

Impact of job meaningfulness on employee retention: Antecedent and outcome of person-organization fit and person job fit

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Abstract: Employee retention promotes positivity in an organization and improves employers' brand value. As the human resource department operates with the objective of improving employees' contribution towards the organization, meaningful work is an important topic in the core areas of human resource development (HRD), such as employee involvement, motivation, and personal development. Not only salary, benefits, working environment, and status but also the factors that determine whether you enjoy going to work every day are whether you believe that your work makes a meaningful contribution. In HRD, meaningful work comes to the forefront through a connection with a high level of commitment. Thus, this study aims to establish the relationship between meaningful and purposeful jobs affecting employee retention and the mediating factors of person organization fit (POF) and person job fit (PJF). A cross-sectional study involving a survey methodology was used to collect data from 150 white-collar employees working in the IT, banking, textile, and multinational companies in Bangladesh. The results indicate that job meaningfulness has a positive relationship with employee retention (p -value = 0.031) and both the mediating factors of PJF (p -value = 0.040) and POF (p -value = 0.028). The results also indicate that while POF positively influences employee retention (p -value = 0.019), PJF has no significant influence on employee retention (p -value = 0.164). Thus, promoting employee job meaningfulness and purpose in the workplace may represent an opportunity for organizations to improve employee engagement and retention.

Keywords: employee retention; person job fit; person organization fit; job meaningfulness; human resource development

1. Introduction

A meaningful job meets basic human needs of dignity in the workplace, meaningful work, and some degree of economic justice. As Hopok suggests, work has a great impact on workers' lives and by extension, their world. The most important implications of work, therefore, arise from the basic human needs of work; and employees want their work to bring both meaningful impact and pleasure. Although the achievement of important work-related outcomes may not be fully under the focal employee's control, the current career literature continues to place significant emphasis on personal agency in achieving desired outcomes (Akkermans et al., 2018). The extant literature provides insights into the relative importance of 'fit' in multiple stages of the selection process. 'Fit' has been found to be related to a host of important outcomes, including job satisfaction, organizational commitment, intention to quit, and overall job performance (Kristof-Brown et al., 2005). The fit between a person and his or her work environment is commonly defined in terms of

supplementary fit or complementary fit (Edwards, 2008; Kristof-Brown et al., 2005). Supplementary fit occurs when a person's characteristics are similar to or match those of the environment. This type of fit has been applied to capture person-organization fit (POF) and is primarily operationalized in terms of value congruence or goal congruence between the individual and the organization, inspiring employees to remain in the organization. The complementary fit, known as the person-job fit (PJF), focuses on the match between the abilities of a person and the demands or desires of a person and the attributes of a job (Edwards, 1991).

The perceived positive adoption results of person-job fit (PJF) and POF conformance can be partly attributed to the sharing of organizational values. This creates effective communication and trust between individuals and organizations and facilitates employees' emotional responses to the organization (Edwards and Cable, 2009). Traditional employees were treated as a commodity and had to adjust according to the organization; however, in the current scenario where mobility is higher and talent shortage is challenging, the job needs to be meaningful to the employees for them to stick and contribute towards the desired outcomes.

Employee turnover has long been a topic of central interest for management scholars and practitioners (Allen et al., 2010). Despite the plethora of empirical studies devoted to employee turnover, researchers still seek explanations of why people quit their jobs (Katsikea et al., 2015). Since employee turnover has a substantial impact on an organization's costs and operations, both scholars and business practitioners continue to seek strategies that encourage employees to stay. Even when unemployment is high, firms are particularly keen on retaining their employees. Employee engagement is considered the focus variable of innovative employee work behavior. Earlier research found employee engagement to be a predictor of different variables, such as employee performance (Dhir and Shukla, 2019; Motyka, 2018), employee commitment (Sahni, 2019), employee organizational trust and psychological well-being (Jena et al., 2019), and cyber security (Reeves et al., 2021). To date, research on workplace embedding has expanded to predict other work outcomes such as organizational civic behavior, innovation-related behavior, job satisfaction, and performance (Ghosh and Gurunathan, 2015). This study fills a void in the HRD literature by establishing the relationship between meaningful and purposeful jobs affecting employee retention and the mediating factors of person organization fit (POF) and person job fit (PJF).

2. Research questions

- 1) Does Job meaningfulness influence employee retention through person-job fit and person-organization fit?
- 2) Does Job meaningfulness have impact on the person job fit and person organization fit?
- 3) Does Job meaningfulness ensure employee retention in an organization?
- 4) Does person job fit and person organization fit have impact on the employee retention?

