

## Predictor Of Turnover Intention In Hospital Industry

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### Abstract

This study aims to analyze 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 was collected by means of a questionnaire through the distribution of questionnaires, then the data was analyzed using SmartPLS 3.0. The results show that PO-Fit, PJ-Fit, job embeddedness, and job satisfaction have an important impact on reducing turnover intention. PO-Fit and PJ-Fit may increase job satisfaction. Job satisfaction and job embeddedness mediate the effect of PO-Fit and PJ-Fit towards intention. Furthermore, job embeddedness strengthens the effect of job satisfaction on turnover intention. This study contributes to the development of an integrated model to reduce turnover intention. This study enriches the literature on turnover intention and related variables in order to be used as a consideration for decision making in the healthcare industry, especially hospitals.

Key words: Person Organization Fit, Person Job Fit, Job satisfaction, Job embeddedness, Turnover Intention.

### Introduction:

The study of turnover intention has always been an interesting topic to examine (Chen et al., 2011). However, recent studies on turnover intention are mostly due to internal and external environment factors such as the COVID-19 pandemic (De Simone et al., 2018; Li et al., 2019; Liu et al., 2019; Labrague et al., 2020). However, it is unknown whether this situation reinforces the desire of employees to leave the organization. Accuracy is needed to uncover the phenomenon. Besides, a good methodology is needed to get perceptions from employees. This situation is perceived by the healthcare industry, especially hospitals, in retaining employees (nurses), which is becoming increasingly difficult. Apart from the increasingly dynamic development of the healthcare world (Singh et al., 2021), the growth in the number of hospitals is one of the causes of turnover intention. The large number of hospitals provides an opportunity for nurses to choose a better hospital.

Concerns about nurses' willingness to move often occur in healthcare institutions (Jones 2008).

The phenomenon of turnover intention is most easily seen from the attitude of the workers: they often come to work late and look for job information elsewhere. Many also have side jobs, take skills courses, so that the focus and enthusiasm for work is reduced and does not meet a maximum contribution to the organization. The results of a preliminary study of nurses at three private hospitals showed that turnover intention had an average score of 3.43, which is falling under high category. Therefore, the high turnover of nurses in hospitals is an important phenomenon because it results in losses for hospitals in terms of costs, resources and motivation of nurses. A number of studies also show that the cause of employees' desire to leave the organization is largely determined by Person Organization Fit (PO-fit), employee satisfaction, and Person Job Fit (PJ-fit) (Kristof- Brown et al., 2005; Wheeler et al., 2007;

Liu, et al., 2010; Kasimati, 2011). These findings have proven that the P-O fit approach has positive benefits on employee attitudes and behavior, especially in terms of increasing job satisfaction and decreasing turnover. The researchers found that the higher the P-O fit, the less likely employees are going to quit or leave the organization (Wheeler et al., 2007; Liu, et al., 2010; Kasimati, 2011). However, there is a gap in which satisfaction, PJ-fit, PO-fit are predicted to have no relationship to turnover intensity (Liu et al., 2010; Kasimati, 2011; Tufail and Jehahgir, 2018; Yuda & Ardana (2017).

There are still various study results that require a perspective to open a more comprehensive view of the relationship between variables in the research model. Holtom et al. (2006) explained that there are psychological, personal and professional factors that reduce the desire of employees to leave their jobs. However, there are still very few studies that focus on job embeddedness to reduce turnover, especially in nursing staff (Holtom & O'Neil, 2004, Lee et al., 2004, Reitz et al., 2010). The focus of this study is to try to reduce the turnover intention of nurses by building nurse suitability based on the concept of person job fit which is reinforced by person organization fit. Previous research has shown that these two factors only have a weak role in the occurrence of employee turnover in an organization (Mitchell et al., 2001). This study aims to analyze the effect of job person fit and person organizational fit on job satisfaction and turnover intention moderated by job embeddedness.

