



Responsible Editor: Rodrigo de Souza Gonçalves
Andrea de Oliveira Gonçalves
Associate Editor: João Abreu de Faria Bilhim
Evaluation Process: Double Blind Review by SEER/OJS

Person-Environment Fit and Turnover Intention: a Study with Civil Servants

ABSTRACT

Objective: The aim was to analyze the influence of factors related to the individual's adjustment to the work environment (person-organization fit, person-group fit, and person-work fit) on the turnover intention of civil servants in the Brazilian justice system.

Method: Questionnaires were administered to 449 civil servants, and the data was analyzed using structural equations.

Originality/Relevance: Evidence that turnover is mitigated by considering the individual's suitability for various aspects of the work environment.

Results: The results statistically confirmed that the greater the goal congruence, supplementary fit and needs-supplies fit, the lower the turnover intention. However, there was no evidence that value congruence, complementary fit, and demand-skill fit negatively affect turnover intention. Person-organization fit was positively related to person-group fit and person-work fit. It was also found that person-organization and person-group adjustment mediate the relationship between person-work adjustment and individuals' turnover intention.

Theoretical/Methodological contributions: It contributes by highlighting factors that promote congruence between the person and the work environment. It adds the dimensions of fit to the research examining turnover in the Brazilian public sector, especially in the justice field, in which a greater perception of organizational justice and high remuneration is inferred.

Social/Management contributions: It allows public organizations to focus their scarce resources on promoting the adaptation of civil servants to the most relevant dimensions to mitigate turnover and reduce spending on new competition and retraining.

Keywords: Person-organization fit, Person-group fit, Person-job fit, Turnover.

Edicreia Andrade dos Santos

Federal University of Paraná, Paraná, Brazil
edicreiaandrade@yahoo.com.br

Jonatas Dutra Sallaberry

Federal University of Paraná, Paraná, Brazil
jonatas.sallaberry@hotmail.com

Daiane Antonini Bortoluzzi

Federal University of Mato Grosso, Mato Grosso, Brazil
daianeantonini@gmail.com

Leonardo Flach

Federal University of Santa Catarina, Santa Catarina, Brazil
leonardo.flach@gmail.com

Mayla Cristina Costa Maroni Saraiva

University de Brasília, Brasília, Brazil
mayla.c.costa@gmail.com

Received: January 23, 2023

Revised: July 07, 2023

Accepted: July 07, 2023

Published: September 30, 2023



How to Cite (APA)

Santos, E. A., Sallaberry, J. D., Bortoluzzi, D. A., Flach, L., & Saraiva, M. C. C. M. (2023). Person-environment fit and turnover intention: a study with civil servants. *Revista Contabilidade, Gestão e Governança*, 26 (2), 249-278.
<http://dx.doi.org/10.51341/cgg.v26i2.3022>

1 INTRODUCTION

Control in an organization can be understood as any process by which entities or their representatives direct, motivate and encourage their members to act in a desirable way to achieve organizational objectives (Merchant & Van der Stede, 2017). Thus, it is understood that organizations need to control individuals through formal mechanisms or co-opt them into the culture or organizational values (Ouchi, 1979). These mechanisms are the management control systems used to influence individuals' behavior (Merchant & Van der Stede, 2017) and have as a central element the congruence of objectives between individuals and the organization.

These controls assume that when individuals share congruent goals with the organization, they are more likely to present favorable results; otherwise, individuals can only work towards their personal goals (Chen & Tjosvold, 2005). Goal alignment influences how individuals from different jobs and functions interact with the organization and each other to improve organizational efficiency.

The need to maintain high levels of congruence of objectives in the organization highlights the importance of the adjustment between the individual and his work environment (Rocha Neto & Santana, 2022). Such relationships have been investigated in recent years (Freitas et al., 2022; Muala et al., 2022; Pinho et al., 2022; Soares et al., 2022) to understand their effects on various relationships, such as satisfaction at work, organizational justice, involvement, working conditions, and self-efficacy, to understand what can reduce the turnover intention of individuals (Abdalla et al., 2018, Pirrolas & Correia, 2021).

One of the theoretical approaches used in this theme is the person-environment fit (PEF), recognized as a basis for understanding the congruence between the person and the work environment (Kristof-Brown et al., 2005; Van Vianen, 2018). This body of theory offers a structure to assess and predict how the characteristics of individuals and the work environment

determine the well-being of the worker and, with this, allows identifying points of preventive intervention for adjustments. Among the most studied types of person-environment fit are the person-organization fit, the person-group fit, and the person-work fit.

Several outcomes can be considered to measure an individual's fit with the organization, such as turnover intention, proactive attitudes, organizational commitment, and organizational identification. (Kamalaveni et al., 2019). The turnover intention, one of the results mentioned, is defined as an individual's conscious and deliberate desire to leave the organization (Rocha Neto & Santana, 2022; Sallaberry et al., 2021; Tett & Meyer, 1993). This intention is a precedent factor for predicting an individual's propensity to change jobs, organizations, or both (Jung et al., 2010; Rocha Neto & Santana, 2022).

The subject of Turnover is widely researched in private organizations. However, in the public sector, studies are still scarce (Moynihan & Landuyt, 2008; Pitts et al., 2011; Rocha Neto & Santana, 2022; Sallaberry et al., 2021). Most studies focus on the organization as the unit of analysis, identifying various factors related to Turnover, including opportunities for internal advancement, provision of on-site childcare and other family-oriented policies, unionization, the average age of the workforce, and percentage of individuals who work full time (Pitts et al., 2011).

In 2020, the Brazilian Ministry of Economy issued Ordinance 282/2020 (as amended by Ordinance No. 357 of October 26, 2020, and Ordinance No. 3,499, of March 26, 2021) on the movement of civil servants, highlighting the need for greater flexibility of the rules to make the process of changing civil servants less bureaucratic and to provide opportunities for new learning and experiences for civil servants of public bodies in Brazil, mitigating the losses caused by Turnover (Ministério da Economia, 2020a; 2020b; 2021). It appears that this was a potential measure to favor civil servants and reduce Turnover since organizational results can be compromised when there are high rates of personnel turnover, in addition to incurring, for

example, tangible costs (recruitment, selection, benefits, training, integration, and dismissal, among others) and intangibles (such as loss of know-how and knowledge, break in the workflow, break in ties with suppliers and customers.)

