

The Effect of Perceived Organizational Support on Turnover Intention in the Health and Fitness Industry: A Case Study From Beijing, China

Hao Dong^{1*} and Atiporn Gerdruang¹
Stamford International University¹, Thailand

*Corresponding Author: 2110290001@students.stamford.edu

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Abstract

Purpose: The global health and fitness industry has experienced significant growth, particularly in China, where Beijing serves as a central hub for fitness enterprises. However, high employee turnover remains a pervasive issue, threatening service quality, customer loyalty, and long-term business sustainability. This research seeks to explore the issue of employee retention within the health and fitness sector by investigating how Perceived Organizational Support (POS) influences turnover intention. Specifically, it examines the mediating roles of organizational commitment and job burnout, while also considering the moderating effect of Person–Organization Fit (P–O Fit). By exploring these dynamics within the unique cultural and organizational context of Beijing, China, this research sought to provide industry-specific insights into reducing turnover and enhancing employee retention.

Introduction/Background: The global fitness industry has experienced rapid growth, with China emerging as a significant market. However, high employee turnover threatens business sustainability and service quality. While POS has been extensively studied in Western contexts, its role in reducing turnover intention within China's fitness sector remains underexplored. Furthermore, the interplay between POS, organizational commitment, job burnout, and P–O Fit requires empirical validation to inform retention strategies in this unique industry.

Methods: A quantitative research approach was used, with survey data from 401 fitness employees in Beijing. Purposive sampling was used, ensuring that respondents worked in fitness organizations and resided in Beijing. Data was collected through an online questionnaire, which included validated scales for POS, organizational commitment, job burnout, turnover intention, and P–O Fit. Structural Equation Modeling was used to test direct, mediating, and moderating effects. Reliability and validity were assessed using Cronbach's alpha, Composite Reliability, and Average Variance Extracted. Hierarchical regression analysis was conducted to examine the moderating role of P–O Fit.

Findings: The study presents several research findings. First, POS negatively affected turnover intention, indicating that employees perceiving higher organizational support were less likely to leave. Second, POS positively influenced organizational commitment, reinforcing employees' loyalty. Third, POS negatively impacted job burnout, suggesting that higher organizational support reduces employee exhaustion. Fourth, organizational commitment negatively affected turnover intention, affirming that committed employees were less likely to leave. Next, job burnout positively influenced turnover intention, indicating that burnout contributes to employees' desires to leave. Furthermore, organizational commitment mediated the relationship between POS and turnover intention, implying that POS enhanced commitment, which subsequently reduces turnover intention. In addition, job burnout mediated the negative relationship between POS and turnover intention, showing that POS reduces burnout, which in turn lowers turnover intention. Finally, P–O Fit moderated the relationship between POS and turnover intention, revealing that when employees' values align with organizational values, the impact of POS on reducing turnover intention is stronger.

Contribution/Impact on Society: This study extended organizational behavior research by applying established theories to the fitness industry, a sector often overlooked in retention studies. It provides

empirical evidence on how POS, organizational commitment, and job burnout interact to shape turnover intention, while also introducing P–O Fit as a crucial moderating variable. For organizations, the findings highlight the necessity of fostering a supportive work environment, strengthening organizational commitment, and mitigating burnout to enhance employee retention.

Recommendations: First, organizations should implement career development programs, mentorship initiatives, and mental health resources to improve POS. Moreover, structured interventions, such as flexible work schedules and workload management, should be introduced to reduce burnout. Furthermore, hiring strategies should prioritize candidates with high P–O Fit to ensure long-term alignment with organizational values. Lastly, leadership training focusing on emotional intelligence and communication should be implemented to enhance employee engagement.

Research Limitations: This study had certain limitations, one of which was its geographical focus on Beijing, potentially restricting the applicability of the findings to other regions. Additionally, the use of self-reported survey data may have led to potential biases, such as social desirability bias. The study also did not explore other potential moderating or mediating factors, such as leadership style or work-life balance, which could provide further insights into turnover intention.

