

## Person-organization fit to reduce employee turnover intention with leader STARA competence as moderation variable

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**Abstract:** *The current research focuses on analyzing the influence of person organization fit (P-O fit) on employee turnover intention (ETI) at PT MJI Sidoarjo and investigation of the STARA competence leader's role as a moderator of such effect. This research uses an explanatory causal approach, with saturated sampling techniques in choosing the respondents, amounting to 50. The findings showed a positive relationship between P-O fit with ETI, which goes against the work adjustment theory. Leaders of the STARA competence positively influence ETI and receive the impact of P-O fit on ETI. These findings emphasize the importance of P-O fit management and leadership development in the context of rapid organizational change. This research provides new insights into HR management in the digital era and contributes to the development of strategies to reduce employee turnover and increase operational efficiency and company competitiveness in the Indonesian manufacturing industry.*

**Keywords:** *competitiveness; leadership; organization; STARA competence; turnover*

## Kesesuaian individu-organisasi untuk mengurangi keinginan berhenti kerja dengan kompetensi STARA pemimpin sebagai variabel moderasi

**Abstrak:** *Penelitian ini difokuskan pada analisis pengaruh person organization fit (P-O fit) terhadap employee turnover intention (ETI) di PT MJI Sidoarjo dan investigasi peran pemimpin kompetensi STARA sebagai moderator pengaruh tersebut. Penelitian ini menggunakan pendekatan kausal eksplanatif, dengan teknik sampling jenuh dalam memilih responden, yang berjumlah 50 orang. Temuan penelitian menunjukkan hubungan positif P-O fit dengan ETI, yang bertentangan dengan teori penyesuaian kerja. Pemimpin kompetensi STARA secara positif memengaruhi ETI dan menerima dampak P-O fit terhadap ETI. Temuan ini menekankan pentingnya manajemen P-O fit dan pengembangan kepemimpinan dalam konteks perubahan organisasi yang cepat. Penelitian ini memberikan wawasan baru tentang manajemen SDM di era digital dan berkontribusi pada*

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*pengembangan strategi untuk mengurangi pergantian karyawan, meningkatkan efisiensi operasional, dan daya saing perusahaan di industri manufaktur Indonesia.*

**Kata kunci:** daya saing; kepemimpinan; kompetensi STARA; organisasi; pergantian karyawan

## INTRODUCTION

In the rapid development of the digital era, human resources (HR) play an important role as a key element in achieving company goals. However, companies often face challenges in managing HR, especially related to employee turnover intention (ETI) or the desire of employees to change jobs. This phenomenon can disrupt company performance and cause losses due to routine employee turnover.

PT MJI, a cracker factory in Sidoarjo, has a problem with a high employee turnover rate. This has an impact on company efficiency because it takes time and resources to train new employees repeatedly. Several elements play a role in the emergence of this problem, they are, the recruitment process is still conventional, causing a mismatch between employee abilities and the positions occupied, lack of mastery of technology by both employees and leaders, and ineffective leadership in managing HR. This present study tries to answer this highly relevant question about how is the fit between individuals and organizations or person-organization fit, or P-O fit, linked to moving jobs or employee turnover intention (ETI) at PT MJI. Furthermore, this study explores the role of the moderating variable, namely STARA leader competence, in the strengthening or weakening of the relationship, especially in facing challenges in the modern technology era.

Recent studies continue to support the idea that P-O fit significantly reduces turnover intentions. For example, Ucar et al. (2021) identified that P-O fit positively influences employees' psychological ownership, which in turn influences reducing turnover intentions and enhancing creative behavior. Similarly, Coşkun et al. (2022) showed how P-O fit directly affects teachers' turnover intentions, with psychological well-being mediating the process.

However, these studies do not fully address the influence of modern technologies on P-O fit. Rapid growth in digital technologies has transformed organizational environments and raises the need to reconsider how P-O fit affects turnover intentions in fully digitalized times. For instance, Qiao et al. (2024) identified the strategic function of digital leadership in improving employee performance and organizational commitment, implying that digital transformation acts as an intermediary between digital leadership and employee outcomes. Furthermore, Zhu et al. (2022) examined the influence of digital leadership on employee creativity and found that the relationship between digital leadership and job crafting is positively moderated by P-O fit. This emphasizes that leadership strategies should be aligned with the digital transformation initiative to ensure employee retention and engagement.