Based on the exposure, this research aims to analyze the influence of the individual's adjustment factors with the work environment (person-organization fit, person-group fit, and person-job fit) on turnover intention. For that, a questionnaire was applied to 449 public servants of an agency of the justice system in Brazil, whose data were analyzed through the structural equation technique. It is emphasized regarding the choice of the sample that, although the competition of public contests in the area of justice is high, the remunerations are considerable, the position is stable, and the structural work conditions are mostly excellent; it is necessary to understand that the perceived organizational values vary from individual to individual, that there may be others such as lack of recognition, professional dissatisfaction, lack of adjustment of the individual with the work environment or both, which may influence the turnover intention of them.

Three interrelated factors justify this study. First, it contributes to the flow of literature that seeks to understand better which factors promote congruence between the person and the work environment in the organizational context (Cable & DeRue, 2002; Lauver & Kristof-Brown, 2001; O'Reilly et al., 1991). It should be noted that these relationships are empirically evaluated, allowing inferences for entities in the public sphere. Second, there is limited research that examines these relationships in the public sector, especially with an approach based on the intention of Turnover (Moynihan & Landuyt, 2008; Rocha Neto & Santana, 2022; Sallaberry et al., 2021), mainly in the field of justice in which it is inferred a greater perception of organizational justice and high wages in the Brazilian context. Third, the study reinforces the theoretical-empirical pillars regarding the observation that organizations allocate significant resources to develop and maintain the adequacy between employees, the tasks they perform,

and the organization as a whole, as this compatibility is linked to favorable attitudes of individuals and positive organizational results (Rocha Neto & Santana, 2022).

2 THEORETICAL REFERENCE

2.1 Turnover intention

Turnover intention is a preceding factor to effectively predict the propensity of an individual to change profession or organization (Jung et al., 2010; Rocha Neto & Santana, 2022; Sallaberry et al., 2021; Tett & Meyer, 1993). Turnover intention refers, therefore, to the intention of an individual to leave the organization in which one works (Meyer & Allen, 1984; Rocha Neto & Santana, 2022; Sallaberry et al., 2021). Understanding these intentions can help the organization identify ways to promote or reduce the Turnover of servers and, therefore, the Turnover (Freitas et al., 2022; Soares et al., 2022).

In the public sector, previous research shows that it is less likely that servers plan to leave their jobs when they have high levels of involvement and intrinsic motivation (Bertelli, 2007, Kamalaveni et al., 2019) when they are satisfied with their progression opportunities (Kim, 2005; Pirrolas & Correia, 2022a) when the organization has good diversity policies (Moynihan & Landuyt, 2008); when they have high levels of trust in their supervisors and when they feel that they have a good fit with the organization, with the workgroup and with the tasks; and when they have strong organizational identification (Pirrolas & Correia, 2022b; Rocha Neto & Santana, 2022). In summary, Turnover is a function of organizational characteristics, economic and labor market conditions, sociodemographic characteristics of employees, job satisfaction, and perceptions of management and work environment (Pitts et al., 2011).

In the literature, there are still few studies that seek to understand the determinants of turnover intention in the civil service, both at the international level (Kim, 2005; Bertelli, 2007; Moynihan & Pandey, 2008) and at the national level (Sallaberry et al., 2021; Rocha Neto &

Santana, 2022). Internationally, Kim (2005) researched with employees of Information Technology departments of two executive state governments (Nevada and Washington) to analyze how job characteristics, work environment, and human resource management practices influence their turnover intentions. Results showed that job exhaustion, emphasis on participatory management, and opportunities for advancement were statistically significant variables, but salary satisfaction was not a statistically significant factor.

Bertelli (2007) estimated a turnover intention response model using data from the Federal Human Capital Survey and applied it to civil servants of a US Treasury subunit. The results reveal, among other things, that functional solidarity and friendship preferences are essential determinants of turnover intention, but increased responsibility is associated with greater Turnover among subordinates.

In turn, Moynihan and Pandey (2008) examined the influence of social networks and the congruence in the turnover intention among public employees of seven public organizations in the United States of America and five nonprofits that belong to the area of human services offering services such as assistance medical, public health, child protection, advocacy, and psychological/psychiatric services. They argued that employees are on social networks inside and outside their organization, and these networks shape their attitudes and behaviors. Among the findings, there was strong support for the role of Intra-organizational networks but relatively weak support for the effect of external networks. They also identified that servants who experience a strong person-organization fit regarding value congruence are more likely to offer a long-term commitment.

In the Brazilian context, Sallaberry et al. (2021) analyzed the relationship between the profile of Brazilian Public Prosecution Service employees and the intention of Turnover in order to understand better which factors influence the intention of Turnover in the public sector since, in Brazil, it occurs predominantly voluntarily, due to stability barriers. The main results

showed that the female gender has a lower turnover intention and longer-lived and higher-paid servers. Furthermore, contrary to what was expected by the authors, the hypothesis that more experienced employees in the organization have a lower turnover intention was not confirmed, as well as the type of employment and partially the activity developed. As resulting practical implications, the evidence found allowed us to identify groups of servers that demand greater investment in recovery and retention policies to avoid the costs of Turnover.

Finally, Rocha Neto and Santana (2022) verified the predictive relationships between motivation, organizational identification, and career turnover intention of active duty military personnel distributed throughout the national territory in the final and support areas of an institution of the Armed Forces. The results showed that motivation did not significantly correlate with turnover intention, with only organizational identification being confirmed as a predictor variable. Therefore, in addition to identification with the organization being fundamental for the military not to want to leave it, the profile for a military career can reinforce organizational identification. These results allow us to infer that adjustments to the organization, environment, and workgroup are important for the low intention to leave these military personnel.

Based on these studies, it is important to understand the intention of employee turnover based on the influences of adjustment factors of the individual with the work environment (person-organization adjustment, person-group adjustment, and person-work adjustment).

2.2 Relationship between Person-Environment Fit and Turnover Intention

The theoretical body of person-environment fit (PEF) has human behavior as a function of the interaction between individuals and environments (Kristof, 1996) and is configured as a structure to evaluate and predict how the characteristics of individuals and the environment of work determine the well-being of the worker and, with this, it allows identifying points of

preventive intervention for adjustments. The PEF considers some components of adjustments in the work environment, such as the person-organization fit (POF), the person-group fit (PGF), the person-job fit (PJF), person-vocation fit (PVF), and person-supervisor fit (PSF) (Van Vianen, 2018). Person-vocation and person-job fit are considered complementary types of fit because they relate to attributes such as preferences, needs, and abilities that are complemented by environmental offers and demands, or vice versa. Person-organization, person-group, and person-supervisor fit are considered supplementary fits concerning attributes such as personalities, values, and goals (Van Vianen, 2018). In this study, the emphasis will be on person-organization, person-group, and person-work fits.