3. Literature review

A literature review of employee retention is the central issue of the current research. A review of earlier research on the different factors of employee retention is also presented. Then, the current research clarifies ‘person organization fit’ and ‘person job fit’ dimensions. Finally, this study highlights the meaningfulness of the job’s impact and importance in the organization.

3.1. Employee retention

The word “retention” refers to the state in which an employee chooses to work and stay in the organization. According to Buenger (2006), employee retention focuses on maintaining a stable workforce, which contributes to the success of an organization. Employee retention is a serious challenge for the future HR management. Even today, in the 21st century, employee retention remains an important concern for businesses (Ali et al., 2024).

Globalization and competition have increased the need for organizations to attract and retain a competent and skilled workforce (Catteeuw et al., 2007). Talent is one of the most valuable weapons of an organization (Tlaiss et al., 2017). Employee retention calls for identifying why people work for, leave, and choose an organization. All areas where employees face dissatisfaction or lack of commitment need to be analyzed.

3.2. Dimensions of employee retention

Recent studies (Ali et al., 2015; Hossain, 2019; Mountford, 2013) have shown the need of analyzing employee retention in terms of both work conditions and individual characteristics of employees. Some researchers underlie factors of employee retention, among others, as job satisfaction, self-development desire (i.e., motivation), and job security and well-being (Hatcher et al., 2014; Wang and Hayes, 2017).

3.2.1. Job satisfaction

Job satisfaction refers to an employee’s sense of accomplishment. It is generally believed to be directly related to productivity and personal wellbeing. Job satisfaction refers to doing work that you enjoy, doing it well, and being rewarded for your efforts. Job satisfaction also refers to enthusiasm and enjoyment of one’s work. Job satisfaction is an important factor in achieving recognition, income, promotion, and other goals that lead to a sense of accomplishment (Kaliski, 2007). The term job satisfaction refers to people’s attitudes and feelings towards their jobs. Positive attitudes towards work indicate job satisfaction. Negative and unfavorable attitudes toward work indicate job dissatisfaction (Armstrong, 2006). Job satisfaction is a collection of feelings and beliefs about one’s current job. Job satisfaction ranges from extremely satisfied to extremely dissatisfied. People can also have attitudes about different aspects of their work, type of work, peers, supervisors, or subordinates, and their pay (George et al., 2008). Job satisfaction is a complex and multifaceted concept that refers to different things for different people. Job satisfaction is commonly associated with motivation; however, the nature of this

relationship is unclear. Satisfaction was not the same as motivation. Job satisfaction is an attitude and inner state. For example, it can be associated with a quantitative or nurturing sense of personal accomplishment (Mullins, 2005). Job satisfaction is an emotion that arises from the perception that work meets material and psychological needs (Aziri, 2008).

3.2.2. Motivation

The general motivational model considered in this study is often referred to as ‘cognitive motivation’ in the educational literature. The definition of cognitive motivation deals, among other things, with what the learner wants to learn: the subject matter and how much effort they put into learning. The two poignant definitions cited by Wang and Palincsar (1989) touch upon these factors: “Skill and willingness to learn” (Paris and Oka, 1986) and “purposeful effort” (Snow and Farr, 1983). Keller’s definition captures these factors. “Motivation has to do with the choices people make, what experiences and goals they pursue or avoid, and how much effort they put into them” (Keller in Crookes and Schmidt, 1991). The causal relationship between learning success and motivation is discussed in the motivation literature. Skehan (1989) reviewed studies on the relationship between success and psychosocial models of motivation, and concluded that a balance of evidence supports the view that motivation is likely to lead to successful learning. Increase.

3.2.3. Work-life balance (WLB)

As employee health and well-being have become of great importance in recent decades (Bhat et al., 2023; Peeters and Demerouti, 2014), WLB has received considerable attention from both researchers and practitioners as a means of promoting employee well-being (Jones et al., 2013; Kinnunen et al., 2014; Wagner et al., 2014). An employee’s job and work environment can have a significant impact on their non-work-related life situations and vice versa, often referred to as work-family interference or family to-work interference. (Mache et al., 2016). The connection between these two areas can have positive or negative impacts on a person’s well-being. According to Kinnunen et al. (2014), the boundaries between work and personal life have blurred over the past two decades. In this environment, employees value their free time and social interactions with friends, family, and community. WLB provides energy, self-efficacy, and positive attitudes that intrinsically motivate and inspire employees to engage in work (Niessen et al., 2018). It also turns out that involvement in work roles has a positive impact on work. You get role resources, which in turn enrich your work and family (Chen and Potwell, 2012).