On the other hand, Kokot et al. (2021), in more recent literature on digital transformation, have focused more on technology-based leadership. The authors have explained how leaders who possess good technological competencies enable organizations to adapt to rapid change. This discussion remains general and has not integrated P-O fit as an intrinsic component of their analytical framework.

This paper, therefore, provides a new and different contribution than past research. While there has been a lot of research that already documented the relationship between P-O fit and turnover intention, this study offers something more unique, adding in STARA competence as a moderating variable. In the era of rapidly developing technology, leadership is no longer related merely to traditional management, but also to adaptation to modern technology. That is, in fact, the very essence of the concept of STARA competence, which has been the lack of discussion in previous studies, especially the studies related to industrial organizations in Indonesia.

This also has practical value for PT MJI because, based on the results obtained, strategies can be effectively developed to enhance P-O fit and STARA leader competencies, reducing employee turnover in a manner that could lead to improved efficiency within operations. In this manner, the organization will be able to improve its competitiveness within the competition on a global business scale. In this study, by combining practical context with theoretical innovation, the insight into the relationship between P-O fit and turnover intention deepens while underlining, at the same time, the importance of technology-based leadership in the era of globalization. This contribution brings to light that turnover

reduction does not depend exclusively on the match of values and norms, but also on how leaders have integrated technology into building better relationships among employees and organizations.

Person-organization fit (P-O fit), often referred to as individual and organizational fit, is the degree to which an employee's goals, values, and aspirations coincide with those of the company (Subramanian et al., 2023). This idea emphasizes how important it is to assess how well an employee's values align with the dominant business culture (Kodden & Kodden, 2020). Those who are supposed to possess the beliefs and characteristics of the organization fit in better; on the contrary, significant disparities may lead employees to quit the company. For those who are faced with huge disparities, it can make workers contemplate quitting the company (Jin et al., 2018). Recent research findings support that P-O fit significantly influences turnover intentions (Subramanian et al., 2023). For instance, Coşkun et al. (2022) established that teachers' P-O fit directly influences their turnover intentions and that psychological well-being mediates this. In relation to the above statement, Memon et al. (2018) also established that high P-O fit reduces turnover intention; hence, P-O fit is an essential variable in employee retention. Based on the above description, hypothesis 1, H1, can therefore be proposed to state that employee turnover intention in PT MJI is influenced by person-organization fit.

The competence of leader STARA helps the improvement of work operations. The complicated job is made easier, which allows proper distribution of relevant information and which in turn could increase the productivity of the team. More importantly, a proper work environment needs to be established for creating the necessary sharing of relevant information between the team leaders and their subordinates. This assertion has been supported by the results of Ogbeibu et al. (2022), which proved that leader STARA's competence significantly influenced the intention to leave the organization by employees. This finding is supported by Ogbeibu et al. (2022), who showed that leaders who are proficient in modern technology increase employee engagement and reduce their intention to leave. Reed (2019) also found that technology adoption by leaders increases employee engagement and reduces turnover. Silva et al. (2024) emphasize the importance of technological competence in facilitating better communication in teams, which has an impact on reducing employee intention to leave. Ogbeibu et al. (2022) add that leaders who are proficient in technology increase employee job satisfaction, thereby reducing the desire to look for a new job. From the description above, hypothesis 2 (H2) can be proposed that leader STARA competence influences the employee turnover intention of PT MJI.

Person-organization fit is a fit between employees' values and the culture of the organization (Mackey et al., 2017). The latter may be a mediator in the effects of the former on employees' intentions to leave (Memon et al., 2018). Leaders with STARA competence function as team directors in managing tasks to achieve the results desired by the organization. In addition, the fit between individuals and organizations also plays an important role for companies in determining candidates who are in line with the values and principles held by the organization (Biea et al., 2024), as well as in managing experiences that can strengthen this alignment. Meanwhile, the leader's STARA competence may also affect the person-organization relationship to better fit the two parties, leading to improved job satisfaction and increasing intentions of employee retention, therefore enhancing employee performance too (Ogbeibu et al., 2022; Naz et al., 2020). Hypothesis 3 (H3) is the leader STARA competence allows for moderate of the influence of person-organization fit on employee turnover intention of PT MJI.