The person-organization fit (POF) is the compatibility between people and organizations that occurs when at least one entity provides what the other needs, or they share similar fundamental characteristics or both (Kristof, 1996; Van Vianen, 2018). Derived from the central premise that different types of individuals are attracted to different types of organizations and located in the broader debate surrounding PEF, POF emphasizes the importance of fit between individuals and work processes and creating an organizational identity through the institutionalization of consistent values that permeate the culture of an organization (Werbel & DeMarie, 2005; Van Vianen, 2018).

Thus, the approaches to the POF emphasize the adjustment between people, the characteristics of the organizational climate and culture, and the objectives to be achieved, focusing special attention on the alignment between individual and organizational values (Kasimati, 2011). Thus, the POF can be understood by two systems: the congruence of values (level of similarity between the personal values of an individual versus the values imposed by the organization) and the congruence of objectives (consistency between the individual objectives of a person and organizational goals and provides an essential condition that motivates employees to show positive attitudes and behaviors) (Kristof, 1996). These two

systems are independent and sometimes can be in line or conflict, generating well-being or tension, influencing organizational effectiveness (Kasimati, 2011). Thus, POF is underpinned by the assumption that attitudes, behavior, and other person-level outcomes result not just from the individual or the environment independently but also from the interaction between the two.

Piasentin and Chapman (2006) suggested that there would be higher levels of POF to the extent that the individual's values are congruent with those of the organization. In this sense, individuals who exhibit value preferences similar to their organization's value orientations are likelier to show favorable attitudes at work and have less interest in leaving the organization. Based on these arguments, it is expected that when values and objectives are congruent between individuals and organizations, their intention of Turnover will be lower. With this, it is proposed the hypothesis:

H1: The (a) congruence of values and the (b) congruence of objectives are negatively related to the turnover intention of individuals.

The second adjustment is Person-Group (PGF), defined as the compatibility between an individual and other workgroup members (Kristof, 1996; Werbel & Gilliland, 1999), and its result influences individual and group performance. The literature indicates that the perceived attractiveness and cohesion of the group are greater when the members have high degrees of similarity in attitude. In addition, there is evidence that the PGF positively correlates with job satisfaction and organizational commitment, while it is negatively correlated with turnover intention (Abdalla et al., 2018). It also shows that the similarity between individuals and team members can significantly assimilate and retain new members (Abdalla et al., 2018). Thus, individuals with high levels of POF and PGF are likelier to perceive strong connections between helping their colleagues and the organization (Abdalla et al., 2018). Therefore, it is likely that these individuals also have higher levels of performance in additional activities and functions (Vogel & Feldman, 2009). Thus, the hypothesis is conjectured:

H2. POF is positively related to PGF.

PGF can exist when someone is similar to the workgroup/team members in values (supplementary) or when they have work-relevant knowledge, skills, and abilities (complementary) (Abdalla et al., 2018; Van Vianen, 2018). Thus, the PGF is understood by two different types. The supplementary PGF occurs when an individual has characteristics similar to the existing organizational characteristics, and the complementary PGF occurs when an individual fills a void or adds something that is missing in the organization (Abdalla et al., 2018).

A critical difference between the supplemental and supplemental adjustment types is in the definition of environment. In the first type, the environment is described according to the people who inhabit it, whereas in the supplementary setting, the environment is defined apart from its inhabitants. Thus, when individuals perceive that they are similar to other employees in the organization, they tend to exhibit positive attitudes and behaviors at work, in addition to lower levels of turnover intention in the organizational environment (Pirrolas & Correia, 2021, Westerman & Cyr, 2004). Therefore, based on what has been described, it is expected that both the complementary and supplementary adjustments affect the reduction of the individuals' turnover intention, allowing us to propose the following hypotheses:

H3. (a) supplementary adjustment and (b) supplementary adjustment are negatively related to individuals' turnover intention.

The Person-Job Fit (PJF) type refers to the match between job requirements such as knowledge, skills, and abilities and employee qualifications, that is, the match between employee needs and job supplies (Abdalla et al. al., 2018; Edwards, 1991; Van Vianen, 2018). In other words, PJF refers to the match between a person's abilities and the demands for attributes of a job. With this, it is summarized that the PJF focuses on the individual level of

analysis and ensures that individuals have the technical knowledge to perform their assigned jobs and make valuable contributions (Abdalla et al., 2018; Werbel & DeMarie, 2005).

POF influences PJF as they are distinct and interdependent concepts (Abdalla et al., 2018; Kristof, 1996). In organizations, it is preferable to select individuals based on POF and PJF in order to keep them motivated, satisfied, and highly committed (Abdalla et al., 2018), as they will have less intention of Turnover (Pinho et al., 2022; Soares et al., 2022). However, both adjustments are constructs that affect outcome variables differently (Lauver & Kristof-Brown, 2001). Based on the above, it is expected that the greater the person-organization adjustment, the greater the person-work adjustment will tend to be, and thus the hypothesis is proposed:

H4. POF is positively related to PJF.

The PJF can be understood in two types of adjustment: the needs-supplies adjustment and the demands-skills adjustment. The need-supply fit is about the congruence between the needs of employees and the supplies that emanate from their work, and the demands-skills adjustment concerns the congruence between an individual's knowledge, skills, and abilities in attending to their work (Abdalla et al., 2018; Piasentin & Chapman, 2006).

The work environment provides financial, physical, and psychological resources, as well as related interpersonal and growth opportunities required by individuals. Supply-needs matching is achieved when such environmental resources meet an individual's needs. On the other hand, an environment may demand contributions from individuals in terms of time, effort, commitment, knowledge, skills, and attitudes. Thus, the skill-demand adjustment is achieved when individuals' contribution (supply) meets the environmental demands. In summary, the supply-needs adjustment occurs when an environment satisfies needs, desires, preferences, or both, and the skill-demand adjustment occurs when an individual has the necessary skills to meet environmental demands (Sekiguchi, 2004).

Studies support the links between work-oriented attitudes and behaviors, as changes in any of them are positively related, such as work engagement (Abdalla et al., 2018; Van Vianen, 2018); this can be explained by the fact that individuals expect their organization to fulfill a large number of obligations as part of the official and unofficial employment contract (which corresponds to the needs-supplies adequacy perspective). When the organization fails to fulfill what it is obligated to give in return for employee contributions, a psychological contract breaches, and so does turnover intent. In this perspective, it is expected that when there is an adjustment of needs-supplies and demands-skills, the intention of Turnover of individuals is lower and, thus, the following hypotheses are presented:

H5: The (a) adjustment of needs-supplies and (b) adjustment of demands-skills are negatively related to the turnover intention of individuals.

