

## THE ROLE OF JOB SATISFACTION AND EMBEDDEDNESS IN MANAGING TURNOVER INTENTION IN HEALTHCARE INDUSTRIES

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**Abstract:** Nurses' turnover has been a major concern globally, which is strongly influenced by nurses' intent to leave. However, only a few large sample studies on the predictive factors associated with nurses' turnover intention were conducted in Bali Province, which is currently promoting health tourism. This study analyses the effect of Person Organization Fit and Person Job Fit on Nurse Turnover Intention mediated by job satisfaction and moderated by Job Embeddedness. The study was conducted at a private hospital involving 311 employees as a sample. The data were collected utilising a questionnaire through the distribution of questionnaires; then, the data was analysed using Logistic Regression. The results show that PO-Fit, PJ-Fit, job embeddedness and job satisfaction have an essential impact on reducing turnover intention. PO-Fit and PJ-Fit may increase job satisfaction. However, job satisfaction and job embeddedness do not mediate the effect of PO-Fit and PJ-Fit towards intention. This study contributes to developing an integrated model to reduce turnover intention. This study enriches the literature on turnover intention and related variables to be considered for decision-making in the healthcare industry, especially in hospitals.

**Keywords:** Person Organization Fit, Person Job Fit, Job satisfaction, Job embeddedness, Turnover Intention

DOI: 10.17512/pjms.2022.25.1.14

*Article history:*

*Received* January 09, 2022; *Revised* March 21, 2022; *Accepted* April 05, 2022

### Introduction

The study of turnover intention has always been an interesting topic to examine (Cao et al., 2021). However, recent studies on turnover intention are mainly due to internal and external factors such as the COVID-19 pandemic (De Simone et al., 2018; Li et al., 2019; Liu et al., 2019; Labrague et al., 2020). Thus, it is not known whether this situation reinforces the desire of employees to leave the organisation. Accuracy is necessary to reveal the phenomenon, and a sound methodology is needed to obtain employees' perceptions. This situation is perceived by the healthcare industry, especially hospitals, in retaining employees (nurses), which is

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increasingly difficult. Apart from the increasingly dynamic development of the healthcare world (Singh et al., 2021), the number of hospitals is a cause of turnover intention. A large number of hospitals allow nurses to choose a better hospital making nurses' voluntary turnover often occur in healthcare institutions (Lee, 2022). The high turnover of nurses in hospitals results in losses for hospitals in terms of costs, resources, and motivation (Djukic & Fletcher, 2022). Several studies also show that the cause of employees' desire to leave the organisation is generally determined by Person Organization Fit (PO-fit), employee satisfaction, and Person Job Fit (PJ-fit) (Amarneh et al., 2021; Fasbender & Drury, 2021; Liu et al., 2019). Person-environment (P-E) fit is one of the main topics in organisational behaviour research. The central assumption of fit theory inferences that individuals undergo more positive attitudes when working in an organisational environment that is compatible with their personal characteristics, such as values, skills and needs (Kaur & Kang, 2021). Eventually, employees' fit with different facets of their work environment touches multiple attitudinal and behavioural outcomes, such as job satisfaction, organisational commitment and turnover intentions (Issah, 2021).

Two dimensions of P-E fit, which are important at each stage of an individual's work experience, are person-organisation (P-O) fit and person-job (P-J) fit (Kristof-Brown et al., 2005). Principally, the co-investigation of P-O fit and P-J fit is required because it is no longer adequate to hire individuals only grounded on their congruence with the jobs; instead, they must share a corresponding equivalence with the values and culture of the organisation as well. Previous research has stressed that both P-O and P-J fit are indispensable for preserving committed and satisfied workforce during increasing business competition, growing globalisation, and rapidly changing business landscapes (Tang et al., 2021).

Employees typically choose to leave organisations due to volunteer turnover, which is caused by conflicting administrative policies and the unwelcoming behaviour of senior management (Shah et al., 2020). But, people may be stuck in jobs because of the power of various organisations and community-related factors (Fasbender et al., 2019). Thus, employees become free and consistently stay silent due to highly embedded positions in their role performance in the organisation. Job embeddedness is the state of mind in which an employee agrees to stay within the organisation due to certain organisations related deciding factors (Teng et al., 2021).