## LITERATURE REVIEW

Person Organization Fit is broadly defined as the fit between organizational values and individual values (Kristoff, 1996). Person organization fit has a negative and significant effect on turnover intention (Berisha, 2020; Chen et al., 2014). Similar results were found in a study of luxury hotels in Korea by (Jung & Yoon, 2013). This was supported by the research of Memon et al. (2015) which stated that person organization fit has a negative and significant effect on turnover intention. In contrast with the research conducted by Kasimati (2011), which found an insignificant relationship P-O fit with turnover intention of public employees in Albanian public organizations. Overdijk (2017) stated that person organization fit does not have a significant relationship with turnover intention. Berisha (2020) stated that person job fit has a negative and significant effect on turnover intention. Memon et al. (2015) stated that person job fit is negatively and significantly related to turnover intention. The results

of the Atitsogbui & Amponsah (2019) research showed that there was no statistically significant relationship between nurses' switching intentions and job suitability.

The research by Sarac et al. (2017) stated that person organization fit has a positive and significant impact on job satisfaction. The research of Chen et al. (2016) further confirmed the findings which showed that person organization fit (P-O Fit) has a significant and positive effect on job satisfaction. Farooqui (2014) stated a positive and significant relationship of P-O fit on job satisfaction. Different results of P-O fit has no significant effect on job satisfaction (Tufail and Jehahgir, 2018). Cable and DeRue (2002) defined P-J fit as the compatibility between individuals and the work or tasks they perform at workplace. Holtom et al. (2006) stated that job embeddedness is an extension of a set of influences on individuals to remain in their jobs. Embeddedness is the notion that individuals can become amenable to their surroundings in certain situations, that employees have a hard time separating from the organization (Ng & Feldman, 2009).

Robbins (2012) explained that job satisfaction is an individual's general attitude towards his job, the difference between the amount of rewards that workers receive and the amount they believe they should receive. High level of Person Job fit has positive impacts including high job satisfaction, motivation, performance, attendance and high organizational commitment (Farzaneh, 2014). Person Job fit has been found to be positively related to job satisfaction, organizational commitment, task performance and contextual performance, acceptance of job offers, reduction of tension and intention to move (Kristoff-Brown et al., 2005; Greguras & Diefendorff, 2009). Different results found that P-O fit and P-J fit had no significant effect on job satisfaction (Tufail and Jehahgir, 2018).

H1 : Person Organization fit has a negative and significant effect on TI

H2 : Person Job fit has a negative and significant effect on TI

H3 : Person Organization fit has a positive and significant effect on JS

H4 : Person Job fit has a positive and significant effect on JS

A number of empirical evidences supported the negative effect of job satisfaction on voluntary turnover in both developed and developing countries (Chen et al., 2011; Eddleston, 2009; Trevor, 2001; Villar-Rubio et al., 2015). Job satisfaction has a negative and significant effect on turnover intention.

This shows that the higher the employee's job satisfaction, the lower the turnover intention (Indrayanti & Riana, 2016; Widayarsi & Manuati, 2017). Yuda & Ardana (2017) conducted research on employees and represented that job satisfaction has no significant effect on turnover intention. Takawira et al. (2014) he conducted a study to explore between job embeddedness and staff turnover intentions in higher education institutions. Employees who have job embeddedness and work involvement are starting to be recognized as important factors in retaining talented and valuable employees to have organizations with a competitive advantage (Bakker et al., 2008; Du Plooy & Roodt, 2010; Mitchell et al., 2001).

