

# Exploring the Relationship between Organizational & Community Fit and Resignation Intention

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**To Link this Article:** <http://dx.doi.org/10.6007/IJARAFMS/v14-i2/21471> DOI:10.6007/IJARAFMS/v14-i2/21471

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**Published Online:** 20 May 2024

## Abstract

This systematic literature review explores the relationship between organizational fit, community fit, employee resignation intention, and how these factors affect employee mobility in a globally competitive environment. Analysis of literature published over the past 20 years highlights the critical role of effective organizational and community alignment in reducing employees' intentions to resign. The study underscores the importance of profoundly understanding employees' resignation intentions and the underlying work embedment as a strategic approach to mitigate employee turnover. The labor market changes induced by the COVID-19 pandemic further emphasize the significance of these factors. This research offers strategic recommendations for enhancing organizational and community alignment to optimize human resource management and improve employee satisfaction.

**Keywords:** Organizational Fit, Community Fit, Employee Resignation Intention, Job Embeddedness, Human Resource Management

## Research Background

Research indicates that, within the context of fierce global competition, employee turnover poses a significant challenge for organizations, particularly in human resource management. Consequently, understanding employees' intentions to resign has become a critical strategy to prevent turnover, effectively predicting whether employees may depart from an organization (Windon et al., 2019). Given that human resources are a core asset for

any organization, it is essential in a competitive environment for organizations to exert substantial efforts to retain their employees, thereby ensuring an increase in productivity. However, the departure of well-trained and dedicated employees undoubtedly results in significant organizational losses (Anees, 2021).

Furthermore, Merhar (2020) noted that the costs associated with hiring and training new employees often exceed half of an employee's annual salary, while replacing an employee can reach between one and 2.5 times the yearly salary. Therefore, effective managers must continuously explore the reasons behind employee resignations and seek viable strategies to retain key personnel. Notably, the intention to resign refers to the likelihood that an individual will voluntarily leave or change jobs within a certain period, a key indicator for predicting employee departure (Windon et al., 2019). Identifying this indicator helps organizations recognize potential resignation risks early on, effectively reducing overall employee turnover. Since an employee's intention to resign is closely linked to their life and work conditions, organizations must adopt strategic measures to mitigate this inclination (Cruz, 2022).

The ongoing COVID-19 pandemic has brought unprecedented changes to the labor market, leading to widespread employee dissatisfaction and an increasing number of employees considering new job opportunities (U.S. Bureau of Labor Statistics (BLS), 2022). This trend not only affects various industries but has also triggered a massive wave of employee resignations and career reassessments (Almhdawi et al., 2021). The term "Great Resignation" was first coined by Anthony Klotz of University College London to describe this phenomenon (Lodewick, 2022).

Pre-pandemic studies have already revealed several factors motivating employee departures, such as the pursuit of work-life balance, job security, and competitive compensation and benefits. These factors can lead to feelings of fatigue, anxiety, and depression among employees, thereby increasing the likelihood of resignations (Chambers Mack et al., 2019; Cidlinska et al., 2022; Lashuel, 2020; Mudrak et al., 2018). With the ongoing impact of COVID-19, researchers are paying more attention to how the pandemic affects employee turnover trends. Especially in the early stages of the pandemic, limited support provided to workers and other existing workplace grievances may have further accelerated employees' intentions to resign (Gewin, 2022; Woolston, 2020; Weyandt et al., 2020).

### **Research Objectives**

This study will employ the theory of reasoned action to investigate the relationships and mechanisms between organizational ties, social ties, and the propensity to leave:

1. The research will examine the negative correlation between organizational fit and the intention to resign, analyzing how alignment between organizational culture and values can effectively reduce employee resignation intentions. The study will include assessing the congruence between the organizational environment and employee expectations and how such alignment enhances job satisfaction and employee loyalty.

2. The study will also explore the negative correlation between community fit and the intention to resign, examining the impact of employees' relationships with their community environment on retention. The study involves analyzing community support, community engagement, the extent to which employees are integrated into their workplace community, and how these factors collectively reduce employees' intentions to resign.