However, several controversies exist showing satisfaction, job embeddedness, PJ-fit and PO-fit are not predictors of turnover intention (Tufail & Jehahgir, 2018; Teng et al., 2021; Zheng et al., 2021). This study examines the effect of person and organisational job fit on turnover intention mediated by job satisfaction and embeddedness.

## Literature Review

Person Organization Fit is mostly defined as the fit between organisational and individual values (Kristof-Brown et al., 2005). The theory of P-O fit is based on the presumption that individuals are attracted to similar others since their interactions

with them reinforce their beliefs and opinions (Bland et al., 2021). The underlying assumption is that people prefer to work in an environment that augments their self-concepts. Since values are integral to how individuals discern various situations and acceptable behaviour, value congruence is central to one's successful adaptation to the workplace (Seggewiss et al., 2019). Accordingly, individuals will be more content with their subordinates, co-workers, and supervisors whose values are in commensuration with their values and will more identify with the organisations that reflect their desired value profile (Ihm & Baek, 2021).

Person-job (P-J) fit refers to “the match between the abilities of an individual and the requirements of the specific job” (Kaur & Kang, 2021). The P-J fit framework is in line with the basic tenets of the theory of work adjustment (Neuenschwander & Hofmann, 2021), which holds that individual skills are necessary for the complementation of job demands and, in return, postulates the supply of favoured conditions by the organisation. The P-J fit has been considered an important type of fit as it assures that the individuals have the requisite skills and technical expertise to conduct their assigned tasks and make meaningful contributions (Kim et al., 2020). Research has shown that individuals who perceive that they have the requisite skills and expertise required for the successful accomplishment of their job demands are more likely to perform at higher levels, fulfil the expectations of their supervisors and remain in their jobs (Berisha & Lajçi, 2020; Amarnah et al., 2021; Cao et al., 2021).

Villar-Rubio et al. (2015) describe job satisfaction as a “-positive emotional and pleasurable state driven by the appraisal of one's job or work experiences”. Similarly, Kaur & Kang (2021) defined job satisfaction “as the overall feeling of individuals about various aspects of their jobs”. Other commonly accepted definitions of job satisfaction include positive or negative feelings about different job dimensions, such as supervision style, nature of work, working conditions, relationships with co-workers and job security (Madigan & Kim, 2021). This study adopted the global view of job satisfaction consistent with the previous research in the human resource management (HRM) field and defined job satisfaction as an affective positive emotional response to a job as a whole or in general (Ghasemy et al., 2021).

Job embeddedness is an employee's state of mind within an organization, where the employee decides to quit due to the influence of certain factors like entombment, apathy and prejudice to the status quo at the workplace (Robinson et al., 2014). JE is measured by three constructs: links, fit and sacrifice. The fit is the compatibility of an employee with the current organisational culture and the surrounding community. Links refer to an employee's connections inside or outside a community that may influence the decision process. Sacrifice is the level of opportunity cost that an employee can discard when leaving their job (Reitz, 2014).

A person's organisation fit has a negative and significant effect on turnover intention (Berisha & Lajçi, 2020). Contradictory, Atitsogbui and Amponsah (2019) prove that there is no statistically significant relationship between nurses' switching intentions

and job suitability. Sarac et al. (2017) state that person-organisation fit has a positive and significant impact on job satisfaction. Chen et al. (2016) further confirmed the findings that person-organisation fit (P-O Fit) has a substantial and positive effect on job satisfaction. Farooqui and Nagendra (2014) state a positive and meaningful relationship between P-O fit on job satisfaction. A high level of Person Job fit has positive impacts, including high job satisfaction, motivation, performance, attendance and high organisational commitment (Farzaneh et al., 2014). Person Job fit is positively related to job satisfaction, organisational commitment, task performance and contextual performance, acceptance of job offers, tension reduction, and intention to move (Kristoff-Brown et al., 2005; Greguras & Diefendorff, 2009).

H1: Person organisation fit has a negative and significant effect on turnover intention.

H2 : Person job fit has a negative and significant effect on turnover intention.

Empirical evidence supports the negative effect of job satisfaction on voluntary turnover (Villar-Rubio et al., 2015; Chen et al., 2016;). This shows that the higher the employee's job satisfaction, the lower the turnover intention (Indrayanti & Riana, 2016; Widayarsi & Manuati, 2017). Takawira et al. (2014) studied job embeddedness and staff turnover intentions in higher education institutions. Employees who have job embeddedness and work involvement are starting to be recognised as important factors in retaining talented and valuable employees to have organisations with a competitive advantage (Karatepe & Avci, 2019; Rahimnia et al., 2019).