Person Organization fit has a stronger relationship with job satisfaction than with Turnover Intention (Kasimati, 2011; Liu et al., 2010; Wheeler et al., 2007; Kristoff Brown et al., 2005; Verquer et al., 2003). 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 then indicate the need to investigate job satisfaction as a mediating variable recommended in previous studies (Wheeler et al., 2000, Verquer, et al., 2003). High level of Person Job fit has positive impacts including high job satisfaction, motivation, performance, attendance and high organizational commitment (Sekiguchi in Farzaneh et al., 2014). Memon et al. (2015) who linked person job fit, person organization fit, and work engagement, stated that when a person has abilities that are in accordance with his field, the level of intention to change jobs will be lower or the desire to survive is higher. 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. Turnover intention (desire to leave) is the tendency or intention of employees to leave work (Lee et al., 2010).

Ramesh and Gelfand (2010) added that job embeddedness can also be a predictor of employee turnover. Experts have noted job embeddedness may indirectly help increase retention and reduce organizational turnover costs (Marasi et al., 2016). Karatepe (2013) argued that job embeddedness helps explain why employees fit into jobs, organizations, and communities. Karatepe 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 their turnover intention (Fasbender et al., 2019).

H5 : JS has a negative and significant effect on TI

H6 : JE has a negative and significant effect on TI

H7 : JS mediates the effect of Person Organization fit on TI

H8: JS mediates the effect of Person Job fit on TI

H9: JE moderates the effect of JS on TI

## RESEARCH METHOD

This study analyzes 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 organization fit adopted the researches of Abdalla et al. (2017), Cable and DeRue, (2002), and Supelli and Creed (2013) which consists of 10 measurement indicators, 7 indicators for Value congruence and 3 indicators for Goal congruence. Measurement of person job fit referred to the research conducted by Cable and DeRue (2002) consists of 6 measurement indicators, 3 indicators for demand capabilities and 3 indicators for need supplies. Meanwhile, Mitchell et al. (2001) stated that the job embeddedness indicator is divided into 3 parts, including links organizations, fit organizations and sacrifice organizations. Nurse job satisfaction indicators adopted from several studies conducted by Funmilola et al. (2013), Kim (2013), Khalid et al. (2011) which consists of five dimensions: 1) salary, 2) supervisor, 3) promotion, 4) the work itself; 5) co-workers. Next, Sager & Griffeth (1998) stated that there are three indicators to measure turnover intention, namely thinking of quitting, intent to search, and intent to quit.

Data collection was carried out in two stages. First, the data was distributed to 30 respondents to test the validity and reliability of the research instrument. The results of the validity test showed that the research instrument was declared valid with the product moment correlation coefficient value ( $r$ ) higher than 0.3 ( $r > 0.3$ ). The reliability test showed that the instrument has good reliability criteria with a Cronbach Alpha (CA) value higher than 0.6 ( $CA > 0.6$ ) (Hair et al., 2010). After the data is declared valid and reliable, then proceed to the second stage by collecting data on all respondents according to the research sample target. The data that has been collected was then analyzed by descriptive analysis to analyze the respondent's profile. Meanwhile, to test the hypothesis, a structural equation modeling analysis tool with SEM-PLS 3.0 software was used.

## RESULTS

### Descriptive Analysis

The results of 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 the nursing profession is mostly occupied by women. From the age of the respondents involved, the majority were aged 21-26 years with 27.3 percent and 27-31 years by 21.9 percent, while those aged >50 were 2.6 percent. This indicates that the nursing profession is mostly carried out by those of productive age. Based on years of service, the majority are those with 1-5 years as much as 41.2 percent and having a service period of 6-10 years by 28.9 percent. From these results, it is clear 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 Diploma Degree at 67.9 percent and only 3.2 percent have postgraduate degree.

### Outer and inner model

In the first stage of testing, PLS analysis was used to test the validity and reliability to determine the suitability of the instrument used. Testing the validity and reliability using the criteria of convergent validity (Table 1), discriminant validity, composite reliability and Cronbach's alpha (Table 2). The results of validity and reliability shows that all variables in the model, namely Person Organization Fit, Person Job Fit, Job Embeddedness, job satisfaction and turnover intention have met the valid and reliable criteria.