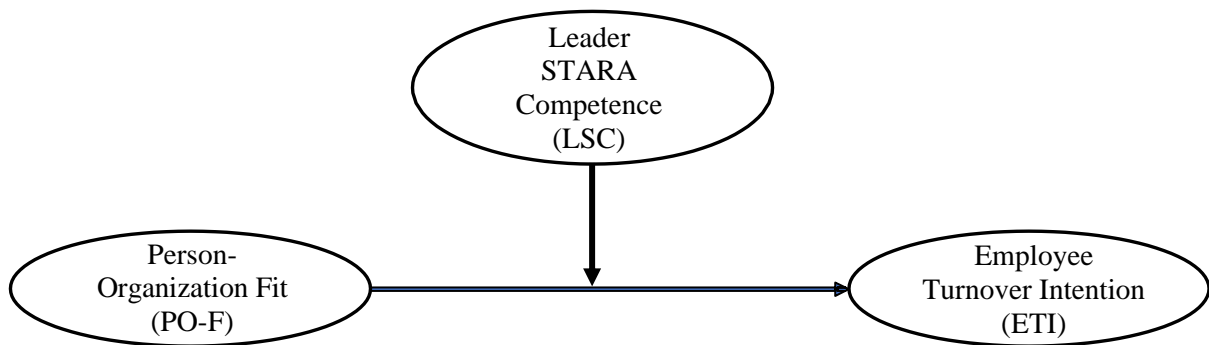


Figure 1. Conceptual framework  
Source: Authors (2024)

## METHOD

This study represents a form of explanatory causal research designed to investigate and establish the causal relationship between two exogenous variables, person-organization fit and leader STARA competence, and their impact on employee turnover intention at PT MJJ. A total of 50 respondents were selected as a saturated sample for data collection. Saturated sampling, often called a census, is a sampling technique in which all members of the population are included as samples in the study. This technique is usually applied when the population is relatively small or limited, allowing researchers to include all individuals or objects in the population without having to do random selection or sampling. Saturated sampling is also often chosen when researchers want to get comprehensive and accurate results from each element of the population (Hennink et al., 2019). The research was a quantitative approach, using primary data directly gathered by the researchers from both leaders and staff pertinent to the variables under examination. The data was further processed and analyzed using Smart PLS version 4. Overall, testing a model using SEM-PLS with SmartPLS is divided into two major steps, the evaluation of the measurement model (outer model) and the evaluation of the structural model (inner model). The measurement model evaluation refers to the testing of the validity and reliability of the construct that consists of several indicators. At this stage, convergent validity is tested by ensuring that each indicator has a loading factor of more than 0.7, although a value of 0.6 is still acceptable for exploratory research (Hair et al., 2014). In addition, the average variance extracted (AVE) value must be more than 0.5, indicating that the construct can explain more than half of the variance of its indicators. Then, HTMT is used to test the discriminant validity. According to Henseler et al. (2015), discriminant validity should be below 0.85 in HTMT value for each pair of constructs. In the reliability test, both CR and Cronbach's alpha values are expected to be above 0.7 for good internal consistency. The second stage, structural model evaluation, assesses the relationship between constructs in the model. The path coefficient measures the strength of the relationship between constructs, where a p-value <0.05 indicates a significant relationship, and this test is usually done through bootstrapping to determine the stability of the path coefficient. If there is moderation, a significant p-value ( $p < 0.05$ ) indicates that the variable has a moderating effect (Daryanto, 2019). In assessing the questionnaire, a Likert scale was used in which the responses were on a five-point scale, 5 for strongly agree, 4 for agree, 3 for neutral, 2 for disagree, and 1 for strongly disagree.

The subsequent variables and indicators utilized in this study are outlined below.

