industry of Pakistan

H₂: Job satisfaction has negative impact on turnover intention of employees in banking industry of Pakistan

H₃: Person-environment fit has negative impact on turnover intention of employees in banking industry of Pakistan

H₄: Job satisfaction mediates the relationship between person-environment fit and turnover intention of employees in banking industry of Pakistan

4.8 Hypothesis Testing

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

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.679^a	.461	.457	.43681

a. Predictors: (Constant), Person_Environment_Fit

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	25.916	1	25.916	135.830	.000 ^b
Residual	30.337	159	.191		
Total	56.254	160			

a. Dependent Variable: Job_Satisfaction

b. Predictors: (Constant), Person_Environment_Fit

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.625	.259		2.412	.017
	Person Environment Fit	.797	.068	.679	11.655	.000

a. Dependent Variable: Job_Satisfaction

If person environment fit will be high, turnover intention will be low. The t-value signifies the variation in data and also the variation between mean of two variables (standard deviation). If it is greater than -2 and 2 then hypothesis is accepted.

Regression analysis was conducted to determine the results of H₁ by regressing person-environment fit on turnover intention. The results suggests that hypothesis is accepted with (t-value=11.655>2 and p value=0.000<0.05), showing a significant positive impact of person-environment fit on turnover intention, so hypothesis will be accepted.

H₂: Job satisfaction has a negative impact on turnover intention

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.384^a	.147	.142	.80606

a. Predictors: (Constant), Job_Satisfaction

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	17.834	1	17.834	27.448	.000^b
Residual	103.307	159	.650		
Total	121.141	160			

a. Dependent Variable: Turnover_Intention

b. Predictors: (Constant), Job_Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.819	.394		12.236	.000
	Job_Satisfaction	-.563	.107	-.384	-5.239	.000

a. Dependent Variable: Turnover_Intention

b. Predictors: (Constant), Job_Satisfaction

If job satisfaction will be high, turnover intention will be low. The t-value signifies the variation in data and also the variation between mean of two variables (standard deviation). If it is greater than -2 and 2 then hypothesis is accepted.

Regression analysis was conducted to determine the results of H₁ by regressing PSF on TI. The results suggests that hypothesis is accepted with (t-value=-5.239>-2 and p value=0.000<0.05), showing a significant

negative impact of job satisfaction on turnover intention, so hypothesis will be accepted.

H₃: Person-environment fit has a negative impact on turnover intention

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.434 ^a	.189	.184	.78624

a. Predictors: (Constant), Person_Environment_Fit

ANOVA ^a							
Model		Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	22.851	1	22.851	36.966	.000 ^b	
	Residual	98.290	159	.618			
	Total	121.141	160				

a. Dependent Variable: Turnover_Intention

b. Predictors: (Constant), Person_Environment_Fit

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.592	.466		11.995	.000
	Person_Environment_Fit	-.749	.123	-.434	-6.080	.000

If person environment fit will be high, turnover intention will be low. The t-value signifies the variation in data and also the variation between mean of two variables (standard deviation). If it is greater than -2 and 2 then hypothesis is accepted.

Regression analysis was conducted to determine the results of H₁ by regressing person-environment fit on turnover intention. The results suggests that hypothesis is accepted with (t-value=-6.080>-2 and p value=0.000<0.05), showing a significant negative impact of person-environment fit on turnover intention, so hypothesis will be accepted.

H₄: Job satisfaction mediates the relationship between person environment fit and turnover intention

Composite Mediation Regression Analysis (Barron and Kenny Four Step Method, 1986)

STEPS	IV	DV	R2	BETA	F-TEST	T-TEST	P-VALUE
1	PEF	TI	.189	-.434	36.966	-6.080	0.000
2	PEF	JS	.461	.679	135.830	11.655	0.000
3	JS	TI	.147	-.384	27.448	-5.239	0.000
4	PEF	TI	.203	-.322	20.157	-3.335	0.001
	JS			-.165		-1.705	0.090

The above table shows four steps of mediation regression analysis suggested by Barron and Kenny (1986) the results clearly show that job satisfaction mediates the relationship between person environment fit and turnover intention. The beta value in step one (IV=person environment fit regressed with DV= turnover intention) is -0.434 (T test = -6.080, Sig=0.000) the beta in second step two (IV= person environment fit with DV=job satisfaction is 0.679(T test =11.655, Sig=0.000). The beta value in step three (IV=job satisfaction regressed with DV=turnover intention) is -0.384(T test = -5.239, Sig=0.000) the significance of a relationship between IV=person environment fit and MV job satisfaction and MV=job satisfaction, DV=turnover intention has been found to be significant. in the fourth step when job satisfaction was taken as IV along with person environment fit showed that beta of job satisfaction has decreased from -.434 to -.322=(-0.112) the beta for job satisfaction was found to be -.165(T test =-1.705,Sig=0.090) which means job satisfaction has negatively mediates the relationship between person environment fit and turnover intention.