**Table 1** Convergent Validity

Variable	Indicator	Outer Loading	Description
Person Organization Fit (X1)	X <sub>1,1</sub>	0.861	Valid
	X <sub>1,2</sub>	0.672	Valid
Person Job Fit (X2)	X <sub>2,1</sub>	0.660	Valid
	X <sub>2,2</sub>	0.707	Valid
Job embeddedness (X3)	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)	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)	Y <sub>2,1</sub>	0.600	Valid
	Y <sub>2,2</sub>	0.749	Valid
	Y <sub>2,3</sub>	0.863	Valid

Table 1 provides information that all items have an outer loading value above 0.6 (outer loading > 0.6). Therefore, all items are declared valid because they meet the conditions of convergent validity. Thus, the evaluation of the validity can be continued to the

discriminant validity stage by looking at the correlation value between the average extracted root (AVE) variables. The AVE value must also show the criteria value (cut off > 0.05).

**Table 2** Composite Reliability and Cronbach's Alpha

Indicator/Variable	R - square	Cronbach's Alpha	rho_A	Composite Reliability	AVE	√AVE
X1		0.892	0.900	0.913	0.572	0.756
X2		0.842	0.844	0.881	0.516	0.718
X3		0.867	0.867	0.904	0.655	0.809
Y1	0.776	0.940	0.946	0.948	0.604	0.777
Y2	0.502	0.864	0.868	0.899	0.601	0.775

Table 2 shows the average variance extracted (AVE) value which shows that all constructs are

significantly greater than 0.5 (>0.50), indicating that the model meets the convergent validity criteria. The next test is done by looking at the AVE root value (diagonal) which is higher than the correlation between variables. All AVE root values show a value greater than the correlation between variables in the model so that the model is declared to meet discriminant validity. The next stage is to test the validity and reliability of the model by assessing composite reliability and Cronbach's alpha (table 2). Table 2 explains that the research construct has met the criteria for composite reliability with a limit value of 0.7 (CR>0.7) and Cronbach's alpha value with a value of 0.6 (CA>0.6). The value of the variance

inflation factor must be less than 3.3 (VIFs<3.3), which indicates that the model is free from multicollinearity. After that, it is continued by calculating the Q2 coefficient value of the dependent variable and a value of 0.885 is obtained so that the research model is declared to have a good predictive relevance value  $0 < Q2 < 1$ ) and has a good goodness fit model. (Hair et al., 2016).

Hypothesis Testing

This study uses structural equations with the PLS approach. The results of testing the research model can be seen in Figure 1 and Table 3