A person's organisation fit has a stronger relationship with job satisfaction than turnover intention (Tang et al., 2021; Shah et al., 2021). P-O fit and job satisfaction have a strong positive relationship; the negative relationship between P-O fit and turnover intention tends to be weaker. These findings indicate the need to investigate job satisfaction as a mediating variable. A high level of Person Job fit has positive impacts, including high job satisfaction, motivation, performance, attendance and high organisational commitment (Farzaneh et al., 2014). Memon et al. (2015), who linked person-job fit, person-organisation fit and work engagement, stated that when a person has abilities per his field, the intention to change jobs will be lower, or the desire to survive is higher. The intention is the motive or desire that arises in an individual to do something. Turnover is the exit or withdrawal of an employee from the workplace.

Experts have noted job embeddedness may indirectly help increase retention and reduce organisational turnover costs (Marasi et al., 2016). Karatepe and Avci (2019) argued that job embeddedness helps explain why employees fit into jobs, organisations and communities. Karatepe's research produced empirical findings that support the existence of a moderating effect of job embeddedness on turnover intention. Different results indicated that job embeddedness does not significantly moderate the relationship between nurses' job satisfaction and turnover intention (Fasbender et al., 2019).

H3: Job satisfaction has a negative and significant effect on turnover intention.

H4: Job embeddedness has a negative and significant effect on turnover intention.

H5: Job satisfaction mediates the effect of Person Organization fit on turnover intention.

H6: Job satisfaction mediates the effect of Person Job fit on turnover intention.

### Research Methodology

This study analyses the effect of job satisfaction, PO-fit, PJ-fit, turnover and the moderating role of job embeddedness with a quantitative approach. The study population was all nurses at a private hospital in Bali, with a total sample of 311 nurses calculated using Slovin's formula. Measurement of person-organisation fit adopted the studies of Cable and DeRue (2002) and Supelli and Creed (2014), consisting of 10 measurement indicators, 7 indicators of value congruence and 3 indicators of goal congruence. Measurement of person-job fit, referred to the research conducted by Cable and DeRue (2002), consists of 6 measurement indicators, 3 indicators of demand capabilities and 3 indicators of need supplies. Reitz (2014) stated that the job embeddedness indicator is divided into 3 parts: links, fit and sacrifice. Nurse job satisfaction indicators adopted from studies conducted by Fasbender et al. (2019) consist of five dimensions: 1) salary, 2) supervisor, 3) promotion, 4) the work itself and 5) co-workers. Finally, Sager & Griffeth (1998) stated three indicators to measure the turnover intention: thinking of quitting, intent to search and intent to leave.

Principal component factor analysis with a varimax rotation technique was used to generate the underlying factors of job satisfaction, PO-fit, PJ-fit, turnover and job embeddedness using factor loading greater than 0.5 as the criterion (Hair et al., 2010). The Cronbach's alpha was calculated to test the reliability of each factor. The values for all remaining factors are greater than 0.6, indicating acceptable reliability (Bonett & Wright, 2015). A bootstrapping method was performed using Hayes (2009) SPSS Process Macro to examine whether job satisfaction and job embeddedness mediated the relationship between PO-fit and PJ-fit to turnover intention.

### Research Results

The descriptive analysis of 311 respondents showed that the dominant respondents were female, with 89.7 percent, and only 10.3 percent were male. Hence, this explains that women mainly occupy the nursing profession. Of the respondents' age, the majority were aged 21-26 years with 27.3 percent and 27-31 years with 21.9 percent, while those aged >50 were 2.6 percent. This indicates that those of productive age mostly perform in the nursing profession. Based on years of service, the majority are those with 1-5 years, as much as 41.2 percent and a service period of 6-10 years by 28.9 percent. These results show that the nursing profession is dominantly carried out by those who have just completed their studies. The level of

education is dominated by those who have a Diploma Degree at 67.9 percent, and only 3.2 percent have Postgraduate Degree.

In the first stage, validity and reliability were tested to determine the instrument's suitability. The validity and reliability results show that all variables in the model: Person Organization Fit, Person Job Fit, Job Embeddedness, job satisfaction, and turnover intention, have met the validity and reliability criteria. Table 1 shows that all items have factor loading values above 0.6 and Cronbach's Alpha exceeding a value of 0.6. Therefore, all items are declared valid and reliable.