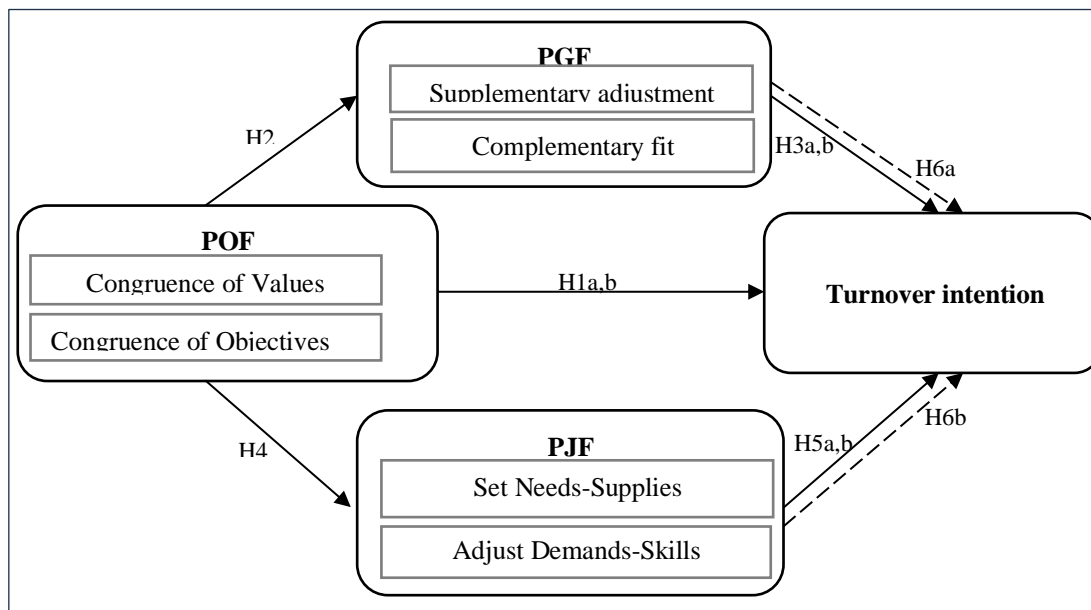
Finally, it is proposed to test the possible mediation effects of PGF and PJF on the relationships between POF and the individual's turnover intention (Abdalla et al., 2018). This proposal is justified because research such as Abdalla et al. (2018) showed that the characteristics of the group and work represent the proximal work context of employees compared to the more distal organizational environment. Therefore, from a first perspective, it is expected that the greater the adjustment between person-organization, the greater the person-group adjustment and, consequently, the lower the individual's turnover intention. In the same direction, it is assumed that the greater the adjustment between person-organization, the greater the person-job adjustment and, consequently, the lower the individual's turnover intention. Based on these conjectures, the following hypotheses are described:

H6. The (a) PGF and (b) PJF mediate the relationship between the POF and the turnover intention of individuals.

Based on the context described, Figure 1 presents the theoretical model of this research.

Figure 1

Research design



3 METHODOLOGICAL PROCEDURES

3.1 Sample Selection

This research population comprises servants of a body essential to the jurisdictional function of the State in Brazil. Data were collected through online questionnaires sent by email, between August and September 2019, from a universe of approximately 10,000 active servers, 3,200 of which were randomly selected to send invitation emails of participation, from which 449 valid responses were obtained (Table 1).

Table 1

Respondent Data (n= 449)

Gender	No	(%)	Experience in the Agency	No	(%)
Rather not answer	5	1,12	Less than one year	8	1,78
Feminine	223	49,66	From 1 to 5 years	106	23,61
Masculine	221	49,22	From 5 to 10 years	107	23,83
			From 10 to 15 years	97	21,6
			15 years old or older	131	29,18
Income	No	(%)	Bond	No	(%)
Rather not answer	31	6,7	Commissioned (without bond)	36	8,02
Less than 10 MW	90	20,09	Effective (contestant)	406	90,42
From 10 to 13 MW	174	38,84	Requested	4	0,89
From 13 to 16 MW	94	20,98	No reply	3	0,67
From 16 to 19 MW	38	8,48			
More than 19 MW	22	4,91			

Note: MW: minimum wage on the collection date was R\$ 998.00.

Respondents were informed of ethical assurance through free participation and anonymization of responses, in compliance with data protection legislation, and supported by the ethical procedures required by the ethics committee of the authors' teaching and research institutions. Notably, the sample was composed almost equally between men and women, mostly between 1 and 10 years; the majority had remuneration between 10 and 13 minimum wages, and most were permanent servants.

3.2 Research instrument, data collection, and analysis procedures

Data was collected through a questionnaire adapted from Abdalla et al. (2018), consisting of 5 constructs arranged in 2 blocks. In the first block, the constructs of Person-Organization Fit (POF), Person-Group Fit (PGF), Person-Job Fit (PJF), and Turnover intention were arranged with 33 questions. The POF construct was understood by the congruence of values variables (7 questions) by Cable and DeRue (2002) and Abdalla et al. (2018), and the congruence of objectives (7 questions) by Supeli and Creed (2014) and Abdalla et al. (2018). The second construct (PGF) consisted of the variables supplementary adjustment (6 questions) and complementary adjustment (5 questions), both with theoretical support by Piasentin and Chapman (2006) and Abdalla et al. (2018). The third construct was the PJF which consisted of the need-supplies adjustment variables (5 questions) and demands-skills adjustment (4 questions), both based on the studies by Cable and DeRue (2002) and Abdalla et al. (2018). Construct four was about turnover intention (3 questions) and was supported by Cammann et al. (1983) and Abdalla et al. (2018). The second block comprised the four questions related to the sociodemographic characteristics of the respondents used to characterize the sample.

In order to answer the assertions, except for those in the block and sociodemographic data, respondents were asked to indicate their degree of agreement, considering the five-point Likert-type scale, ranging from (1) strongly disagree to (5) strongly agree. It is noteworthy that,

before applying the research instrument to the respondents, back-translation procedures were carried out with two professionals and two pre-tests, the first with three professors from the management area and the second with five professionals from the application segment of this research with a view to external validation. All the recommendations obtained for improving the instrument during the performance of these procedures were considered.