### **Research Significance**

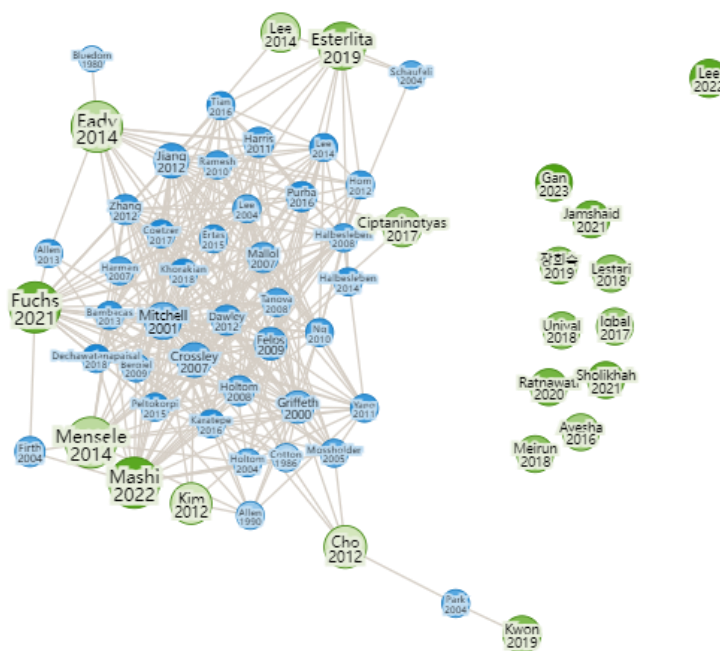
This study delves into the impact of organizational and community fit on employee resignation intentions, expanding the related literature and highlighting the crucial role of these fits in establishing deep connections between employees and their work environments. Theoretically, the research analyzes how organizational and community fits influence employee satisfaction and commitment, reducing the intention to resign. The study provides a comprehensive framework for understanding these dynamics and introduces new perspectives for further research.

In practical application, the findings offer organizations critical insights for optimizing human resource strategies, enhancing job satisfaction, and reducing resignation intentions, which is especially crucial in a constantly changing market environment to maintain a competitive talent advantage.

This research provides practical strategies for organizational managers to enhance employee retention by strengthening the connections between employees and their work environments. Ensuring long-term commitment and engagement is essential for maintaining organizational competitiveness and viability, which is crucial for sustained organizational success.

### **Research Methodology**

This study, which adopts a systematic literature review (SLR) as its methodology to address specific research questions, emphasizes the rigor and transparency of the research process to ensure that other researchers can replicate the findings. The SLR method has gained broader attention and recognition in the fields of business and management in recent years (McGuire, 2021; Dangelico & Vocalelli, 2017). Following the SLR procedure recommended by Tranfield et al (2003), this study retrieved and collected relevant secondary data from databases such as Scopus, Web of Science, and Google Scholar, ensuring consistency with previous research methodologies. The results of the literature review on the research topic are summarized in a matrix chart in subsequent chapters. The purpose of this matrix chart is to present and integrate the main findings of previous studies, providing a clear depiction of the overall landscape of the research field.



Based on literature published over the past decade, this research thoroughly explores the relationships between organizational fit, community fit, and employee intentions to resign. Through preliminary searches, articles irrelevant to the research theme or not focused on employee resignation intentions were excluded. Ultimately, 25 articles that met the criteria were included in this review. These articles, which form a dataset containing relevant variables, have all been published in various business journals over the past decade or more. The retrieval process in this study did not set any geographical or industry restrictions.

Item	Publication Year	Author	Title
1	2012	Dong-Hwan Cho, Jung-Min Son	Job Embeddedness and Turnover Intentions: An Empirical Investigation of Construction IT Industries
2	2012	Jung-Man Kim, Jung-Man Kim, Do-Hwa Lee, Do-Hwa Lee	The Effect of Job Embeddedness on Seafarer's Turnover Intention
3	2014	Levern Eady	Job embeddedness and intention of voluntary turnover in the aerospace and defense industry: A quantitative study
4	2014	Jong-Hyun Lee, KangHyun Shin, SeungGeun Baek, Chang-goo Heo	The effectiveness of job embeddedness in turnover studies
5	2014	Cebile Mensele, Ceibile Mensele, Melinde Coetzee, Melinde Coetzee	Job embeddedness, organizational commitment, and voluntary turnover of academic staff at a Higher Education Institution in South Africa
6	2016	Noor Ayesha, Noor Ayesha, Zainuddin Yuserrie, Zainuddin Yuserrie	Job embeddedness Model and employee intention to stay in ICT industries of Malaysia