3.3. Person-organization fit and person-job fit

As has been earlier, ‘fit’ between an individual and his/her work environment can be defined in terms of supplementary fit or complementary fit (Edwards, 2008; Kristof-Brown et al., 2005). Supplementary fit which deals with matching an individual’s characteristics with those of the environment is known as the person-organization fit. On the other hand, the complementary fit, known as the person-job fit (PJF), focuses on the match between the abilities of a person and the demands or desires of a person and the attributes of a job (Edwards, 1991).

3.3.1. Person-organization fit

Perceived P-O fitness has a positive relationship with positive outcomes such as job satisfaction and social behavior of the organization, and a negative relationship with the intention to leave the job (Arthur et al., 2006; Kristof-Brown et al., 2005). Employee performance is usually effectively measured through supervisory evaluation (Alessandri et al., 2017; Arthur et al., 2006; Janssen and Van Det al., 2006; Janssen and Van, 2011). Therefore, inadequate matching between the target and actual levels may be associated with reduced job satisfaction; however, it is assumed that the priority of key causal relationships differs between the two components. On the other hand, energetic engagement states with higher action potentials are likely to shape the perception of maladapted motivation and ensure that many desirable levels exceed currently available levels. Adaptation to requirements and skills has been found to be associated with a variety of important outcomes, including job satisfaction, organizational involvement, willingness to resign, and overall job performance (Kristof-Brown et al., 2005). Therefore, matching requirements and skills can be considered an important precursor to the benefits of both individuals and their hiring organizations. However, in contrast to the many studies on the outcomes of demands-abilities fit, limited attention has been devoted to its antecedents, particularly those individual differences that instigate between-job or within-job changes in perceived demands-abilities fit.

3.3.2. Person-job fit

The concept of person-job (P-O) fit, which is defined as the degree of congruence or match between a person and the environment, has long been prevalent in the management literature (Holland, 1997; Kristof, 1996; Pervin, 1968; Schneider, 1987). P-J fit refers to the match between the abilities of a person and the demands or desires of a person and the attributes of a job (Edwards, 1991). This involvement is influenced by organizational norms and practices, particularly organizational climate (Kaliprasad, 2006), and is not job specific (Bashaw and Grant, 1994). In addition to organizational commitment, individual commitment and adherence to mutual obligations are important (Hytter, 2007). The 'gratitude' approach assumes that the foundation for the desired future already exists in the company (Cooperrider et al., 2007; Verheijen, 2005). Gratitude approaches focus on positive issues (Van and Hosking, 2004). Employees seem more fully and effortlessly engaged when they can do more of what they are good at (Bouwman, 2006) and what interests them. In addition, a grateful approach should create a sense of continuity that avoids negative reactions and apathy. Rowden (2002) and Visser (2001) pointed out that increased involvement is likely when employees are directly involved in organizational development. Consequently, employee retention must consider both organizational and personal factors. Several studies examining the relationship between job satisfaction and turnover have found a clear negative association (Cotton and Tuttle, 1986; Muchinsky and Morrow, 1980; Tett and Meyer, 1993; Trevor, 2001) meaning that when employees are not satisfied, they are likely to leave the organization.