**Table 1. Factor Loadings.**

Variable	Indicator	Factor Loadings	Description
Person Organization Fit (X1) Cronbach's Alpha = 0.892	X <sub>1,1</sub>	0.861	Valid
	X <sub>1,2</sub>	0.672	Valid
Person Job Fit (X2) Cronbach's Alpha = 0.842	X <sub>2,1</sub>	0.660	Valid
	X <sub>2,2</sub>	0.707	Valid
Job embeddedness (X3) Cronbach's Alpha = 0.867	X <sub>3,1</sub>	0.822	Valid
	X <sub>3,2</sub>	0.749	Valid
	X <sub>3,3</sub>	0.758	Valid
Job satisfaction (Y1) Cronbach's Alpha = 0.940	Y <sub>1,1</sub>	0.689	Valid
	Y <sub>1,2</sub>	0.841	Valid
	Y <sub>1,3</sub>	0.831	Valid
	Y <sub>1,4</sub>	0.692	Valid
	Y <sub>1,5</sub>	0.740	Valid
Turnover Intention (Y2) Cronbach's Alpha = 0.864	Y <sub>2,1</sub>	0.600	Valid
	Y <sub>2,2</sub>	0.749	Valid
	Y <sub>2,3</sub>	0.863	Valid

Before conducting the logistic regression analysis, the mean of the four turnover intention items is transformed into a binary category with a value of 1 greater than 3.0 and with a value of 0 otherwise. The binary turnover intention is used as the dependent variable.

Table 2 reports the logistic regression analysis results, with the marginal effects calculated, holding all other variables at their sample means. Person Organization Fit, Person Job Fit, and Job Satisfaction are significant at the 5% level, indicating their determining effects on turnover intentions. The negative estimated coefficients indicate their negative impacts on turnover intentions.

**Table 2. Direct, Indirect and Mediation Effects between Variables.**

Variables/Effect	Direct Effect	Indirect Effect	<i>t</i>	<i>p</i>	Description
PO-Fit → TOI	-0.157		2.249	0.003	Significant
PJ-Fit → TOI	-.0464		3.726	0.000	Significant
PO-Fit → JS	0.370		9.952	0.000	Significant
PJ-Fit → JS	0.571		15.082	0.000	Significant
JS → TOI	-0.206		2.024	0.043	Significant
JE → TOI	-0.029		0.396	0.692	Not Significant
PO-Fit→JS→TOI		-0.076	1.965	0.050	Significant
PJ-Fit→JS→TOI		-0.118	2.005	0.046	Significant

**Source:** Based on 5000 bootstrap samples

The mediation effect is observed through an indirect effect. This part of the results examines the null hypothesis that the indirect relationship between the independent (X) and the dependent (Y) variables is equal to zero. The table shows that the indirect effect of Person Organization Fit → Job Satisfaction → Turn Over Intention is equal to “-.0.076” with a 95% bootstrap confidence interval. The study accepts the null hypothesis because “zero” falls within the 95% confidence interval. In other words, it can be concluded that job satisfaction does not mediate the relationship between Person Organization Fit and Turn Over Intention. Similarly, since the indirect effect of Person Job Fit → Job Satisfaction → Turn Over Intention is – 0.118 (equal to zero), it is also concluded that job satisfaction does not mediate the relationship between Person Job Fit and Turn Over Intention.

## Discussion

In this study, person-organisation fit has a negative and significant effect on turnover intention against the finding of Atitsogbui and Amponsah (2019). However, nurses in this sample make continuous efforts to maintain a correspondence with the work environment, the process of which is called work adjustment. One result from this process is person-organisation fit (P-O fit), which is defined as “the compatibility between people and organisations that occurs when: (1) at least one entity provides what the other needs, or (2) they share similar fundamental characteristics, or (3) both”. P-O fit theory assumes that employees’ work attitudes and behaviour are not caused by organisational or individual factors separately but by the extent of P-O fit supporting the findings of Berisha and Lajçi (2020) and Chen et al. (2016).

The samples indicate that person-job fit has a negative and significant effect on turnover intention, indicating that when nurses' characteristics are compatible with the characteristics of the job to be done and the organisation's values, turnover

intention in the organisation will be lesser. These findings are in line with previous research by Cao et al. (2021) and Berisha and Lajçi (2020) but contradictory with the findings of Atitsogbui and Amponsah (2019).