7	2017	Albertha Haga Ciptaningtyas,Albertha Haga Ciptaningtyas,P. Tommy Y. S. Suyasa,P. Tommy Y. S. Suyasa,P. Tommy Y.S. Suyasa,P. Tommy Y.S. Suyasa,Linda Wati,Linda Wati,Linda Wati	The Relationships Between Job Embeddedness, Person-Organization Fit, and Turnover Intention
8	2017	Qaisar Iqbal,Qaisar Iqbal,Noor Hazlina Ahmad,Noor Hazlina Ahmad,Sohail Akhtar,Sohail Akhtar,Sohail Akhtar	The Mediating Role of Job Embeddedness Fit: Perceived Job Characteristics and Turnover Intention in the Services Sector
9	2018	Manoj Uniyal, Sharmistha Banerjee, Karnak Roy	Relationship Between Job Embeddedness and Employees' Turnover Intention: A Study on Private Airlines in India
10	2018	Tang Meirun,Tang Meirun,Tang Meirun,Tang Meirun,Jennie Soo Hooi Sin,Jennie Soo Hooi Sin,Chuah Chin Wei,Chuah Chin Wei	A Comprehensive Profile Analysis of the Effect of Job Embeddedness on Turnover Intention among New Generation of Rural Migrant Workers in China: Based on PLS-SEM
11	2018	Ayu Lestari,Ayu Lestari,Mulia Sari Dewi,Mulia Sari Dewi	Pengaruh Job Embeddedness Dan Work Engagement Terhadap Intensi Turnover
12	2019	Jeong-Ok Kwon,Jeong-Ok Kwon,Jeong-Ok Kwon,Jung- Mi Kang,Jung-Mi Kang	The Effect of Person-Environment Fit(Person-Job Fit, Person-Organization Fit, Person-Supervisor Fit) and Job Embeddedness on Turnover Intention in Clinical Nurses'
13	2019	Haiti Maria Esterlita,Haiti Maria Esterlita,Debora Eflina Purba,Debora Eflina Purba,Debora Eflina Purba	Organizational Embeddedness Dimensions' Roles in Perceived Career Opportunities: Turnover Intention of Indonesian Millennials
14	2019	Kevalin Puangyoykeaw Setthakorn	Family Background and Its Impact on Job Embeddedness and Turnover Intention: The Moderating Role of the Number of Dependents and Family Income Level
15	2019	장희숙,장희숙 ( Heesook Jang ),윤선정,윤선정 ( Sunjung Yoon )	블랙컨슈머의 행동에 대한 항공사 객실승무원의 감정노동이 직무지속의사에 미치는 영향: 직무배태성의 매개효과를 중심으로
16	2020	S. Hokororo,Francis Michael	Predicting Academic Staff Intention to Stay in Tanzanian Universities Using

			Job Embeddedness Model: Smart PLS Approach
17	2020	Alifah Ratnawati, Alifah Ratnawati, Ken Sudarti, Ken Sudarti, Ken Sudarti, Mulyana Mulyana, Mulyana Mulyana, Mulyana Mulyana, Muhammad Husni Mubarak, M Husni Mubarak	Job Embeddedness: a Strategy to Reduce Voluntary Turnover Intention
18	2021	Rosa María Fuchs, Rosa María Fuchs, Rosa María Fuchs	Links, fit or sacrifice: Job embeddedness and intention to quit among Generation Y
19	2021	Sholikhah, Sholikhah, Christian Wiradendi Wolor, Christian Wiradendi Wolor, Christian Wiradendi Wolor	PENGARUH STATUS PEGAWAI DAN JOB EMBEDDEDNESS TERHADAP TURNOVER INTENTION KARYAWAN UNIVERSITAS NEGERI JAKARTA
20	2021	Samrah Jamshaid, Samrah Jamshaid, Najma Iqbal Malik, Najma Iqbal Malik, Shahida Perveen, Shahida Perveen	WORKPLACE BULLYING AS A PREDICTOR OF TURNOVER INTENTION AMONG TEACHERS: ROLE OF JOB EMBEDDEDNESS
21	2022	Hye Ju Lee, Hye Ju Lee, Soo-Kyoung Lee, Ji-Soo Lee, Ji-Soo Lee	Effects of job embeddedness and nursing working environment on turnover intention among trauma center nurses: A cross-sectional study
22	2022	Munir Shehu Mashi, Munir Shehu Mashi, Isyaku Salisu, Isyaku Salisu, Ismail Kayode Olaoye, Ismail Kayode Olaoye, Aliyu Hamza Galadanchi, Aliyu Hamza Galadanchi	Job embeddedness as a mediator of the effects of organizational antecedents on voluntary turnover intention of hotel employees in Nigeria
23	2023	Shan Jiang, Jintao Li	Impact of person-environment fit on construction project managers' turnover intention: a moderated mediation model
24	2023	Lu Gan, Kenneth S. Law, Xiangqian Jiang, Xuyu Chen	Free Myself: Investigating the Impact of Employees' Turnover Intention on Job Embeddedness
25	2024	Anthony Frank Obeng, Samuel Awuni Azinga, John Bentil, Florence Y.A. Ellis, R. B. Coffie	Investigating the effects of off-the-job embeddedness on turnover intentions: does affective commitment play a role?