3.4. Job meaningfulness

Meaningful work has become a topic of interest among scholars and

practitioners in recent years. The contributing factors include the dissatisfaction with short-term organizational imperatives, growing concerns over job quality, and a burgeoning focus on work as an arena for individuals to find meaning and purpose (Chalofsky, 2010; Lepisto and Pratt, 2017; Taylor, 2017). While the current vogue for meaningful work is welcome, the subject has been the focus of scholarly attention in the humanities for many centuries, laying a rich theoretical foundation for understanding the potential of work as a meaningful human endeavor (Berkelaar and Buzzanell, 2015; Tablan, 2015; Yeoman, 2014). Within the field of human resource development (HRD), meaningfulness has come to the fore through its association with high levels of engagement (Alagaraja and Shuck, 2015; Fairlie, 2011; Kahn, 1990; Shuck, 2011), as well as interest in human purpose and potential (Chalofsky and Cavallero, 2013; Chalofsky and Krishna, 2009; Fairlie, 2011). However, HRD scholars have also drawn attention to the dearth of empirical research on the topic (Chalofsky, 2003; Cullen, 2013; Kuchinke et al., 2009). Earlier reviews of the literature on HRD, organizational behavior, and ethics have expanded our knowledge of the core dimensions of meaningful work (Chalofsky, 2003; Lepisto and Pratt, 2017; Michaelson et al., 2014; Rosso et al., 2010). However, some questions remain unanswered. From the perspective of human resource development, we worry about this lack of knowledge. Meaning plays a central role in the discussion on important human resources. First, purpose is a fundamental part of workplace spirituality (Dirkx, 2001, 2013), that emphasizes the importance of acknowledging one's inner self and soul in the workplace. From this perspective, employers are responsible for creating a work environment that promotes meaning, community, and attribution (Adawiyah and Pramuka, 2017; Daniel, 2010; Marques, 2006). Another study on human resource development explored ways to improve employee awareness through learning and skill development. For example, Thory (2016) showed that emotional intelligence training can help promote a heightened sense of purpose by providing insight into the emotions of oneself and others. Third, significance interacts with work-life balance through the concept of the work-life system (Munn, 2013), while others have shown that significance is associated with an understanding of individual career behaviors. Masu (Cullen, 2013). In addition, elements of workplace design that promote awareness of purpose can lead to higher levels of job satisfaction, motivation, and achievement, and make sense in workplace design discussions that can reduce absenteeism and turnover (Garg and Rastogi, 2006; Hackman and Oldham, 1976; Humphrey et al., 2007). In summary, as Chalofsky (2003) argues, meaning is an inclusive state of existence, a major contributor to an individual who feels that he or she has achieved the purpose of life, and of employees not only mental health, but also their health, high performance organization. Given the centrality of meaning in such important discussions in the HRD space, there is an urgent need to learn more about the evidence base for meaningful work.

4. Research framework and hypotheses

The section discusses the proposed research framework as well as the gaps in the research. In the gap section, the current research identifies unresolved research in

the earlier literature. The subsequent sections explain the hypotheses developed in this study related to fulfilling the unidentified research gap.

4.1. Research gap

In particular, no prior reviews have been conducted with a particular focus on empirical evidence, which may contribute to how employees experience meaningful work and promote a sense of purpose, and lack of understanding of certain organizational and individual level factors. Thus, the extant literature falls short of understanding the relationship between meaningful and purposeful jobs that underlie employee retention and the factors that underlie the supplementary fit (i.e., POF) and the complementary fit (i.e., PJF) of an employee. This gap is especially important given the key role in developing working conditions that can foster a sense of purpose (Chalofsky, 2010). The connectivity between meaningful and purposeful jobs on employee retention intention is also a field of concern that is yet to be explored.

4.2. Research framework

Employee retention is important not only to reduce turnover costs and the costs companies spend on recruiting and training. However, the need to retain employees is more important for preventing talented employees from being poached. Several factors indicate the importance of employee retention. This can be the cost of the goods sold, adding hundreds of thousands of dollars to the company's expenses. It is difficult to calculate the costs of turnover, including hiring costs, training costs, and lost productivity. Industry experts often conservatively estimate this 25% of the average employee salary. In today's job market, this requirement-skills match is more erratic than stable, and individuals are actively engaged over time, either within their current job (Bayl-Smith and Griffin, 2018) or through career transitions. Matching needs and skills have been found to be associated with a variety of important outcomes, including job satisfaction, organizational commitment, intention to quit, and overall job performance (Kristof-Brown et al., 2005). Job embedding has a wide range of influences on employees' decisions to stay in their jobs (Mitchell et al., 2001).

Currently, there is fierce competition among talented people. Rising turnover, amplified by increased job rotation, will intensify competition to attract not just talented, high-performing individuals, but also those who will become the future core workforce of an organization. Toracco (2000) notes that, while knowledge is now recognized as one of the most valuable assets of an organization, most organizations lack the support systems necessary to maintain and leverage the value of knowledge. Organizations cannot afford to take a passive stance on knowledge management in the hope that people will acquire and use knowledge, and knowledge sources will become known and accessible throughout the organization (Sunil Ramlall, 2004). Instead, organizations wishing to maintain a competitive advantage have rapidly developed systems to harness the value of knowledge to this end (Robinson and Stern, 1997; Stewart, 1997). Thus, organizations need to ensure the supplementary fit (i.e., POF) for the employees that can bridge the gap between

making their job more meaningful and ensuring their retention. Similarly, a person's work-related knowledge and skills influence their wages, opportunities for promotion, and/or type of work (Becker, 1975; Hulin and Smith, 1967; Katz, 1978). This complementary fit (i.e., PJF) will become very important in the coming years, as employees recognize their commitment to the organization and the organizational need to create an environment in which employees are willing to stay (Harris, 2000). Consistent with the literature review and to fill the research gap, this study proposes the research model presented in **Figure 1** below.