Table 1. Operational definition of variables and indicators

Variable	Operational definition	Indicators
Person-organization fit (X)	Person-organization fit, in this context, is the fit between the values, goals, and culture of an individual with the organization. P-O fit indicators include conformity to values (conformity of employee values with organizational values), suitability of objectives (conformity of employee goals with organizational goals), fulfillment of employee needs (ability of the organization to meet employee needs), and suitability of personality culture characteristics (conformity of personality characteristics with organizational culture).	According to Tugal & Kılıc (2015), the indicators of person-organization fit are as follows: <ul style="list-style-type: none"> <li>• Conformity to values,</li> <li>• Suitability of objectives,</li> <li>• Fulfillment of employee needs, and</li> <li>• Suitability of personality culture characteristics.</li> </ul>
Leader STARA competence (M)	Leader STARA competence, in this context, is a technology-based leadership capability that focuses on four indicators, leadership intelligence (leader intelligence in strategic decision making), leadership maturity (leader maturity in facing challenges), self-motivation and drive to achieve (self-motivation to achieve results), and attitude towards human relations (positive attitude in interpersonal relationships). This competency supports improved team performance through effective information distribution and productive relationships.	According to Ogbeibu et al. (2022), stated that to maintain performance in an organization, a leadership strategy is needed based on four indicators: <ul style="list-style-type: none"> <li>• Leadership intelligence,</li> <li>• Leadership maturity,</li> <li>• Self-motivation and drive to achieve, and</li> <li>• Attitude towards human relations.</li> </ul>
Employee turnover intention (Y)	Employee turnover intention, in this context, is the tendency of employees to consider leaving their current job. Indicators that measure this intention include thinking about leaving work (often thinking about leaving work), searching for alternative jobs outside (looking for other job opportunities outside the organization), and intention to leave work (intention to actually leave work).	According to Desvarani & Tamami (2019), the measurement indicators for employee turnover intention consist of: <ul style="list-style-type: none"> <li>• Thinking about leaving work,</li> <li>• Searching for alternative jobs outside, and</li> <li>• Intention to leave work.</li> </ul>

Source: Authors (2024)

## RESULTS AND DISCUSSION

### Results

#### *Profile of the respondent*

The respondent profile of this study is presented in Table 2 below.

Table 2. Profile of the respondent

	Description	Number of respondents	Percentage
Age	17-27 years old	40	80%
	28-38 years old	10	20%
	>38 years	0	0%
	Total	50	100%
Gender	Male	26	52%
	Female	24	48%
	Total	50	100%
Year services	<1 year	9	18%
	1-5 years	29	58%
	6-10 years	12	24%
	>10 years	0	0%
	Total	50	100%
Education background	Junior high school	0	0%
	High school	19	38%
	Diploma	1	2%
	Bachelor	30	60%
	Total	50	100%

Source: Authors (2024)

From Table 2 above, the majority of respondents 80% are aged between 17-27 years old, 52% are male, 58% have 1-5 years of work experience, and 60% have a bachelor education background.

#### *Variable description analysis results*

From the results of distributing the questionnaire regarding the variable person-organization fit (X), the questionnaire answers were obtained 'I am able to adapt to the work environment' with an average score of 3.16 (lowest) and 'I am willing to contribute ideas in work' with an average score of 4.42 (highest). From the results of distributing the questionnaire regarding the variable leader STARA competence (M), the questionnaire answers were obtained 'My leader is willing to provide job training related to technological developments' with an average score of 4.26 (lowest) and 'My leader is willing to update equipment and technology to support work' with an average score of 4.52 (highest). From the results of distributing the questionnaire regarding the employee turnover intention (Y) variable, the questionnaire answers obtained were 'I am often late for work' with an average score of 2.62 (lowest) and 'I often make mistakes in carrying out my work' with an average score of 3.18 (highest).

#### *Evaluation of measurement model (outer model)*

In this study, two criteria are used in the application of SmartPLS, namely for the outer model which includes validity testing (convergent and discriminant validity) and reliability testing. The validity test analyzes whether the indicators are considered valid after the treatment is carried out using SmartPLS4. In the validity test, using SmartPLS 4, which aims to prove whether the data is valid or not. In SmartPLS4, valid data is shown through an image called graphical output, including the value of each indicator applied in this study.