Data analysis was performed using the Structural Equation Modeling (SEM) technique estimated from Partial Least Squares (PLS). The technique makes it possible to simultaneously estimate a series of separate but interdependent multiple regression equations by specifying the structural model (Hair Jr. et al., 2016). For the analysis, the measurement model was evaluated in the first stage, in which the reliability and validity of the constructs were analyzed. In the second stage, the structural model of the study was evaluated, in which the hypotheses were tested (Hair Jr. et al., 2016).

4 DATA ANALYSIS AND DISCUSSION OF RESULTS

4.1 Structural equations

The application of the structural equations technique started with the measurement model test stage, in which the reliability (individual and composite) and validity (convergent and discriminant) of the research constructs were analyzed (Hair Jr. et al., 2016).

The validity of the constructs was observed from the AVE, with coefficients above 0.50. There is also an indication that the model is adequate in terms of reliability, as Cronbach's alpha and composite reliability showed values greater than 0.70. It was necessary to exclude two items to validate the Cronbach's Alpha and AVE criteria and three others due to insufficient external loads of the variables complementary adjustment (CA2), supplementary adjustment (SA2, SA5, and SA6), and congruence of values (CV7).

Satisfactory Composite Reliability and Cronbach's Alpha indicate that the sample is theoretically bias-free and that the data collection instrument is reliable (Hair Jr. et al., 2016). Calculation of Cronbach's alpha is used to verify the internal consistency of the results of each latent variable, which establishes the expectation of measurement error, and the closer to 1.00, the lower the expectation of error and the greater the reliability of the instrument (Hair Jr. et al., 2016).

It should be noted that the discriminant validity was evaluated using the square root of AVE (Average Variance Extracted), which is on the main diagonal of the matrix, and whose values are greater than the correlation coefficients of the other constructs, which indicates that the validity discriminating is acceptable. For the validation of cross-loads, it was necessary to exclude additional adjustment items (CA3) and value congruence (CV5), resulting in the corresponding validity presented in the Fornell-Larcker matrix (Table 2). With this, the measurement model results indicate that the model constructs are considered reliable and valid, enabling the structural model stage.

Table 2

Discriminant validity

	Cronbach's alpha	Composite reliability	AVE		CA	SA	CO	CV	DS	TI	NS
CA	0,787	0,872	0,695	CA	0,834						
SA	0,752	0,857	0,668	SA	0,197	0,818					
CO	0,771	0,868	0,688	CO	0,328	0,459	0,829				
CV	0,888	0,918	0,693	CV	0,268	0,415	0,678	0,832			
DS	0,880	0,907	0,71	DS	0,423	0,357	0,506	0,429	0,843		
TI	0,819	0,893	0,737	TI	-0,152	-0,325	-0,401	-0,356	-0,205	0,858	
NS	0,879	0,912	0,676	NS	0,223	0,385	0,545	0,635	0,386	-0,428	0,822

Note: AC: Complementary Adjustment; AS: Supplementary Adjustment; CO: Congruence of objectives; CV: Congruence of values; DH: Adjust demand-skills; IR: turnover intention; NS: Need-supplies adjustment

Bootstrapping with 5000 subsamples, bias-corrected and accelerated confidence interval, and one-tailed test at a significance level of 5% was used to analyze the structural model. This model includes the hypotheses and the paths between the constructs. A blindfolding

technique (Hair Jr. et al., 2016) was also applied. Each relationship's path, t-value, and p-value were obtained through bootstrapping, as shown in Table 3.

Table 3

Path Coefficients

Caminhos	β	t-value	p-value	Hypotheses
CV -> TI	-0,034	0,495	0,620	H1a
CO -> TI	-0,173	2,591	0,010**	H1b
SA -> TI	-0,107	2,191	0,028*	H3a
CA -> TI	-0,027	0,533	0,594	H3b
NS -> TI	-0,301	5,234	0,000**	H5a
DS -> TI	0,069	1,276	0,202	H5b

Note 1: Intention of turnover= R2: 0.301; F2: 0.430; Q2: 0.207. Note 2: * sig 5%; ** sig 1%.

The second modeling was carried out to allow testing of hypotheses 2, 4, and 6; and grouped the already validated variables in person-organization Fit (CO and CV), person-group (CA and SA), and person-work (DS and NS). To ensure validation similar to the first process, after testing, items CA1, CA4, CA5, and DS3 were excluded for model validity (AVE), and items CO3, DS2, NS5, DS1, and DS4 due to external load limitations.

Table 4

Path Coefficients

Paths / Relationships	β	t-value	p-value	Hypothesis
Direct Effects				
POF -> PGF	0,449	9,795	0,000**	H2
POF -> PJF	0,639	20,416	0,000**	H4
Specific Indirect Effects				
POF -> PGF -> IR	-0,054	2,254	0,024*	H6a
POF -> PJF -> IR	-0,185	4,62	0,000**	H6b

Note 1: Intention of turnover = R2: 0.282; F2: 0.393; Q2: 0.195; Person-Group Fit = R2: 0.202; F2: 0.253; Q2: 0.127; Person-Job Fit = R2: 0.408; F2: 0.689; Q2: 0.296. Note 2: * sig 5%; ** sig 1%.

Before presenting the discussion of the hypotheses, it is reported that the structural model was evaluated based on (i) Pearson's Coefficient of Determination (R2); (ii) Predictive Relevance (q2) or Stone-Geisser indicator; and (iii) Effect Size (f2) or Cohen's Indicator (Hair Jr. et al., 2016).

4.2 Discussion of Results

The first hypothesis (H1a) sought to test whether the congruence of values is negatively related to the intention of individuals' Turnover, which was not confirmed ($\beta = -0.034$; $p > 0.10$).

Unlike the first, the results of H1b confirmed that the congruence of objectives is negatively related to the intention of Turnover ($\beta = -0.173$; $p < 0.05$). Thus, it is inferred that the lower the congruence of objectives between the servants and the organization, the greater the intention of Turnover tends to be.

The second hypothesis proposed that POF is positively related to PGF, which was statistically corroborated ($\beta = 0.449$; $p < 0.01$). POF is described as the compatibility between the person and the organization, and it occurs when at least one of the parties provides what the other one needs or they share similar fundamental characteristics (Kristof, 1996; Van Vianen, 2018). The PGF is the compatibility between an individual and other workgroup members (Kristof, 1996; Werbel & Gilliland, 1999; Van Vianen, 2018). With this, it appears that respondents realize the importance of helping their colleagues and the organization as a whole (Abdalla et al., 2018) as this reflects in higher levels of performance in their activities, which in turn has repercussions on greater organizational identification and less intention of Turnover of individuals (Rocha Neto & Santana, 2022; Pirrolas & Correia, 2022a; Pirrolas & Correia, 2020).