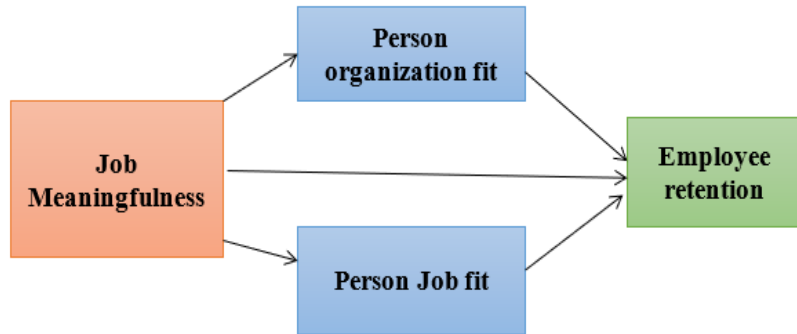


Figure 1. Proposed research framework.

4.3. Research hypotheses

Based on the literature review and the research framework, the following hypotheses have been developed:

H1: Job meaningfulness is positively related to employee retention.

H2a: Job meaningfulness has a positive relationship with person-organization fit.

H2b: Job meaningfulness has a positive relationship with person-job fit.

H3a: Person organization fit has positive relationship with employee retention.

H3b: Person job fit is positively related to employee retention.

H4a: Person organization fit mediates the relationship between job meaningfulness and employee retention.

H4b: Person job fit mediates the relationship between job meaningfulness and employee retention.

5. Methodology

This section explains the methodology used in this study, including the research design, population, sample and unit of analysis, sample size, sample-size determination technique, measurement items used, and questionnaire design. A discussion on the data collection and analysis process has been added to the end of the section.

5.1. Research design

Research design is the systematic process of collecting and analyzing data and their results to make decisions about hypotheses (Creswell, 2009). The current study is a cross-sectional study in which data were collected, and conclusions were made

through investigation at a single point in time from July 2022 to September 2022. At the same time, the current study can also be viewed as a correlation study in which researchers collect all the necessary data based on a theoretical framework (Cooper and Schindler, 2008).

Data for the current research incorporated supervisors' perceptions about the different dimensions of employee retention and meaningful jobs. A questionnaire survey was used as a means of measurement in this study. Salkind (2006) recommended the use of questionnaire methods to study the relationships between various variables in social science research.

Population, sample and unit of analysis

The population consists of the total number of people or events under investigation (Sekaran and Bougie, 2010). Identifying the target population is essential to avoid sample selection errors (Cavana et al., 2001). The target population of the current study is white-collar employees working in different professions, desks, and administrative or managerial work in different organizations in Bangladesh. The main respondents of this survey were the white-collar employees with the supervisory roles. According to Rubel et al. (2015), supervisors are the most important personnel in this industry as they are responsible for controlling the behavior of operators, the majority group in this industry. Therefore, supervisors were used as valid respondents in the current study.

In total, there were 628 registered large organizations, and 7,900,000 SMEs in Bangladesh. Dhaka was chosen as the sampling frame from which samples were selected. Dhaka was selected because more than 80% organizations were in this location. Sekaran and Bougie (2010) reported that sampling frames are valid representatives of study populations, and identifying an appropriate sampling frame helps researchers to draw appropriate conclusions. Therefore, the current research considered Dhaka as the sampling frame that represents all white-collar job holders in Bangladesh.

Sekaran and Bougie (2010) suggested taking minimum samples equal to the number of ten times or more than the number of variables proposed in the research. Thus, based on the guidelines of these authors, the sample size of the current research was considered to be 50 (5×10) or more. Again, Hoe (2008) suggested that the required sample size for any multivariate research should be 200 cases or more. Hair et al. (2017) recommended that the sample size for partial least squares structural equation modeling (SEM-PLS) is 100. These authors also reveal that by using 100 respondents, the research has the scope to obtain a suitable result.