In this study, the value of each indicator has exceeded the minimum number set, namely  $>0.70$  for each indicator that is said to be valid, all data produced in this study has exceeded the value of 0.70 and is declared valid. The following are the results of the calculation of validity data from this study using SmartPLS. The results of the outer loading calculation reveal a value that surpasses 0.70. This

outcome signifies that the indicator fulfills the criteria for convergent validity and possesses the necessary validity as per the guidelines established in prior assessments. For further explanation, see Table 3.

Table 3. Outer loading factor

Variable	Indicator	Loading factor	Rule
Person-organization fit	X.1	0.757	0.700
	X.2	0.726	0.700
	X.3	0.785	0.700
	X.4	0.847	0.700
	X.5	0.900	0.700
Employee turnover intention	Y.1	0.888	0.700
	Y.2	0.872	0.700
	Y.3	0.820	0.700
	Y.4	0.750	0.700
	Y.5	0.898	0.700
Leader STARA competence	M.1	0.910	0.700
	M.2	0.891	0.700
	M.3	0.822	0.700
	M.4	0.808	0.700
	M.5	0.910	0.700

Source: Data processed SmartPls Version 4.0.8.6 (2024)

The loading factor is considered valid if its value is greater than or equal to 0.70, as shown in Table 3 above. These results have met the validity criteria and show convergent validity. The highest loading factor value on the person-organization fit variable is on X5 (0.900), namely the statement ‘I am willing to contribute ideas in work’, while the highest loading factor value on the employee turnover intention variable is on Y5 (0.898), namely the statement ‘I am often absent from work’. Next, the highest loading factor value overall is on the STARA leader competence variable on the M1 indicator (0.910), namely the statement ‘My leader is able to operate technology’ and M5 (0.910), namely the statement ‘My leader is willing to update equipment and technology to support work’, while the lowest loading factor value overall is on the person-organization fit variable on the X2 indicator (0.726), namely the statement ‘I am always motivated when working’.

Table 4. Heterotrait monotrait ratio (HTMT)

Variable	Employee turnover intention	Leader STARA competence	Person-organization fit	Leader STARA competence X person-organization fit
Employee turnover intention				
Leader STARA competence	0.350			
Person-organization fit	0.304	0.670		
Leader STARA competence X person-organization fit	0.140	0.364	0.449	

Source: Data processed SmartPls Version 4.0.8.6 (2024)

Table 4 recommends the use of HTMT as a more sensitive and precise measure of discriminant validity in determining validity. The recommended value is below 0.90 for a pair of variables, indicating that discriminant validity has been achieved. The variable is more effective in dividing the variation of measurement items compared to dividing the variance in other variable items.

This reliability test was carried out using Composite reliability, Cronbach alpha, and AVE values.

Table 5. Composite reliability, Cronbach's alpha, and AVE

Variable	Composite reliability	Cronbach alpha	AVE
Person-organization fit	0.902	0.869	0.649
Employee turnover intention	0.927	0.911	0.718
Leader STARA competence	0.939	0.919	0.756

Source: Data processed SmartPLS Version 4.0.8.6 (2024)

From Table 5, it is clear that the composite reliability of each variable is greater than the acceptable level of 0.70. It can be said that all variables are significantly reliable since their Cronbach alpha values are also greater than 0.70 with AVE values for all above 0.50.

#### *Structural model evaluation (inner model)*

The bootstrapping method can be used to analyze the significance of the values of the parameter's coefficients. Bootstrapping is a nonparametric method that may be applied to test the significance of coefficients such as external weights, external loadings, and path coefficients by estimating the standard error of estimates made.

Table 6. Path coefficient

Variable	Original sample (O)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
H1: Person-organization fit → Employee turnover intention	0.301	0.167	1.803	0.036
H2: Leader STARA competence → Employee turnover intention	0.286	0.132	2.173	0.015
H3: Leader STARA competence X Person-organization fit → Employee turnover intention	0.220	0.113	1.950	0.026

Source: Data processed SmartPLS Version 4.0.8.6 (2024)

From Table 6 above, the results can be interpreted as follows:

- H1: Person-organization fit has a significant effect on employee turnover intention which has p values of  $0.036 < 0.05$ .
- H2: Leader STARA competence has a significant effect on employee turnover intention which has p values of  $0.015 < 0.05$ .
- H3: Leader STARA competence moderates the relationship between person-organization fit and employee turnover intention which has p values of  $0.026 < 0.05$ .