## Research Content

### Research on Employee Resignation Intention

Resignation intentions are widely regarded as the most reliable variable for predicting actual employee departure behaviors. Kraut (1975) first noted that resignation intentions precede departure behaviors and often translate into actual departures. Furthermore, Mobley et al (1978) described how dissatisfaction with factors such as salary and work environment leads employees to contemplate leaving, a tendency that logically precedes departure actions as an initial manifestation of the turnover process.

Subsequently, Tett & Meyer (1993) defined resignation intentions as the "conscious and deliberate willingness to leave the organization." This definition was further refined by Carmeli and Weisberg (2006), who believed resignation intentions involve three elements of withdrawal cognition: first considering resignation, then the intention to seek other employment, and finally, the actual intent to resign. Lacity (2008) briefly described resignation intentions as "the extent to which an employee plans to leave the organization."

Recent research emphasizes the importance of resignation intentions and their impact on organizational stability. Santika et al (2023) noted that resignation intentions are significantly influenced by factors such as job stress, organizational culture, and organizational commitment, while Živković et al (2023) further explained that perceived better job opportunities significantly affect employees' resignation intentions, a crucial step before actual departure behaviors. These recent findings highlight the predictive value of resignation intentions and emphasize their importance for individual decision-making and organizational strategy considerations.

### Research on Organizational Fit and Community Fit

Mitchell et al (2001) defined fit as the employee's perceived comfort with the organizational environment, emphasizing how alignment with the organization and job positively impacts job satisfaction and commitment. O'Reilly III, Chatman, and Caldwell (1991) found that employees with low person-organization fit were likelier to leave. Villanova et al. (1994); Cable & Judge (1996) also noted that job compatibility and value congruence negatively correlate with turnover rates.

Further, Kristof-Brown et al (2005) and others confirmed that organizational fit positively affects employee commitment and satisfaction and impacts motivation and performance. Wojtczuk-Turek (2013); Bundy et al (2018) discussed how value and strategic fits influence organizational performance. More recently, Tholen (2023); Subramanian et al (2023) emphasized the importance of organizational fit in recruitment, noting its positive effects on employee retention and job performance and its potential to cause social biases.

Grant (1984) defined community fit as investing in interpersonal relationships and community structures to foster personal growth and contribute to societal well-being. Newman and Carayon (1994) broadly described it as the match between community needs and environmental resources, involving economic, safety, housing, and sociocultural aspects to optimize quality of life. Mitchell et al (2001) suggested that when considering job choices, employees focus on fit with the organization and the community environment.

Barnett and Gareis (2009) believed community fit relates to employed individuals' satisfaction with community resources like school arrangements and their sense of well-being, directly affecting their work role quality and psychological state. Community adaptation includes enhancing residents' sense of belonging, compatibility, and inclusivity,

including the community's climate, culture, outdoor activities, and recreational opportunities (Mensele & Coetzee, 2014).

Moreover, community fit also involves employees' perceived comfort with their living environment (Yang, 2019; Treuren & Fein, 2021; Yang et al., 2022). Lashani and Zacher (2021) emphasized that community fit affects employees' satisfaction with shared workspaces and resignation intentions. Ragusa (2022) described community fit as the subjective consistency between the residential community and the individual, emphasizing the importance of social interactions over material consumption, which is crucial for urban residents' satisfaction and community well-being.

### **Research on the Relationship between Organizational & Community Fit and Resignation Intention**

Adaptability, defined as employees' perceived congruence with their work and organizational environments, is crucial for enhancing employee satisfaction and loyalty (Mitchell et al., 2001). Past researches indicate that organizational support and recognition significantly enhance organizational commitment and reduce resignation intentions (Rhoades & Eisenberger, 2002; Holtom et al., 2006). Additionally, a good job and organizational fit positively affect employee retention rates (Jiang et al., 2012; Campbell et al., 2013).