Future Research: Future studies should expand the geographic scope to include multiple cities or countries for cross-cultural comparisons. Researchers should explore additional moderating factors, such as leadership style and job embeddedness, to develop a more comprehensive model of turnover intention. Longitudinal studies could also be conducted to track the long-term effects of POS on employee retention in dynamic industries like fitness.

Keywords: *Health, fitness, turnover intention, perceived organizational support*

Introduction

The global health and fitness industry has experienced rapid growth, driven by rising health awareness, technological progress, and the diversification of fitness solutions. As a key segment of the wellness economy, China's fitness sector has expanded significantly, with Beijing emerging as a major hub for fitness businesses (China Briefing, 2024). Despite this growth, the industry faces a persistent challenge: high employee turnover, which threatens service quality, customer retention, and long-term business viability.

Addressing this requires a thorough understanding of the factors that shape turnover intentions, with particular emphasis on Perceived Organizational Support (POS). POS reflects employees' perception that their organization recognizes their contributions and prioritizes their well-being (Eisenberger et al., 1986). While extensively researched in Western settings, POS remains relatively understudied in China's fitness industry (Xu et al., 2021). Given the distinct cultural and organizational characteristics in China, it is crucial to explore how POS interacts with psychological and organizational factors to influence employees' turnover decisions.

Most existing studies on POS and turnover intention have focused on corporate, healthcare, and manufacturing sectors, with limited attention to service-driven industries such as fitness (Xu et al., 2021). Unlike conventional workplaces, fitness professionals frequently engage in intense emotional labor, maintain direct client interactions, and navigate irregular work schedules, factors that may influence how POS affects turnover intentions (Brotheridge & Grandey, 2002). Additionally, the role of person-organization fit as a moderating variable in the POS-turnover relationship remains largely unexamined. While POS generally mitigates turnover, its impact may vary depending on how well employees' values align with those of their organization (Astakhova, 2016).

To address these gaps, this study investigated the influence of POS on turnover intention among fitness employees in Beijing. Specifically, it explored the mediating roles of organizational commitment and job burnout, alongside the moderating influence of person-organization fit. A quantitative research design was employed, using survey data analyzed through Structural Equation Modeling to test the proposed relationships. By situating the findings within the fitness industry, this research

provides industry-specific insights that extend beyond traditional corporate environments, offering practical recommendations for improving employee retention.

Research Objectives

1. To study how employees' POS affects their turnover intention in the health and fitness industry in China.
2. To examine what role organizational commitment plays in translating POS into employees' turnover intention.
3. To investigate what role job burnout plays in the relationship between POS and employees' turnover intention.
4. To determine whether person-organization fit moderates the relationship between POS and turnover intentions.

Literature Review

POS refers to employees' perception of how much their organization appreciates their contributions and prioritizes their well-being (Eisenberger et al., 1986). Recent research has consistently highlighted the negative relationship between POS and turnover intention. Sartori et al. (2023) found that higher POS correlates with increased job motivation and stronger organizational commitment, both of which are associated with lower turnover intentions. Similarly, Tamundong and Caballero (2024) found that employees who perceived their organization as supportive were more likely to have higher job satisfaction, which in turn reduced their likelihood of leaving. Additionally, Huang et al. (2024) identified low POS as a significant predictor of higher turnover intentions among social workers, particularly in large organizations. Therefore,

H_1 : POS negatively impacts turnover intention.

Organizational commitment refers to the emotional and psychological bonds that employees develop with their organizations, which play a crucial role in their intention to remain with the organization (Herscovitch & Meyer, 2002). Medina-Garrido et al. (2023) explored this concept in the Spanish tourism sector, examining how organizational support for work-family balance influenced employee well-being and commitment. Their study revealed that when employees perceive strong support for balancing work and family responsibilities, their organizational commitment strengthens, leading to improved workplace well-being. This highlighted the crucial role of POS in creating a supportive work environment that strengthens employee commitment.

Furthermore, Hessari et al. (2023) examined the influence of technostress on organizational commitment, considering the mediating effect of individual innovation. Their findings suggested that while technostress negatively affects commitment, POS can counteract this impact by encouraging innovation among employees. Thus, POS not only directly reinforces organizational commitment, but also serves as a protective factor against workplace stressors like technostress. Hence,

H_2 : POS positively influences organizational commitment.