The current study involved a decision-sampling technique that is part of a non-probabilistic sampling design. A judgmental sampling technique was used because there was no complete list of the respondents. Sekaran and Bougie (2010) also suggested that judgmental sampling methods are better used in the absence of a comprehensive list of respondents. Cooper and Schindler (2011) show that deterministic sampling is appropriate when researchers select samples that fit several principles. This sampling method was used to collect data from a pool of respondents specifically selected for the current survey. In the current study, respondents were chosen based on the following criteria: (1) Work as an employee for more than 1

year in the organization, and (2) Worked as an employee in two or more organizations.

5.2. Research instrument

The questionnaire was qualitative in nature, and a Likert scale was used. This includes the following variables, presented in **Table 1**:

Table 1. Survey instrument and research variables.

Variables	Number of Items*	Cronbach's Alpha**	Sources
Employee retention	3	0.837	Kyndt et al. (2009)
Person organization fit	6	0.848	Rhoades et al. (2001)
Person job fit	6	0.872	Hella Sylva et al. (2019)
Job meaningfulness	8	0.889	Sajeet Pradhan et al. (2016)
Demography	3	-	Name, job designation and email

* Total of 26 items. ** Reliability measures of the constructs for the current study.

A construct has an adequate level of reliability if it has a Cronbach's alpha value of 0.65 or higher (Nunnally, 1978). **Table 1** shows that all constructs have a Cronbach's alpha value more than 0.65, indicating they have adequate level of reliability.

5.2.1. Employee retention

In this study, three dimensions were used to explain the future challenges of workforce management, the implementation of recognition, reward and respect, and the competitive advantage created by the employees in the organization. The employee retention items were taken from previous work by Kyndt et al. (2009).

5.2.2. Person organization fit

Two dimensions, namely, work environment and valuing contribution, were used to measure employee retention relationship with the person organization fit and the meaningfulness of the job in the current research. Six items were employed for measuring and taken from previous work of Rhoades et al. (2001). This finding is consistent with previous studies on organizational support and the effects of long-term employee tenure within an organization (Ghosh and Sahney, 2011; Ghosh et al., 2013; Kundu and Lata, 2017).

5.2.3. Person job fit

Three dimensions, KSA, adaptation to change, and contribution, were used to measure employee retention relation with the person job fit and meaningfulness of the job in the current research. Six items were employed for measuring and were derived from previous research by Hella Sylva et al. (2019).

5.2.4. Job meaningfulness

Three dimensions were used to explain the contribution, Motivation and Engagement of employees in the organization. Eight items of job meaningfulness were found to be related to employee retention. Meaningful work has recently become an interesting topic among academics and practitioners. This is partly because of dissatisfaction with short-term organizational needs, growing concerns

about the quality of work, and growing interest in work as a place where individuals can find meaning (Chalofsky, 2010; Lepisto and Pratt, 2017; Taylor, 2017).

5.2.5. Demography

Questions were added to get an idea about the job designation and their contact information for further knowledge of white-collar employees. A job title represents the level and position of someone within a company or organization. Email surveys were chosen because of their cost-effectiveness, delivery speed, and responsiveness.

5.3. Data collection procedures

In the initial stage of the data collection process, an email was sent to different private organizations seeking permission to conduct the study through the human resource department. The email includes a brief explanation of the purpose of the study, the procedures for distribution, and data collection from the organizations. To collect data, professionals were contacted by different organizations who agreed to participate. In this regard, the questionnaire was distributed. The drop off/pick up (DOPU) technique was used to distribute and collect the questionnaires from the organization that agreed, which is considered suitable for the current study as it helps to minimize the bias in the questionnaire collection process.

5.4. Data preparation

5.4.1. Calculation of data errors and missing values

Before starting data analysis, it is imperative that the survey validates the accuracy of the dataset. Using SPSS 25.0, the frequencies and out-of-range values for individual variables were checked. Additionally, after checking the dataset for errors, the researchers searched for missing values. In this study, researchers used mean replacement to minimize the effect of missing values in datasets proposed by Farhangfar et al. (2008).

5.4.2. Common method variance (CMV)

Using a single-respondent panel was more likely to cause CMV problems. The CMV is related to measurement method issues (Podsakoff et al., 2003). The CMV produces overestimated convergence validity (Carlson and Herdman, 2012). A proximal and methodological isolation technique (Podsakoff et al., 2003) was used to neutralize CMV. The questionnaire contained a set of different measurements and corresponding instructions for the different components displayed separately. A 5-point scale of 1 (strongly agree) to 5 (strongly disagree) was used for the variables.