H3a tested whether the supplementary adjustment is negatively related to the individuals' turnover intention and was statistically confirmed ($\beta = -0.107$; $p < 0.05$). Supplementary adjustment occurs when an individual has characteristics similar to existing organizational characteristics (Abdalla et al., 2018; Van Vianen, 2018), and this causes the server to have a lower turnover intention. In general, when individuals perceive that they are similar to other employees in the organization, they tend to exhibit positive attitudes and behaviors at work, in addition to lower levels of Turnover (Westerman & Cyr, 2004); this highlights the importance of organizations reinforcing the professional identity and organizational identification of their servers (Rocha Neto & Santana, 2022; Pirrolas & Correia,

2022a) so that they do not incur, for example, counterproductive behaviors and intentions of absenteeism and Turnover.

With the result that differs from the previous hypothesis, H3b did not statistically confirm that the additional adjustment is negatively related to the turnover intention ($\beta = -0.027$; $p > 0.10$). Complementary fit occurs when an individual fills a void or adds something lacking in the organization (Abdalla et al., 2018). With this, it is inferred that the civil servants of the investigated body do not consider themselves the only ones in the work environment.

The fourth hypothesis proposed that the greater the person-organization fit, the greater the person-work fit (POF->PJF). The results supported H4, statistically confirming the positive relationship between the two types of adjustments ($\beta = 0.639$; $p < 0.01$). Whereas POF is described as the compatibility between people and organizations and PJF refers to job requirements such as knowledge, skills and abilities, and the qualifications of individuals (Abdalla et al., 2018; Edwards, 1991; Van Vianen, 2018), it appears that the respondents are aligned with their organizations and respective functions and perceive alignments between the demands and their skills of the work they perform.

H5 suggested that when there is an adjustment of (a) needs-supplies and (b) demands-skills, the individuals' intention of Turnover is lower. H5a was statistically proven ($\beta = -0.301$; $p < 0.01$), making it possible to infer that respondents perceive that the work environment provides financial, physical, and psychological resources, as well as related, interpersonal, and growth opportunities required by them; this causes them to have less intention of Turnover, given the negative effect of the relationship. In contrast, H5b was not statistically confirmed ($\beta = 0.069$; $p > 0.10$), as the demands-skills adjustment is not negatively related to turnover intention. This finding shows that the respondents do not perceive the alignment between their knowledge, skills, and abilities in attending to their work (Abdalla et al., 2018; Van Vianen, 2018).

The sixth hypothesis advocated that (a) PGF and (b) PJF mediate the relationship between POF and individuals' turnover intention. Both mediation hypotheses (H6a $\rightarrow \beta = -0.054$; $p < 0.05$; and H6b $\rightarrow \beta = -0.185$; $p < 0.01$) were statistically significant, and PGF and PJF were found to be strong mediators between POF and individuals' intention to rotate. The findings of H6a confirm that the greater the adjustment between person-organization, the greater the person-group adjustment and, consequently, the lower the individual's turnover intention. Likewise, the results of H6b corroborate that the greater the fit between person-organization, the greater the person-job fit and, consequently, the lower the individual's turnover intention. Therefore, employees' perceptions of alignment with their workgroup and tasks are likely to promote adequate perceptions of the organization as a whole, resulting in lower levels of Turnover (Abdalla et al., 2018; Pirrolas & Correia, 2022a).

In general, the findings of the tested hypotheses reinforce the importance of organizations' efforts to adjust the environment in order to reduce the Turnover of their collaborators, such as care and attention to an organizational culture that is healthy and that establishes the values that will be employed in the organizational daily life. These precautions, along with others, are key points to increase employee satisfaction and ensure the success of organizational purposes in all their applications.

5 CONCLUSIONS

The general objective of this article was to analyze the influence of adjustment factors of the individual with the work environment (person-organization fit, person-group fit, and person-work fit) on the turnover intention of 449 civil servants of a body that is essential to the jurisdictional function of the State in Brazil. The results statistically confirmed that the greater the congruence of objectives, the supplementary adjustment, and the supply-needs adjustment, the lower the turnover intention tends to be. However, it has not been proven that the

congruence of values, the complementary fit, and the demand-skills fit negatively affect turnover intention. It was observed that the person-organization fit is positively related to the person-group fit and the person-job fit. Furthermore, it was proved that person-organization and person-group adjustments mediate the relationship between the person-job fit and the turnover intention of individuals.

This study contributes to the literature by analyzing the relationship between different environmental factors and how they influence Turnover. Intent Turnover can be mitigated by considering individuals' suitability for various aspects of the work environment, including organization, person-to-group, and person-to-job. Furthermore, it contributes by verifying that PGF and PJF intensify the effects of POF in reducing turnover intention. Overall, the results confirm that when civil servants share similar goals with the organization, colleagues, and supervisors, they are less likely to want to leave the organization.

Regarding the practical implications of this study, it is argued that it is a moment of recent change in the legal environment for the movement of civil servants in Brazil, and this can lead to a greater understanding of the needs signaled in the implementation of the Ordinance by the State. Organizations allocate resources to develop and maintain fit between servers and their tasks, as this fit is linked to positive organizational outcomes. In addition, through the results, it is recommended that organizations promote the person-environment fit by reinforcing the mission, values, and organizational objectives and then clarifying the role and importance that servers have to achieve these purposes.

This study has some limitations. First, it was limited in scope, including turnover intent as an outcome variable. Future research may include other outcome variables such as commitment and organizational identification. Second, this research was carried out in a single moment, and therefore, it is possible to investigate how the relative effects of the adjustment of POF and PJF change when the work context varies and when it undergoes contingencies, for

example. Another limitation is that the data were collected from employees of a single agency. Therefore, the generalization of the results to organizations outside this sector should be treated with parsimony. Thus, future studies are suggested to test the model applied in public bodies from different segments, such as the executive and legislative. Finally, it is recommended that future studies investigate this issue by applying different methods (e.g., qualitative), which will allow a better understanding of the occurrence of the turnover intention phenomenon.

