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The effect of Poor fit Person with Organization on the Intentions to Quit Headquarters Staff of the Ministry of Education with emphasize on the Mediator Role of job Burnout and Moderating Role of Spirituality

*Mohammad Reza Mardani¹, Mehdi Zanganeh²,
Mohammad Adl Khanghah³

1-Associate Professor, Imam Hossein University, Tehran, Iran. (Corresponding author)

Email:mehdi.zanganeh@aliabadiu.ac.ir

2-M.Sc., Department of Business Management,, Young Researchers and Elite club, Islamic Azad University, Aliabad Katool, Iran.

3-M.Sc., Governmental Management (Organization and Methods), Islamic Azad University, Electronics Branch, Tehran, Iran.

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Extended Abstract

Abstract

This study investigates the effect of Poor fit Person with organization on Intentions to quit with regard to the mediator role of job burnout and moderating role of spirituality in the first 6 months of 2017. In terms of purpose, this research is applied and it is descriptive-survey in terms of collecting data method and also it is a kind of Correlation researches. The statistical population of the present study is 1450 people, including headmaster staff of Ministry of Education in Tehran province. For calculating the sample size, Krejcie and Morgan table were used and since in each study some questionnaires may not be returned, 335 individuals were selected using simple random sampling and a Likert questionnaire with 5 options was distributed among them and finally, 310 usable questionnaires were collected. Statistical analysis is performed using SPSS and Smart PLS software. The results of this study show that positive and significant effect the poor fit person with organization on the Intentions to quit and job burnout, and job burnout on the Intentions to quit, but spirituality doesn't moderate the effect of poor fit person with organization on job burnout and job burnout on the Intentions to quit.

Introduction

When relocating employees, the organization has to replace other people and in this way, the efficiency of the organization would reduce. Intentions to quit can be defined as a person's willingness or effort to voluntarily leave their current job. There are two approaches for factors affecting staff intentions to quit. The first approach has a minor look at the topic and investigating individual factors such as age, education, and gender, but the second approach has a macro look at the subject and investigating organizational factors such as extra workload, organizational justice and organizational culture (Wang & Lachinger, 2015). According to researches, various factors can influence the intentions to quit, such as of poor fit person with organization (Choi et al., 2017), job burnout (Shojaee et al., 2016), spirituality (Sherr et al., 2016). Fit person with organization assesses the consistency between the culture of the organization and the personal values of the employees. Employees who share similar beliefs and values with the organization have better interactions with the organization and their conflict and uncertainty are in the lower levels (Nadi & Al-Safi, 2013). As the fit person and organizations increases, job satisfaction, sense of responsibility, productivity and Intentions to stay in the organization will increase. In contrast, when employees are not fit with their organization, they will feel inadequate and stressed (Choi et al., 2017).

Case study

The statistical population of the present study is headmaster staffs of Ministry of Education in Tehran province that were selected by simple random sampling.

Materials and Methods

In terms of purpose, this research is applied and it is descriptive-survey in terms of collecting data method and also it is a kind of causal researches. The statistical population of the present study is headmaster staffs of Ministry of Education in Tehran province. Sample size is determined according to Krejcie and Morgan table and is selected by simple random sampling method. Data analysis was done by Structural Equation Method (SEM) using SPSS and Smart PLS statistical software. Content method was used to determine the validity of the questionnaire and Cronbach's alpha method was used to determine its reliability.

Discussion and Results

Hypothesis based on the effect of poor fit person with organization on intentions to quit with 6.459 for t-statistic and path coefficient of 0.904,

hypothesis based on the effect of poor fit person with organization on job burnout with 5.378 for t-statistic and path coefficient. 0.222, and hypothesis based on the effect of job burnout on intentions to quit with a value of 2.144 for t-statistic and path coefficient of 0.116 are all confirmed, and this effect is positive and significant in all these three hypotheses. But two hypotheses which based on the effect of poor fit person with organization on job burnout that has a spirituality moderating value of 1.197 for t-statistic and path coefficient of 0.07, and the effect of job burnout on intentions to quit with spirituality moderating value 0.796 are rejected for t-statistic and path coefficient of 0.100.

Conclusion

Human resources in the organization are scarce resources and with the knowledge and skills they bring to the organization, create economic value and competitive advantage for the organization. Therefore, the most important task of human resources management is to recruit and retain the right people in the organization (Amiri & Mahmoudzadeh, 2015). Therefore, managers should consider the factors that provide the ground for employees to leave the organization. Fit is a key factor in preserving and maintaining a flexible and committed workforce that is critical to gaining competitive advantage in today's world (Aghaz & Tarighian, 2015). Poor fit person with organization is a stressful factor, so people with a poor fit, develop some kind of physical, emotional, and mental fatigue. Occupational burnout can be seen as a continuous, dynamic process, involving employees' psychological responses to untreated long-term work stress which can cause the eliminating motivation of employee and increasing their intentions to quit (Yang et al., 2017). Spreading spirituality in the workplace can reduce employee on job burnout (Salmoirago-Blotcher et al., 2016) reducing intentions to quit in the staff, Because spirituality shows that when one considers he's work as a service to God, work-related efforts take on a new meaning and concept, which makes one spend more time and energy on doing things (Beackerton et al., 2015).

Keywords: Poor fit Person with organization, Intentions to quit, job burnout, Spirituality.