6. Analyses and findings

6.1. Response rate

The target respondents in this study were employees of different private industries in Bangladesh. Thirty-two percent of the respondents completed the questionnaires within a given time frame. Therefore, to increase the rate of responses, a gentle reminder to the HRM department was given to the respondent's organization. Of 400 questionnaires, 300 were returned. Of these, 150 were usable for data

analysis, representing a response rate of 50%. According to Flower (2002), there is no predetermined standard for a minimum acceptable response rate. Hayes (2000) suggested that response rate between 20% and 30% in social science research would be acceptable. In the context of private sector industry in Bangladesh, Daas et al. (2015) found meaningful results with a 33.65% response rate. Therefore, a 50% response rate in the current study is acceptable for data analysis and interpretation of the findings.

6.2. Respondents' profiles

Table 2 summarizes the respondents' profiles of the current research. With the help of the job title, the goal was to understand their contributions to the organization. It was ensured that the respondents understood the questions and were qualified to fulfill my research purpose. The emails were also stored for future use with permission from the respondents.

Table 2. Respondents' profiles.

Department	Number of Respondents*	Percentage of Respondents
Administrative	40	26.6%
Project based	10	6.67%
HR department	36	24.0%
Finance department	29	19.3%
Marketing	35	23.3%

* Total of 150 responses.

6.3. Common method variance/bias

Although the data in the current research were collected from a single source, there is a chance of CMV (Podsakoff et al., 2003). To minimize CMV, the current research employed the following steps: (i) The research incorporated the proximal methodological separation technique in designing the questionnaire, and (ii) The study used scaling in the questionnaire on a five-point Likert scale for the variables, and a Harman single factor test was used to see the variance explained by the factors. The outcome of the Harman single factor showed that seven factors accounted for 59.28% of the variance. The first factor explaining 21.23% is less than the 50% of the variance. Therefore, based on the literature and analytical findings, the current research shows that CMV is not a serious problem.

6.4. Regression analyses

Consistent with the research model, three regression analyses were conducted to test the research hypotheses. The first regression analysis predicted employee retention (ER) based on job meaningfulness (MJ), person job fit (PJF), and person organization fit (POF), while the second and the third regression analyses predicted PJF and POF, respectively, based on MJ. **Table 3** shows the results of the regression analyses.

Table 3. Results of regression analyses.

Model	Unstandardized Coefficients		Standardized Coefficients	t-stat	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	0.477	0.183		2.611	0.010	0.116	0.838
MJ	0.253	0.116	0.202	2.178	0.031	0.023	0.482
PJF	0.198	0.141	0.171	1.399	0.164	-0.082	0.477
POF	0.353	0.148	0.284	2.382	0.019	0.060	0.646
a. Dependent Variable: ER							
(Constant)	0.638	0.128		2.975	0.165	0.126	0.838
MJ	0.725	0.066	0.670	1.97	0.032	0.013	0.482
a. Dependent Variable: PJF							
(Constant)	0.751	0.122		1.139	0.923	0.323	0.000
MJ	0.656	0.063	0.651	1.429	0.081	0.063	0.000
a. Dependent Variable: POF							

6.5. Hypothesis testing

Table 4 presents the summary of the hypothesis testing. The results show that job meaningfulness has a positive influence on employee retention. Person-organization fit also has a positive relationship with employee retention. On the other hand, job fit does not support this hypothesis. Job meaningfulness showed a positive relationship with both person-job fit and person-organization fit.

Table 4. Summary of hypothesis testing.

Hypothesis	Std. beta	Std. error	t-stat	p-value	Decision
MJ > ER	0.202	0.116	2.178	0.031*	Supported
PJF > ER	0.171	0.141	1.399	0.164	Not supported
POF > ER	0.284	0.148	2.382	0.019*	Supported
MJ > POF	0.149	0.069	1.98	0.028*	Supported
MJ > PJF	0.139	0.098	2.15	0.04*	Supported

* Significant at the 5% level of significance.

Baron and Kenny’s (1986) approach was used to test the mediating roles of person organization fit and person job fit. The results suggest that job meaningfulness has a significant positive impact on person organization fit, which, in turn, has a significant positive impact on employee retention. Employee retention is also directly affected by job meaningfulness. This indicates that person organization fit plays the role of a mediator. However, person job fit has a partial mediating role on the relationship between job meaningfulness and employee retention due to insignificant relationship between person job fit and employee retention.