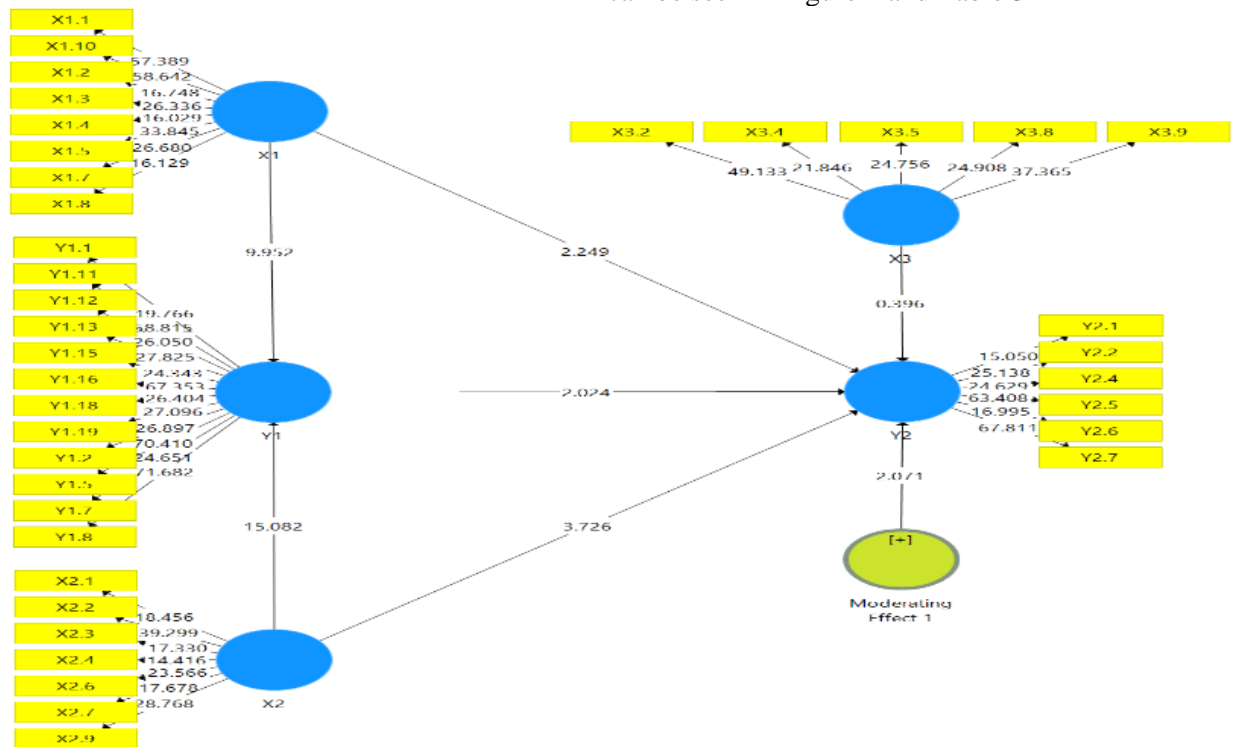


Table 3. Direct, Indirect and Moderation Effects Between Variables

Relationship between variables	Direct Effect	Indirect Effect	Moderating	t- statistics	P Values	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
JS-JE-TOI			0.076	2.071	0.039	Significant

The Effect of Person Organization Fit on Turnover Intention

DISCUSSION

The results of hypothesis testing indicate that person organization fit has a negative and significant effect

on turnover intention. This means that the higher the P-O fit value, the lower the nurse's turnover intention. In carrying out their duties, nurses feel that they are suitable and in accordance with the hospital's values, and in turn will reduce the intention to move. This is in line with the researches by Berisha (2020); Chen et al. (2014); Liu et al. (2010); Findik et al. (2013); Memon et al. (2014). The results of this study are different from the research of Overdijk (2017) that person organization fit does not have a significant relationship with turnover intention. Another study conducted by Latif and Bashir (2013) found that there was no significant relationship between person organization fit and turnover intention.

#### The Effect of Person Job Fit on Turnover Intention

The results of hypothesis testing show that person job fit has a negative and significant effect on turnover intention. This result can be interpreted that the higher the level of person job fit, the lower the intention of the nurses to move. This research supports the researches of Chang et al. (2010) Berisha (2020); Julianti (2015); Masoed (2013); Hasan (2013); Illyas (2013); Guan et al. (2010); Boon et al. (2011) which found a positive relationship between P-J fit and intention to switch. On the other hand, Atitsogbui & Amponsah (2019) showed that there was no statistically significant relationship between the nurses' intention to switch and person job fit.

#### The Effect of Person-Organization Fit on Job Satisfaction

Person organization fit in this study also proved to have a positive and significant effect on job satisfaction, this means that the higher the nurse's suitability with organizational values, the higher the nurse's job satisfaction. Nurses who were respondents in this study, so far have not fully felt the compatibility of organizational values with their personal values. This is also in accordance with the description analysis of the person organization fit variable that has been described previously that the average score for person organization fit is 3.39, which is included in the fairly high category. These results indicate that there are nurse values that are still not in accordance with organizational values.