We tested the moderation effect of leader STARA competence on the relationship between person-organization fit and employee turnover intention, so we include the interaction between P-O fit and leader STARA competence. The interaction term has a coefficient of 0.220 and a p-value of 0.026, so there is significant moderation. This means that leader STARA competence positively enhances the relationship of P-O fit with turnover intention, such that when leadership competence increases, the effect of P-O fit in lessening turnover intention also increases. Moreover, statistical significance,  $p < 0.05$ , confirms the fact that leader STARA competence plays a key moderating role in this dynamic.

## **Discussion**

### *The effect of person-organization fit on employee turnover intention*

Pearson correlation test results show that the person-organization fit (P-O fit) significantly influences turnover intention in employees, with a significant value of 0.036 ( $< 0.05$ ). The positive coefficient of the finding of P-O fit about turnover intention seems contradictory from the theoretical underpinning as in the Theory of Work Adjustment (TWA). TWA, following Swanson & Schneider (2020), considers that better alignment of an individual to the work environment in which the organization is included should reduce the tendency or intention to leave. Indeed, past research has supported this notion. Al

Shaher & Zreik (2022) suggest that increased congruence between individual traits and the work environment leads to increased job satisfaction and retention. However, Ohlsson (2018) argued that poor P-O fit usually leads to dissatisfaction and stress, hence intending to increase turnover intentions. Ironically, even though it is commonly assumed that P-O fit decreases turnover intention, factors such as excessive workloads, job opportunities available elsewhere, and disappointed expectations about the organization might increase the intention of leaving even among those who are a good fit in the organization. Bowling et al. (2015) found that even when value congruence is in place, those organizations that have a high demand and heavy workload may contribute to stress that makes their employees reconsider their position in such an organization; similarly, good internal fit might be sacrificed because of the external opportunities that present themselves.

The profile of the respondents from this study indicates that 80% fall within the age bracket of 17-27 years old, while 52% are male, 58% have 1-5 years of work experience, and 60% have a bachelor education. These may even affect the perceptions of P-O fit and their intentions for turnover. For example, the lowest rating for person-organization fit was 'I am able to adapt to the work environment', which scored 3.16 on average, the highest was 'I am willing to contribute ideas in work' at 4.42. It implies that at the outset, employees may find it hard to adapt, but on the other hand, they are willing to contribute, which indicates the potential for fit improvement through leadership practices.

The leader STARA competence variable highly rated in the field of indicators in 'My leader is willing to update the equipment and technology to support the work', with an average score of 4.52, indicating where appropriate leadership behavior results in positive outputs of perception by his or her employees and alignment of the organization. This could imply that leaders with high levels of STARA competencies are those who would enhance or increase the fit between P-O, hence dampening some of the external and internal stressors that lead to turnover intention. Also, from the employee turnover intention variable, the least score of 2.62 was on the statement 'I am often late for work', which indicates that even though employees are showing dissatisfaction from minor work-related issues; the highest score of 3.18 on 'I often make mistakes in carrying out my work' could point to stress or frustration. This supports the contention that internal difficulties, such as high-performance demands, facilitate turnover intentions even for employees with a high degree of fit.

In sum, although a person-organization fit is generally related to low intentions of turnover, this study has pointed out more variables that influence turnover decisions, such as excessive workload, available opportunities outside, and unmet expectations. In addition, it might be that competent leadership is one of the buffers necessary to minimize these effects since it might reinforce P-O fit and reduce the quitting intention by softening the challenges that employees go through. These findings point to the complicated nature of the relationship between person-organization fit and turnover intentions; thus, the actions of organizational leaders are quintessential in terms of managing internal fit and external stressors.