7. Discussion

7.1. Practical implication

Meaningful work and employee retention have been topics of growing interest in organizational research and practice in recent years. Both components have been shown to influence important organizational outcomes such as job satisfaction, happiness, and performance. The findings suggest that promoting employees' job meaningfulness and purpose in the workplace may represent an opportunity for organizations to improve employee retention. For example, as person job fit entails, empowerment programs aimed at increasing decision making and autonomy in the workplace can be implemented as useful interventions, leading to improved retention. Additionally, having development conversations with employees ensures that they have the opportunity to improve their skills and experience. These types of interventions aim at meaningfulness through the provision of labor resources. Other interventions aimed directly at promoting meaningfulness in the workplace can be implemented by Ford-Colin (2022). As for person organization fit, conversations about goals, values, and strengths to better understand what drives employees can help organizations enhance employee retention. Employees can also be encouraged and trained to engage in job crafting. This allows employees to focus effectively on changing their job characteristics and relationships with others to suit their preferences. In addition, employee roles and responsibilities can be explicitly linked to the organization's overarching mission and objectives to facilitate an understanding of the 'big picture.' The findings of this study also highlight the need for further research to understand how organizations can best make sense of their employees (e.g., through alternative personal and professional resources).

7.2. Limitations and future direction

Although the research purpose was carefully developed to deliberate the research objectives centered on the critical components of this research, this study was not beyond its limitations. These limitations were carefully addressed to undertake effective research; however, future researchers should be away from these weak points. First, due to limited time and geographical location concerns, the research was not able to cover all regions of the country. Hence, the current research suggests that future researchers should consider other locations as their sample frames. Second, the current research only focused on the general private industry, and, as such, this result could not be specified for other industries. Third, the current research considered no specified category or level of designation for respondents who may not represent other employees in the organization. Thus, future researchers could incorporate employees from other hierarchical groups and report their differences. Fourth, this study was cross-sectional research in which the researcher collected data from a single point of time and from a single source. Therefore, it can be suggested that future researchers conduct a longitudinal study by collecting data from different time frames using multiple respondent groups. Finally, it can be recommended for future scholars to conduct multilevel analysis where data will be collected from different categories of employees to study both the individual- and organization-level impacts of job meaningfulness and employee retention (Soltis et al, 2022). As the current research covered only independent variables, dependent variables, and mediators, future researchers can incorporate other variables, such as

the moderator between independent and dependent variables, to see the actual relationship. Finally, future researchers could incorporate demographic variables such as age, gender, marital status, and religion as control variables to determine the actual relationship between independent and dependent variables.

8. Conclusion

Despite the drawbacks of the current research, the outcomes of the research explained previously deliver new perceptions and extend the understanding of the association between job meaningfulness and employee retention, with the mediating factors of person-job fit and person-organization fit. Based on these findings, the current study assumes that employee retention in an organization will benefit by incorporating the meaningfulness of the job within the organization, and in the future, it will help employees attain competitive advantage in the industry.

The research model proposed that person organization fit and person job fit play moderating roles in the relationship between job meaningfulness and employee retention. That is, job meaningfulness has a direct impact on employee retention and an indirect impact on employee retention mediated by person organization fit and person job fit. A survey methodology was used to test the research model. Data were collected from white-collar employees with supervisory roles from Bangladesh. A total of 150 usable responses comprised the sample size. SPSS 25.0 was used to analyze the data.

The findings suggest that job meaningfulness has both a direct effect and an indirect effect on employee retention. The findings also suggest that job organization fit and person job fit play mediating roles in the relationship between job meaningfulness and employee retention. These findings have significant practical implications. Employee retention goals include a range of goals specifically designed to create beneficial and frictionless work experiences for both employers and employees. Employee loyalty increases, which leads to company growth. Successful companies often have an elaborate framework to maximize employee retention. This not only saves resources and turnover costs but also helps build a network of empowered and talented employees. Therefore, these employees are motivated to work on a wide range of professional projects and work in harmony with corporate culture. Meaningfulness also refers to the meaning or importance employees give to their work. Kahn (1990) posited that engagement is “fitting members of an organization into their work roles.” In engagement, people engage and express themselves physically, cognitively, and emotionally during role performance’ (p. 694). Dedication refers to a sense of commitment and pride in one’s work. To be engrossed is to be so engrossed in your work that you enjoy it so much that time flies. Engaged workers were more job satisfied. Reduced intention to leave enhances civic behavior in organizations and improves health. Engagement has also been associated with improved performance and organizational financial results. With engagement proven to have a wide range of positive outcomes for individuals, teams, and organizations, organizations must understand how to confidently encourage and sustain employee engagement. Meaningful work may provide an important mechanism that partially explains the relationship between labor resources and

employee engagement.

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