Discussion of Rejected Hypothesis

Employee turnover varies from industry to industry and it is found that high turnover is common in private sector as compare to public sector. Levels of turnover vary from region to another region. Highest rates are usually found where un-employment rate is low and alternative more attractive opportunities are available. In our study job satisfaction doesn't mediate the relationship between person-environment fit and turnover intention may be because of a number of factors. Turnover particularly arises from unhappiness from job place. Job satisfaction in Pakistani banking sector may be not important because may be lack of availability of alternative jobs with higher paying is major reason and it comes only when economy is in better condition or when economy is at boom. Person-environment fit directly impacts turnover intentions of employees but job satisfaction doesn't mediate the relationship. So, it can be inferred that in Pakistani banking sector job satisfaction doesn't play an important role when it is tested along with person-environment fit on turnover

intentions of employees.

4.9 Summary of Hypotheses Testing

1	H₁: Person-Environment fit has positive impact on turnover intention	IV: Person-Environment fit DV: Turnover Intention	Accepted
2	H₂: job satisfaction has a positive impact on turnover intention	IV: Job Satisfaction DV: Turnover Intention	Accepted
3	H₃: Person-Environment fit has negative impact on turnover intention	IV: Person-environment fit DV: Turnover Intention	Accepted
4	H₄: job satisfaction mediates the relationship between person environment fit and turnover intention	IV: Person-environment fit, job satisfaction DV: Turnover Intention	Not Accepted

5. Findings

5.1 Conclusion

Our study found that person environment fit values (person-job fit, person-organization fit, person-supervisor fit) has positive relationship with job satisfaction of the employee. As when person job fit increases, job satisfaction of the employee will subsequently increase. The person organization fit will also increase as a result of individual's satisfaction with the job. The person-supervisor fit has found to be positively related to job satisfaction. We tested the mediation of job satisfaction with person environment fit and it showed that job satisfaction didn't mediated the relationship of person environment fit with turnover intention.

5.2 Limitations and Future Scope

Our study has some limitations. Our study only focuses the impact of person-job fit, person-supervisor fit and person-organization fit on turnover intention with the mediating effect of job satisfaction only in Pakistani banking sector. Further insights and results can be deduced by using the relationship of these variables in other sectors of economy. Additional work is needed to be done for a continued progress to measure fit that includes other dimensions of person-environment fit like person-vocation fit and person-group fit. More research can be done to investigate different type of fit on different employee and organizational outcomes within a longitudinal design at different point of time in future. Future study should examine the effects of fits with other employee outcomes like organizational citizenship behavior, actual turnover, and employee performance in context of Pakistani banking sector. Our study is conducted within the boundaries of Rawalpindi and Islamabad, and sample size was 161.



5.3 Theoretical Implications

One of our contribution to person-environment and turnover intention literature is the implication that person-environment fit with different facets of work settings are regarded as vital predecessor of their job satisfaction and turnover intention in past research and studies, it will further explain the changing outcomes produced by mediating role of employee job satisfaction in context of Pakistani banking sector.

RESEARCH QUESTIONNAIRE

The Effect of Person-environment Fit on Turnover Intention with the Mediating Role of Job Satisfaction in Banking Sector of Pakistan

We, students of SZABIST Islamabad are undertaking our research project to determine the impact of person-environment fit on intention to quit with moderating effect of job satisfaction. We would greatly appreciate your feedback. We kindly request you to complete the following questionnaire. It should take no longer than ten minutes of your time. Your response is of utmost importance to us. All the information will be confidential and the result of the study can be shared with the respondents on demand.

Gender: Male Female

Age: Under 20 21-30 31-40 Above 40

Education: PhD Masters/MS Graduation High Secondary

PLEASE TICK THE APPROPRIATE OUT OF THE FOLLOWING:

1: Strongly Disagree

- 2: Disagree
- 3: Neutral
- 4: Agree
- 5: Strongly Agree

PERSON-JOB-FIT

1. I am the right type of person for this type of work.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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2. My personality is a good match for my job.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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3. There is a good match between the requirements of this job and my skills.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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PERSON-ORGANIZATION FIT

1. My organization meets my major needs.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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2. My personal values match with the values of the organization concerning for coworkers.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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3. I feel that my personal values are a good fit with this organization.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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PERSON-SUPERVISOR FIT

1. My manager is supportive of my ideas and ways of getting things done.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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2. My Boss is flexible about how I accomplish my job.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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3. My Boss gives me authority to do my job.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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4. I can trust my boss to back me up on decision I make in the field.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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JOB SATISFACTION

1. I consider my job pleasant.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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2. I feel fairly well satisfied with my present job.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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3. Most days I am enthusiastic about my work.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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4. I find real enjoyment in my work.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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TURNOVER INTENTION

1. I have been thinking more often about quitting my job.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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2. I am actively searching for a new job.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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3. I will quit this company if the given conditions get even a little worse than now.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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4. This is the worst occupation for me.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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