#### *The influence of leader STARA competence on employee turnover intention*

This research identifies that leader STARA competence significantly influences employee turnover intention with a significance value of 0.015, falling below the 0.05 threshold. The implication of a positive relationship between leader STARA competence and the intention to leave would require further investigation; however, it does bring an additional dimension in the context of TWA. From the TWA perspective, better alignment of individual abilities with the demands of the job and better congruence of individual values with the rewards provided in the work environment improve job satisfaction and foster retention of employees (Swanson & Schneider, 2020). In this respect, leaders with high competencies in STARA are those who, in principle will establish an environment where employees will easily adjust to and lower their intentions of turnover.

Despite this, other factors that involve leader competence ironically increase the said turnover intentions. Placement mismatch means the incongruence between the abilities of an employee and the demands of his or her job; this enhances employee dissatisfaction and quit intentions. This finding supports the TWA perspective that this incongruence leads to frustration, hence higher intentions of quitting the job. On the other hand, leaders who possess high competencies in STARA may unconsciously burden an employee with roles that are beyond his capabilities, which is stressful and frustrating enough to drive him to turnover.

Secondly, higher expectations may be another factor. A leader with strong competencies allows an individual to operate within a dynamic high-performance environment that may translate into higher expectations for the employee. Those who cannot live up to such lofty standards feel frustrated, demoralized, or not provided for and may quit the organization owing to such high expectations. This also echoes the statements made by Acikgoz et al. (2016), in which the authors stated that employees who work with competent managers can possess very valuable qualities that make them highly employable in the labor market. As such, employees may be attracted to better opportunities, which could fit them well despite existing in the current organization.

In the present study, the profile of the respondents indicates that 80% fall in the age group of 17-27 years old, 52% are males, 58% have work experience between 1-5 years, and 60% have completed their bachelor education. These demographic factors may influence how employees perceive the style of leadership and their intentions for turnover. In the whole leader STARA competence questionnaire, the lowest score was about 'My leader is willing to provide job training related to technological developments' with 4.26 points, while the highest score was about 'My leader is willing to update equipment and technology to support work' with 4.52 points. This suggests that employees appreciate managers who invest in technological development and make their immediate working environment better, which might refer to a more positive attitude toward the job itself and the organization as a whole.

On employee turnover intention, the lowest score (2.62) was on the statement 'I am often late for work', indicating that minor behavioral issues, such as being late, do not directly depict a high intention of leaving. However, the higher ranking of 3.18 on the statement 'I often make mistakes in carrying out my work' shows frustration or dissatisfaction with performance, which may also relate to the pressures induced by leadership expectations and the work environment. In such a dynamic, it would suggest that employees under conditions of high-performance demands emanating from strong leaders may feel stressed or even grossly inadequate, which may therefore further raise turnover intention.

Conclusively, while leader STARA competence is generally expected to decrease turnover intentions by positively influencing employee adjustment and building a supportive work environment, it also has negative consequences of its own. High expectations, unmatched roles, and perceived opportunities in the external labor market could influence an employee's quitting, especially in situations when employees feel that they cannot measure up to expectations or have been left to fend for themselves. Consequently, leaders who possess high levels of STARA competency should balance the expectations they have generated with the capability of their employees to stop these dynamics from adding to higher turnover rates.

#### *The influence of moderating variable leader STARA competence on the relationship between person-organization fit and employee turnover intention*

The moderating variable of leader STARA competence significantly enhances the effect of the P-O fit on employee turnover intention. This is supported by the significance value of 0.026, which is less than the cut-off points of 0.05, and a positive coefficient. These results support the TWA, which highlights interaction with work environmental factors as a major determinant of workplace satisfaction and retention. From TWA theory, when the individual and organizational values are in alignment, or when P-O fit is high, turnover intentions would be low. Now, good leadership competencies can help align personal values with the values of the organization for better job satisfaction and a low intention to leave.

Various factors can explain the observed influence of leader STARA competence on intentions to quit, in particular under conditions of the moderating role of P-O fit, increase in awareness and desires cultivated in followers by highly competent leaders. By positively enhancing employee perceptions of organizational fit, such leaders can inadvertently help provide a catalyst for realizing the mismatch between individual values and organizational culture. This feeling of recognition, as Burns et al. (2014) noted, may speed up an employee's resignation from the organization. The ones who consider that they can better serve another organization begin to search for other opportunities and thus report a greater intention to leave.