REFERENCES

- Abdalla, A., Elsetouhi, A., Negm, A., & Abdou, H. (2018). Perceived person-organization fit and *turnover* intention in medical centers. *Personnel Review*, 47(4), 863-881.
<https://doi.org/10.1108/PR-03-2017-0085>
- Bertelli, A. M. (2007). Determinants of bureaucratic *turnover* intention: Evidence from the Department of the Treasury. *Journal of Public Administration Research and Theory*, 17(2), 235-258. <https://doi.org/10.1093/jopart/mul003>.
- Cable, D. M., & DeRue, D. S. (2002). The convergent and discriminant validity of subjective fit perceptions. *Journal of Applied Psychology*, 87(5), 875.
<https://doi.org/10.1037/0021-9010.87.5.875>
- Cammann, C., Fichman, M., Jenkins, G. D. Jr. & Klesh, J. R. (1983). Assessing the attitudes and perceptions of organizational member. In Seashore, S.E., Lawler, E. E. III, Mirvis, P. H. and Cammann, C. (Eds.), *Assessing Organizational Change: A Guide to Methods, Measures, and Practices*, Wiley, New York, 71-138.
- Chen, Y. F., & Tjosvold, D. (2005). Cross-cultural leadership: Goal interdependence and leader-member relations in foreign ventures in China. *Journal of International Management*, 11(3), 417-439.
- Edwards, J. R. (1991). *Person-job fit: a conceptual*

- integration, literature review, and methodological critique. In Cooper, C.L. and Robertson, I.T. (Eds.), *International Review of Industrial and Organizational Psychology*, 6, Wiley, New York, NY, 283-357.
- Freitas, A. D., Lacerda, F., Santos, E., Alvarenga, M., & Bizarrias, F. (2022). Políticas de recursos humanos, aprendizagem e intenção de rotatividade nas organizações. *Revista de Administração Mackenzie*, 23(4), 1-31. <https://doi.org/10.1590/1678-6971/eRAMG220210.pt>
- Hair, J. F. Jr, Hult, G. T. M., Ringle, C., & Sarstedt, M. (2016). *A primer on partial least squares structural equation modeling (PLS-SEM)*. USA: Sage Publications.
- Jung, H. S., Namkung, Y., & Yoon, H. H. (2010). The effects of employees' business ethical value on person-organization fit and *turnover* intent in the foodservice industry. *International Journal of Hospitality Management*, 29(3), 538-546. <https://doi.org/10.1016/j.ijhm.2009.08.005>
- Kamalaveni, M., Ramesh, S., & Vetrivel, T. (2019). A review of literature on employee retention. *International Journal of Innovative Research in Management Studies (IJIRMS)*, 4(4), 1-10.
- Kasimati, M. (2011). Job satisfaction and *turnover* under the effect of person-organization fit in Albanian public organizations. *Journal for East European Management Studies*, 315-337. <https://www.econstor.eu/bitstream/10419/84116/1/766342077.pdf>
- Kim, S. (2005). Factors affecting state government information technology employee *turnover* intentions. *The American Review of Public Administration*, 35(2), 137-156. <https://doi.org/10.1177/0275074004273150>
- Kristof, A. L. (1996). Person-organization fit: An integrative review of its conceptualizations, measurement, and implications. *Personnel Psychology*, 49(1), 1-49.

- Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences of individuals' fit at work: a meta-analysis of person-job, person-organization, person-group, and person-supervisor fit. *Personnel psychology*, 58(2), 281-342. <https://doi.org/10.1111/j.1744-6570.1996.tb01790.x>
- Lauver, K. J., & Kristof-Brown, A. (2001). Distinguishing between employees' perceptions of person-job and person-organization fit. *Journal of Vocational Behavior*, 59(3), 454-470. <https://doi.org/10.1006/jvbe.2001.1807>
- Merchant, K. A., & Van der Stede, W. A. (2017). *Management control systems*. Performance Measurement, Evaluation, and Incentives. Fourth edition. Pearson.
- Meyer, J. P., & Allen, N. J. (1984). Testing the “side-bet theory” of organizational commitment: Some methodological considerations. *Journal of applied psychology*, 69(3), 372. <https://doi.org/10.1037/0021-9010.69.3.372>
- Ministério da Economia (2020a). Portaria 282, de 24 de julho de 2020. Dispõe sobre a movimentação de servidores e empregados públicos federais [...]. <https://www.in.gov.br/en/web/dou/-/portaria-n-282-de-24-de-julho-de-2020-268521327>
- Ministério da Economia (2020b). Portaria nº 357, de 26 de outubro de 2020. Altera a Portaria nº 282, de 24 de julho de 2020, que dispõe sobre a movimentação de servidores [...]. <https://legis.sigepe.gov.br/legis/detalhar/23026>
- Ministério da Economia (2021). Portaria nº 3.499, de 26 de março de 2021. Altera a Portaria nº 282, de 24 de julho de 2020, que dispõe sobre a movimentação de servidores [...]. <https://www.in.gov.br/en/web/dou/-/portaria-me-n-3.499-de-26-de-marco-de-2021-311353626>

- Moynihan, D. P., & Landuyt, N. (2008). Explaining *turnover* intention in state government: Examining the roles of gender, life cycle, and loyalty. *Review of Public Personnel Administration*, 28(2), 120-143. <https://doi.org/10.1177/0734371X08315771>
- Moynihan, D. P., & Pandey, S. K. (2008). The ties that bind: Social networks, person-organization value fit, and *turnover* intention. *Journal of public administration research and theory*, 18(2), 205-227. <https://doi.org/10.1093/jopart/mum013>
- Muala, I., Al-ghalabi, R. R., Alsheikh, G. A. A., Hamdan, K. B., & Alnawafleh, E. A. T. (2022). Evaluating the effect of organizational justice on *turnover* intention in the public hospitals of Jordan: mediated-moderated model of employee silence, workplace bullying, and work stress. *International Journal of Professional Business Review*, 7(3), 1-23. <https://doi.org/10.26668/businessreview/2022.v7i3.0526>
- O'Reilly III, C. A., Chatman, J., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of management journal*, 34(3), 487-516.
- Ouchi, W. G. (1979). A conceptual framework for the design of organizational control mechanisms. *Management Science*, 25(9), 833-848. <https://doi.org/10.2307/2391748>
- Piasentin, K. A., & Chapman, D. S. (2006). Subjective person-organization fit: Bridging the gap between conceptualization and measurement. *Journal of Vocational Behavior*, 69(2), 202-221. <https://doi.org/10.1016/j.jvb.2006.05.001>
- Pinho, A. P. M., Silva, C. R. M., & Oliveira, E. R. S. (2022). Determinantes da intenção de rotatividade no setor público: um estudo em uma instituição federal de ensino. *Administração Pública e Gestão Social*, 14(3), 1-20. <https://doi.org/10.21118/apgs.v14i3.13039>
- Pirrolas, O. A., & Correia, P. M. A. R. (2020). O churning aplicado à gestão de recursos humanos: A importância de um modelo de previsão. *Lex Humana*, 12(1), 59-68.