A person's organisation fit also positively and significantly affects job satisfaction. This means that the higher the nurse's suitability with organisational values, the higher job satisfaction. Nurses with a higher P-O fit will be easier to adjust and find it easier to achieve job satisfaction compared to nurses with a lower P-O fit. The results of this study support the research of Kim et al., (2020). Different results, however, found that P-O fit and P-J fit has no significant effect on job satisfaction (Tufail & Jehahgir, 2018). Person job fit in this study was also proven to have a positive and significant effect on job satisfaction. This result is supported by previous research by Villar-Rubio et al. (2015) and Amarneh et al. (2021).

Job satisfaction has a negative and significant effect on nurses' turnover intention. This means that the higher the job satisfaction of nurses, the lower the intention to move (Indrayanti & Riana, 2016; Widyasari & Manuati, 2017). When people are not satisfied with their job and are less committed to the organisation, it is expected of them to think of quitting. Work in the healthcare industry can be monotonous; employees feel a low sense of accomplishment, making them less satisfied with the job and more prone to exert turnover intention. However, due to the low perceived employability, individuals might be inclined to remain instead of pursuing another job though the job does not fit them. The characteristics of nurses in private hospitals in Denpasar regarded to the period of service of nurses were dominated by nurses in their 1-5-year tenure period, as many as 128 nurses or 41.2 percent. This indicates that the nurse's service is short, so there is a tendency to move. Only 29.9 percent of nurses who worked for more than 10 years show that nurses' embeddedness with their hospitals is still low.

Job embeddedness has a negative and insignificant effect on nurses' turnover intention. This means that the higher the attachment of nurses to their work cannot reduce their intention to move. The results of this study do not support the research of Robinson (2014), who added that job embeddedness could also be a predictor of employee turnover. The results of this study are different from the studies by Villar-Rubio et al. (2015), which showed that job embeddedness has a negative and significant effect on turnover intention. Different results were also stated by Takawira et al. (2014), who conducted a study to explore the relationship between job embeddedness and staff turnover intention in higher education institutions, which showed that job embeddedness influenced the reduction in turnover intention. The results of the description of the research variables on the job embeddedness show that the results are considered an insufficient category, meaning that the power of job embeddedness to reduce nurses' intention to move is still not maximised. This is supported by the results of interviews that stated that there are nurses who are still thinking about moving to another hospital in the hope of getting better things.

The manifestation of turnover intention is low job satisfaction, which can theoretically be traced back to Blau's (1968) social exchange theory. Blau described



the social exchange as an open flow of human resource transactions that develops and maintains trust-based personnel relationships. Nurses who feel that job satisfaction has not been maximised will lead to the nurses' desire to leave the hospital where they work. These results are supported by previous research, which stated job satisfaction as a mediating variable. Farzaneh et al. (2014); Memon et al. (2015); Fasbender, (2019). Karatepe and Avci (2019) affirm that job embeddedness plays a vital role in job satisfaction and turnover intention. Job embeddedness reflects the power that gives employees the feeling that they have no desire to leave work when they feel attached to the job.

Perceived job satisfaction and a strong feeling of job embeddedness can reduce turnover intention. The concept of job embeddedness provides a more transparent and more consistent explanation of why employees choose to stay or leave the organisation (Keratape & Arci, 2019). In particular, previous research found that job embeddedness can be empirically associated with lower turnover intentions. Those studies provide robust findings that job embeddedness has empirical evidence to reduce turnover intention but not in Indonesian samples. This denotes that what proves to be effective in Western setting cannot be simply applied to the developing countries.

#### ***Managerial Implication***

The significance of this research is that it examined an unsettled management question and gap in the body of knowledge, specifically whether an employee's JE or JS is reliable mediation of TI. The research findings clearly indicate that JS and JE are predictors of TI among nurses but not mediation. In the context of previous research, these findings indicate that even though nurses are satisfied and embedded, they tend to leave if they do not feel fit with the organisation and job. As such, managers must continually evaluate the congruence of employees' values and goals and demand capabilities and ensure employees can perform the assigned tasks. Since unwanted voluntary employee turnover is a significant burden, our recommendations could lower employee turnover and increase employee job satisfaction if properly applied.