This informs that the level of conformity between individual values and organizational values in private hospital nurses has not been maximized. Nurses with higher P-O fit will be easier to adjust and find it easier to achieve job satisfaction, compared to nurses without P-O fit. The results of this study support the researches of Sarac et al. (2017); Mahdi et al. (2012), Christiansen et al. (2014); Tapeçi (2011); Kim (2017); Cabra (2016); Kim et al. (2013); Farooqui

(2014) which stated that there is a significant positive relationship between person organization fit and job satisfaction. This is also supported by Iplik et al. (2010) which stated that P-O fit has a significant positive impact on work-related outcomes. Different results showed P-O fit and P-J fit have no significant effect on job satisfaction (Tufail and Jehahgir, 2018).

#### The Effect of Person-Job Fit on Job Satisfaction

Person job fit in this study was also proven to have a positive and significant effect on job satisfaction, this means that the higher the suitability of the nurse's ability to the needs of the hospital, the higher the nurse's job satisfaction. The nurse respondents so far have felt the suitability of their knowledge, skills and abilities with the job of nurses. This is also in accordance with the descriptive analysis of the person job fit variable that has been described previously, that the average score for person job fit is 3.66 in the high category. The results of the characteristic analysis of the nurse respondents who work in the hospital show that all have a nursing education background so that it is in accordance with their work as nurses. This research is supported by previous research by Greguras & Diefendorff (2009); Kim (2017); Christiansen et al. (2014); Tufail & Jehahgir (2018); Kim et al. (2013); Iplik et al. (2011); Villar-Rubio et al. (2015). This study is not supported by Tufail and Jehahgir (2018) which states that P-O fit and P-J fit have a positive and insignificant effect on job satisfaction.

#### The Effect of Job Satisfaction on Turnover Intention

The results of hypothesis testing regarding the effect of job satisfaction on nurses' turnover intention have shown that 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. The results of this study are supported by previous studies. Empirical evidence supports the negative effect of job satisfaction on voluntary turnover in both developed and developing countries (Chen et al., 2011; Eddleston, 2009; Trevor, 2001; Villar-Rubio et al., 2015). The same result also showed on Rismawan & Supartha (2014); Issa et al. (2013); Youcef et al. (2016); Takase et al. (2015); Alniacik (2013); Omar et al. (2015); Okae (2018); Ghayas & Siddiqui (2012). Job satisfaction has a negative and significant effect on turnover intention. This shows that the higher the employee's job satisfaction, the lower the turnover intention (Indrayanti & Riana, 2016; Widyasari & Manuati, 2017). The results of study research showed one phenomena that is different from the research above which said turnover intention is not influenced by job satisfaction (Yuda

& Ardana, 2017; Latif et al., 2012). The results of 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 period as many as 128 nurses or 41.2 percent. This indicates that the nurse's tenure is short, so there is a tendency to move. Only 29.9 percent of nurses who worked for more than 10 years, which shows that nurses who are embedded with their hospitals are still low.

#### The Effect of Job Embeddedness on Turnover Intention

The results of hypothesis testing regarding the effect of job embeddedness, indicate that job embeddedness has a negative and insignificant effect on nurses' turnover intention. This means that the higher the attachment of nurses for their work is not able to reduce their intention to move. The results of this study do not support the research of Ramesh and Gelfand (2010) which added that job embeddedness can also be a predictor of employee turnover. The results of this study are different from the researches of Nguyen (2015); Kasimati (2011); Liu et al. (2010); Wheeler et al. (2007); Zhang et al. (2017); Findik et al. (2013); Villar-Rubio et al. (2015) which showed that job embeddedness has a negative and significant effect on turnover intention. Different results 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 in sufficient category, meaning that the power of job embeddedness to reduce nurse's intention to move is still not maximized. This is supported by the results of interviews which stated that there are nurses who are still thinking about moving to another hospital in the hope of getting better things.