Another critical point is that leaders with a high level of STARA competencies can also enhance the job-related competencies of employees and increase their employability in the labor market in general. With a skillful manager, the staff will develop their skills, and the perception of employability

may increase, especially in low P-O fit contexts. The perception of higher mobility in their careers may then lead to increased turnover intentions, as Acikgoz et al. (2016) pointed out, when one feels that they no longer fit the organization or its ideals.

The second significant factor is performance pressure. Leaders with high competencies in STARA tend to create higher expectations for performance among team members. In people experiencing a low degree of P-O fit, high expectations may breed stress and dissatisfaction in employees. Indeed, as De Clercq (2023) pointed out, the impact of P-O fit upon intentions to quit may be curvilinear, with poor fit being exacerbated by high demands for performance. Individuals, who feel that they do not fit well in an organization, might be more likely to consider performance pressures overwhelming and therefore reinforce their intention to leave.

The profiles of the respondents showed that 80% are within the age bracket of 17-27 years, 52% are male, 58% have work experience between 1-5 years old, and 60% are bachelor graduates. These demographic factors will help or influence the view of employees about the leadership that surrounds them and their perceived fit within the organization. For instance, employees from a younger generation may be more likely to look outside the organization for development opportunities if they feel their competencies are not valued or leveraged.

The person-organization fit questionnaire showed the lowest score belonged to 'I am able to adapt to the work environment' with an average score of 3.16, indicating poor adaptation. While the highest score was on 'I am willing to contribute ideas in work' with an average score of 4.42 thus showing the willingness to engage even in tough environments. This could indicate that willingness to contribute is still there, meaning employees might still feel motivated to contribute despite perceived challenges in fitting in.

The variable leader STARA competence had the lowest score on 'My leader is willing to provide job training related to technological developments' at a score of 4.26, possibly indicating that there is a gap in keeping staff competitive with the necessary tools. However, the highest-ranking given was to the statement 'My leader is willing to update equipment and technology to support work', with a score of 4.52, showing that employees consider such investments in technology to be valuable and thus positive for the organization in its development and growth. The lowest score, 2.62, was for the statement 'I am often late for work', which might suggest that lateness is not a very good indicator of turnover intention. Conversely, the highest score, 3.18, was for the item 'I often make mistakes in carrying out my work'. This may suggest that performance-related problems, such as making mistakes, are more representative of dissatisfaction and frustration, hence leading to high turnover intentions.

In the final analysis, even though leader STARA competence will align the individual values with organizational values and reduce the intentions of leaving, it may add complexity. It may be that highly competent leaders push feelings of mismatch or performance pressure on employees who feel that they do not fit the organization well. This moderating effect of leader STARA competence implies a balancing act that leaders perform encouraging employees and not burdening them with expectations, especially in settings where P-O fit is already fragile.

## **CONCLUSION AND SUGGESTIONS**

From the research, several interesting findings are revealed about the interaction among P-O fit, STARA leader competence, and employee turnover intention. P-O fit seems to be positively correlated with turnover intention, which again may suggest that these findings run somewhat contrary to what TWA proposes, a high fit should negatively influence employees' intentions to leave the organization. Different factors may affect this relationship, such as work overload, job opportunities outside the organization, or lack of satisfaction with expectations.

STARA leader competence has been found to relate positively to turnover intention, which can be ascribed to digital competence gaps, job mismatch, or increased performance pressures. With STARA leader competence as the moderator variable, person-organization fit was extended positively toward turnover intention. This can be because employees are more sensitive in terms of gaps or due to higher employability or a call for higher performance. Probably, it will be possible for organizations to implement tailored leadership development programs that focus on adaptive leadership competencies, digital competencies, and emotional intelligence. Furthermore, offering flexible career paths aligned

with the values of employees and using managers applying generational diversity management practices, such as mentorship or cross-generational collaboration, can increase engagement and decrease turnover intentions.

Several limitations are evident in this kind of study. The sample consists of a specific sample of younger and less experienced employees, which, again, limits generalization. The self-reporting data introduces response bias, and the cross-sectional design does not allow for the establishment of any casual relationships. Future research should be conducted in a variety of contexts using various methodologies.

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