- Pirrolas, O. A., & Correia, P. M. A. R. (2021). Modelo teórico-conceitual do churning de recursos humanos: A importância da sua operacionalização. *In Proceedings of the 5th International Forum on Management Connected in a Multipolar World: Everything Becomes Smart and Digital* (pp. 1-7). Setúbal, Portugal.
- Pirrolas, O. A. C., & Correia, P. M. A. R. (2022a). Churning de recursos humanos: setor privado versus setor público. *Revista de Gestão dos Países de Língua Portuguesa*, 21(3), 163-182.
- Pirrolas, O. A. C., & Correia, P. M. A. R. (2022b). Dimensionality of the Causes of Churning: A Multivariate Statistical Analysis. *Merits*, 3(1), 21-36.
- Pitts, D., Marvel, J., & Fernandez, S. (2011). So Hard to Say Goodbye? *Turnover Intention among U.S. Federal Employees*. *Public Administration Review*, 71(5), 751-760.
<https://doi.org/10.1111/j.1540-6210.2011.02414.x>
- Rocha Neto, J. M., & Santana, P. C. (2022). Intenção de rotatividade, motivação e identificação organizacional: estudo de organização militar. *Revista de Carreiras e Pessoas*, 12(3), 499-523.
- Sallaberry, J. D., Santos, E. A., Bortoluzzi, D. A., & Lunkes, R. J. (2021). Características de Perfil dos Servidores do Ministério Público e sua Relação com a Intenção de *Turnover*. *Administração Pública e Gestão Social*. 13(3).
<https://doi.org/10.21118/apgs.v13i3.10849>.
- Sekiguchi, T. (2004). Person-organization fit and person-job fit in employee selection: A review of the literature. *Osaka Keidai Ronshu*, 54(6), 179-196.
- Soares, M., Felix, B., & Laurett, R. (2022). Percepção de chamado e a intenção de deixar o emprego: papel moderador da mobilidade de emprego. *Cadernos EBAPE.BR*, 20(6), 882-897. <http://dx.doi.org/10.1590/1679-395120220002>

- Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, *turnover* intention, and *turnover*: path analyses based on meta-analytic findings. *Personnel Psychology*, 46(2), 259-293. <https://doi.org/10.1111/j.1744-6570.1993.tb00874.x>
- Van Vianen, A. E. (2018). Person-environment fit: A review of its basic tenets. *Annual Review of Organizational Psychology and Organizational Behavior*, 5, 75-101. <https://doi.org/10.1146/annurev-orgpsych-032117-104702>
- Vogel, R. M., & Feldman, D. C. (2009). Integrating the levels of person-environment fit: The roles of vocational fit and group fit. *Journal of Vocational Behavior*, 75(1), 68-81.
- Werbel, J. D., & DeMarie, S. M. (2005). Aligning strategic human resource management and person-environment fit. *Human Resource Management Review*, 15(4), 247-262. <https://doi.org/10.1016/j.hrmr.2005.10.001>
- Werbel, J. D., & Gilliland, S. W. (1999). Person-Environment Fit in the Selection Process, *Research in Personnel and Human Resources Management*, 1999, 17, 209–243.
- Westerman, J. W., & Cyr, L. A. (2004). An integrative analysis of person-organization fit theories. *International Journal of Selection and Assessment*, 12(3), 252-261. https://doi.org/10.1111/j.0965-075X.2004.279_1.x

Ajuste Pessoa-Ambiente e a Intenção de Rotatividade: um Estudo com Servidores Públicos

RESUMO

Objetivo: Buscou-se analisar a influência dos fatores de ajustes do indivíduo com o ambiente de trabalho (ajuste pessoa-organização, ajuste pessoa-grupo e ajuste pessoa-trabalho) na intenção de rotatividade de servidores públicos de órgão da justiça brasileira.

Método: Aplicou-se questionários a 449 servidores públicos, cujos dados foram analisados por meio de equações estruturais.

Originalidade/Relevância: Evidencia que a rotatividade é atenuada ao se considerar a adequação do indivíduo a vários aspectos do ambiente de trabalho.

Resultados: Os resultados confirmaram estatisticamente que quanto maior a congruência de objetivos, o ajuste suplementar e o ajuste das necessidades-suprimentos menor tende ser a intenção de rotatividade. Contudo, não se comprovou que a congruência de valores, o ajuste complementar e o ajuste de demandas-habilidades afetam negativamente a intenção de rotatividade. Observou-se que o ajuste pessoa-organização se relaciona positivamente ao ajuste pessoa-grupo e ao ajuste pessoa-trabalho. Ademais, comprovou-se que os ajustamentos de pessoa-organização e pessoa-grupo medeiam a relação entre o ajuste pessoa-trabalho e a intenção de rotatividade.

Contribuições Teóricas: Contribui ao destacar fatores que promovem a congruência entre a pessoa e o ambiente de trabalho. Adiciona as dimensões de ajuste às pesquisas que examinam a rotatividade no setor público, especialmente no campo da justiça, de maior percepção de justiça organizacional e remunerações elevadas.

Contribuições para a Gestão: Permite que as organizações públicas foquem seus escassos recursos na promoção de adequação do servidor às dimensões mais relevantes para mitigar a rotatividade, e consequentemente reduzir gastos com concursos e treinamentos.

Palavras-chave: Ajuste pessoa-organização, Ajuste pessoa-grupo, Ajuste pessoa-trabalho, Turnover.

Edicreia Andrade dos Santos 

Universidade Federal do Paraná, Paraná, Brasil
edicreiaandrade@yahoo.com.br

Jonatas Dutra Sallaberry 

Universidade Federal do Paraná, Paraná, Brasil
jonatas.sallaberry@hotmail.com

Daiane Antonini Bortoluzzi 

Universidade Federal do Mato Grosso, Mato Grosso, Brasil
daianeantonini@gmail.com

Leonardo Flach 

Universidade Federal de Santa Catarina, Santa Catarina, Brasil
leonardo.flach@gmail.com

Mayla Cristina Costa Maroni Saraiva 

Universidade de Brasília, Brasília, Brasil
mayla.c.costa@gmail.com

Recebido: Janeiro 23, 2023

Revisado: Julho 07, 2023

Aceito: Julho 07, 2023

Publicado: Setembro 30, 2023