#### The role of JS in mediating the effect of Person Organization Fit on IT

The results of statistical tests found that job satisfaction mediates the effect of person organization fit on nurses' turnover intention. The results of the VAF calculation have a value of 75%. This means that job satisfaction is able to mediate person organization by 75% on turnover intention and is declared as a partial mediator. This partial mediation shows that person organization fit can have an effect on turnover intention with or without the job satisfaction factor.

The manifestation of turnover intention that arises is the low job satisfaction which can theoretically be

traced back to Blau's (1964) social exchange theory. Blau described social exchange as an open flow of human resource transactions that is seen in developing and maintaining personnel relationships based on trust. Nurses who feel that job satisfaction has not been maximized 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 by Farzaneh et al. (2014); Hassan et al. (2012); Memon et al. (2015); Juliati et al. (2015); Leng & Chin (2016); Fasbender, (2019); Boon et al. (2011); Biswas & Bhatnagar (2013).

#### The role of Job satisfaction as a mediator of Person Job Fit on Turnover Intention

The results of the tests conducted found that job satisfaction is a mediating variable for the effect of person job fit on turnover intention, based on the provisions of Hair et al. (2010) which stated that if all the relationships of the variables used have a significant influence, it means that partial mediation occurs. This partial mediation role shows that person job fit can have an influence on turnover intention with or without job satisfaction factors.

The result of the VAF calculation is 78%. This means that job satisfaction is able to mediate person job fit by 78% on turnover intention and is expressed as partial mediation. Based on the test results, job satisfaction is able to partially mediate the effect of person job fit with turnover intention. The results show that the job satisfaction of nurses so far has helped reduce the intention to move of nurses in private hospitals. These results are supported by previous research which stated job satisfaction as a mediating variable by Farzaneh dkk (2014); Hassan dkk (2012); Memon dkk (2015); Juliati dkk (2015); Leng & Chin (2016); Fasbender, (2019); Boon et al. (2011); Biswas & Bhatnagar (2013).

#### The role of JE in moderating the effect of JS on IT

The test results found that job embeddedness is a pure moderator of the effect of job satisfaction on turnover intention. This study proves that job embeddedness can weaken the effect of job satisfaction with turnover intention. Thus, job embeddedness is able to reduce the nurse's desire to leave. Research by Hom et al., (2017) stated that job embeddedness has an important role in the relationship between job satisfaction and turnover intention. Job embeddedness reflects the power which 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 clearer and more consistent explanation of the reasons employees choose to stay or leave the organization (Allen et al., 2016; Borah & Malakar, 2015; Keratape, 2014 and Keratape, 2016). In particular, previous research found that job embeddedness can be empirically associated with lower turnover intentions (Jiang et al., 2012). This study provides strong findings that job embeddedness has empirical evidence that can reduce turnover intention (Karatape, 2013; Swider et al., 2011).

### CONCLUSION

The results show that of the nine proposed hypotheses, eight were accepted and one was rejected. Person-Organization Fit on nurses in hospitals has a significant negative effect on nurses' turnover intention. Person-Job Fit on nurses has a significant negative effect on Turnover Intention. Person-Organization Fit has a significant positive effect on job satisfaction. Person-Job Fit on nurses shows a significant positive effect on job satisfaction. Job satisfaction has a significant negative effect on nurses' turnover intention. Nurses' job embeddedness has no significant negative effect on Turnover Intention. Job satisfaction partially mediates the effect of Person-Organization Fit on Turnover Intention. Job satisfaction partially mediates the effect of Person-Job Fit on Turnover Intention of private hospital nurses. Job embeddedness moderates the effect of job satisfaction on the Turnover Intention of private hospital nurses. This study contributes to the development of the model by integrating a number of important organizational variables adopted from previous studies with the aim of enriching the literature on turnover intention. Furthermore, practically this research provides information that Person Organization Fit and Person Job Fit can determine Turnover Intention. Additionally, job embeddedness can help nurses to have stronger feelings for their work, which lead to higher job satisfaction so that it directs nurses to reduce their intention to move.

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