Employee adaptability is influenced by the surrounding environment, which includes the fit within the organization and the fit with the community, such as the climate, facilities, and culture of the residence (Mitchell et al., 2001; Holtom et al., 2006). Embedded practices within the community and organization effectively reduce employee turnover (Shah et al., 2020). Therefore, organizations can decrease turnover by promoting employee involvement in non-work areas, such as family care and part-time studies (Chan et al., 2019).

From the perspective of leadership style, individuals with lower community fit may experience increased job stress due to a lack of support, thereby elevating the likelihood of departure (Amankwaa et al., 2021). Thus, by enhancing community fit, employees can gain resources through community activities, reduce job insecurity, and lower the motivation to seek alternative employment (Burrows et al., 2022).

### **Conclusion**

This study conducted a systematic literature review to thoroughly examine the relationship between organizational fit, community fit, and employee resignation intentions. The findings indicate that a strong match between the organization and the community significantly enhances employee organizational commitment and reduces resignation intentions (Mitchell et al., 2001; Rhoades & Eisenberger, 2002; Holtom et al., 2006). Furthermore, the degree of alignment between organizational culture and values closely related to employee job satisfaction and loyalty, effectively lowering the tendency to leave (Jiang et al., 2012; Campbell et al., 2013). Community support and involvement also play a crucial role in reducing resignation intentions, mainly through participation in non-work-related activities such as family care and part-time studies. These contribute to increased job satisfaction and reduced turnover tendencies (Chan et al., 2019; Shah et al., 2020). Thus, the dual alignment of organization and community is of significant theoretical and practical importance for maintaining employee stability and ensuring ongoing organizational success.

### **Research Contribution**

This research makes a significant theoretical and practical contribution to understanding the intricate dynamics of organizational and community fit in shaping



employee resignation intentions by investigating how these fits influence employee satisfaction and commitment. The study extends existing literature, providing a comprehensive framework that underscores the vital role of these fits in establishing deep connections between employees and their work environments.

Theoretically, this research elucidates how organizational and community fit reduce resignation intentions. It offers a nuanced analysis of how alignment with organizational culture and community resources fosters job satisfaction and organizational commitment, thereby mitigating the desire to leave. This framework introduces new perspectives for further research, inviting scholars to explore the multifaceted impacts of fit on employee behavior and organizational outcomes.

The findings provide actionable insights for organizations aiming to enhance employee retention. By highlighting the importance of organizational and community fit, the study offers critical strategies for human resource management to optimize job satisfaction and reduce turnover. In an ever-changing market environment, maintaining a competitive talent advantage is crucial, and this research equips managers with the tools to strengthen the connections between employees and their work environments, ensuring long-term commitment and engagement.

The implications of this study are far-reaching. The research offers practical strategies for organizational managers to enhance employee retention through targeted interventions that foster a supportive and cohesive work and community environment. By understanding the factors that contribute to organizational and community fit, managers can implement policies and practices that retain talent and enhance overall employee well-being and organizational effectiveness.

In summary, this research contributes to the theoretical understanding of employee resignation intentions by providing a comprehensive framework that links organizational and community fit with job satisfaction and commitment. Practically, it offers valuable strategies for organizations to enhance employee retention, ensuring sustained success in a competitive market.

### **Limitation**

Although this study provides in-depth insights into the relationship between organizational and community fit and employee resignation intentions, notable limitations cannot be ignored. Firstly, the research relies on published academic articles, which may be subject to publication bias. This bias favors studies with significant results, potentially overlooking unpublished or non-significant studies, which could affect the integrity and reliability of the findings.

Secondly, the literature search did not set geographic or industry restrictions, which may impact the universality of the results. Cultural differences across different regions and industries may limit the applicability of the findings. These differences could involve organizational structure, management style, and employees' perceptions and reactions to organizational and community fit. Thus, the results may not universally apply to all areas or sectors.

The study predominantly uses a literature review method, lacking empirical validation with original data. This limitation restricts a deeper understanding of the causal relationships between variables and may affect the interpretive power and accuracy of the results. Future research should consider employing quantitative methods, such as surveys or interviews, to obtain more specific data support.

Furthermore, given the unprecedented changes in the labor market due to the COVID-19 pandemic, such as the "Great Resignation," there may be new factors influencing employees' intentions to resign. The pandemic may have altered employee expectations regarding job security, work flexibility, and remote work, which require further exploration in future research.

Lastly, although comprehensive, the literature review may not have covered all emerging research areas, such as the impact of technological advancements on employee resignation intentions. As artificial intelligence and automation technologies evolve, there could be significant changes in employee expectations and organizational human resource management strategies, necessitating consideration and exploration in future studies.

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