#### **Conclusion**

This study specifies that turnover intention amongst nurses is associated with several factors, including Person-Organization Fit, Person-Job Fit, and Job satisfaction. From this, it seems that a few occasions to be involved in hospital businesses lead to abundant turnover intentions. Overall, this report authenticates the part of involvement in hospital affairs as the main factor towards the intent to leave impacting nurses' turnover. In conclusion, actual measures should be taken to develop nurse accomplishment, professional status, participation in hospital affairs and career planning to reduce their turnover intention and prevent nurses from resigning. A limitation of the study is its cross-sectional design. The present research studied private hospitals in Bali Province, covering most regions of the province, but the sample was limited to tertiary hospitals. Accordingly, the sample might not be

representative of community or township hospitals. Besides, qualitative research should be piloted to gain a deep understanding of nurses. Motivation theory could assist as a framework to conduct interventions to decrease the nurse turnover intention and increase their retention rate.

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## ZARZĄDZANIE INTENCJAMI OBROTOWYMI W BRANŻACH OCHRONY ZDROWIA POPRZEZ BADANIE ORGANIZACJI I DOPASOWANIA DO PRACY: ROLA ZADOWOLENIA Z PRACY I UMIESZCZENIA PRACY

**Streszczenie:** Rotacja pielęgniarek jest głównym problemem na całym świecie, na który silny wpływ ma zamiar odejścia pielęgniarek. Jednak w prowincji Bali przeprowadzono tylko kilka dużych badań próbnych dotyczących czynników predykcyjnych związanych z intencjami związanymi z rotacją pielęgniarek, które obecnie promują turystykę zdrowotną. Niniejsze badanie analizuje wpływ dopasowania organizacji osoby i dopasowania osoby do stanowiska na intencję rotacji pielęgniarek za pośrednictwem satysfakcji z pracy i moderowanej przez zakorzenienie w pracy. Badanie przeprowadzono w prywatnym szpitalu na próbie 311 pracowników. Dane zostały zebrane za pomocą kwestionariusza poprzez dystrybucję kwestionariuszy; następnie dane analizowano za pomocą regresji logistycznej. Wyniki pokazują, że PO-Fit, PJ-Fit, zakorzenienie w pracy i satysfakcja z pracy mają istotny wpływ na zmniejszenie zamiaru rotacji. PO-Fit i PJ-Fit mogą zwiększyć satysfakcję z pracy. Jednak satysfakcja z pracy i zakorzenienie w pracy nie mediuje wpływu PO-Fit i PJ-Fit na intencję. Badanie to przyczynia się do opracowania zintegrowanego modelu w celu zmniejszenia zamiaru rotacji. Niniejsze badanie wzbogaca literaturę dotyczącą zamiaru obrotu i powiązanych zmiennych, które należy wziąć pod uwagę przy podejmowaniu decyzji w branży opieki zdrowotnej, zwłaszcza w szpitalach.

**Słowa kluczowe:** Dopasowanie do organizacji osoby, Dopasowanie do stanowiska pracy, Zadowolenie z pracy, Zakorzenienie w pracy, Zamiar obrotu

## 通过调查组织和工作匹配来管理医疗保健行业的离职意向：工作满意度和工作嵌入度的作用

**摘要:** 护士的离职一直是全球关注的主要问题，这在很大程度上受到护士离职意愿的影响。然而，目前在推广健康旅游的巴厘岛省，仅对与护士离职意向相关的预测因素进行了少数大样本研究。本研究分析了人员组织契合度和人员工作契合度对护士离职意向的影响，护士离职意向由工作满意度介导，并由工作嵌入度调节。该研究在一家私立医院进行，涉及 311 名员工作为样本。数据是通过分发问卷使用问卷收集的；然后，使用逻辑回归分析数据。结果表明，PO-Fit、PJ-Fit、工作嵌入度和工作满意度对降低离职意向具有本质影响。PO-Fit 和 PJ-Fit 可以提高工作满意度。然而，工作满意度和工作嵌入性并不中介 PO-Fit 和 PJ-Fit 对意图的影响。本研究有助于开发一个综合模型来降低离职意愿。本研究丰富了关于离职意向和相关变量的文献，这些变量需要在医疗保健行业，尤其是医院进行决策时加以考虑。

**关键词：**个人组织契合度、个人工作契合度、工作满意度、工作嵌入度、离职意向