Job burnout refers to a psychological condition that arises from ongoing interpersonal stress in the workplace, typically marked by emotional exhaustion, a sense of detachment or cynicism toward others (depersonalization), and a diminished sense of effectiveness or achievement in one's role (Maslach & Florian, 1988). Xu et al. (2025) utilized psychometric network analysis on a sample of 945 Chinese primary and secondary school teachers to explore the structure of job burnout and its connections to protective factors, including career satisfaction, POS, and perceived social support. Their results revealed a negative correlation between POS and job burnout, suggesting that increased organizational support can mitigate burnout among teachers. Similarly, Ren et al. (2024) examined how psychological capital and work engagement mediated the relationship between POS and burnout in Chinese nurses. Their study found that POS not only directly reduced burnout, but also did so indirectly by fostering psychological capital and work engagement, thereby lowering overall burnout levels. Additionally, Yu et al. (2021) identified a significant negative predictive relationship between

POS and job burnout, with job satisfaction acting as a mediator. This suggests that POS enhances job satisfaction, which in turn helps to mitigate burnout. Hence,

H₃: POS negatively affects job burnout.

Turnover intention represents employees' intentional and considered desires to resign from their jobs, often seen as the immediate precursor to actual departure from the organization (Ahmad et al., 2023). Recent studies have also explored the link between organizational commitment and turnover intention in various industries. For instance, Guzeller and Celiker (2020) conducted a meta-analysis of 13 studies within the tourism and hospitality sector, revealing a moderate negative correlation between organizational commitment and turnover intention. Their findings suggested that employees with stronger emotional commitment to their organizations were less inclined to consider leaving. Similarly, Özkan (2021) conducted a meta-analysis focusing on turnover intention among IT professionals. This study confirmed that organizational commitment serves as a negative predictor of turnover intention, emphasizing that employees with higher commitment levels are less likely to leave their jobs. Hence,

H₄: Organizational commitment negatively influences turnover intention.

Job burnout, which includes emotional exhaustion, depersonalization, and a diminished sense of personal accomplishment, has been extensively studied in relation to turnover intention. Chen et al. (2019) investigated the mediating role of job satisfaction in this relationship among medical professionals. Their study found a positive relationship between job burnout and turnover intention, with job satisfaction serving as a partial mediator. This indicated that higher burnout levels increase turnover intentions, in part due to decreased job satisfaction. Furthermore, Salama et al. (2022) investigated the impact of work stress and job burnout on turnover intention among hotel employees. Their results showed that job burnout played a significant mediating role in the relationship between work stress and turnover intention, suggesting that stress-induced burnout was a key driver of employees' intent to leave. Therefore,

H₅: Job burnout positively influences turnover intention.

Palma-Moreira et al. (2022) investigated how affective organizational commitment mediated the relationship between POS and turnover intention. Their findings indicated that affective commitment served as a mediator, suggesting that when employees perceive strong organizational support, their emotional attachment to the organization increases, ultimately reducing their intention to leave. Guna and Satrya (2021) discovered that organizational commitment mediated the relationship between POS and turnover intention. Their findings emphasized that greater organizational support fosters stronger commitment, which in turn decreases employees' likelihood of leaving. Hence,

H₆: Organizational commitment mediates the impact of perceived organizational support on turnover intentions.

Ren et al. (2024) studied the relationship between POS and burnout among newly graduated nurses in Southwest China, exploring the chain mediating roles of psychological capital and work engagement. Their findings revealed a negative correlation between POS and both burnout and turnover intention, with psychological capital and work engagement acting as mediators. This suggested that higher POS strengthens psychological resources and engagement, which in turn reduces burnout and turnover intentions. Ali et al. (2024) investigated the effect of POS on turnover intention among nursing staff, emphasizing the mediating role of job burnout. Their results showed a significant negative association between POS and turnover intention, with job burnout acting as a mediator in this relationship. Specifically, greater POS reduces job burnout, which subsequently lowers turnover intentions. Therefore,

H₇: Job burnout mediates the negative relationship between POS and turnover intention.

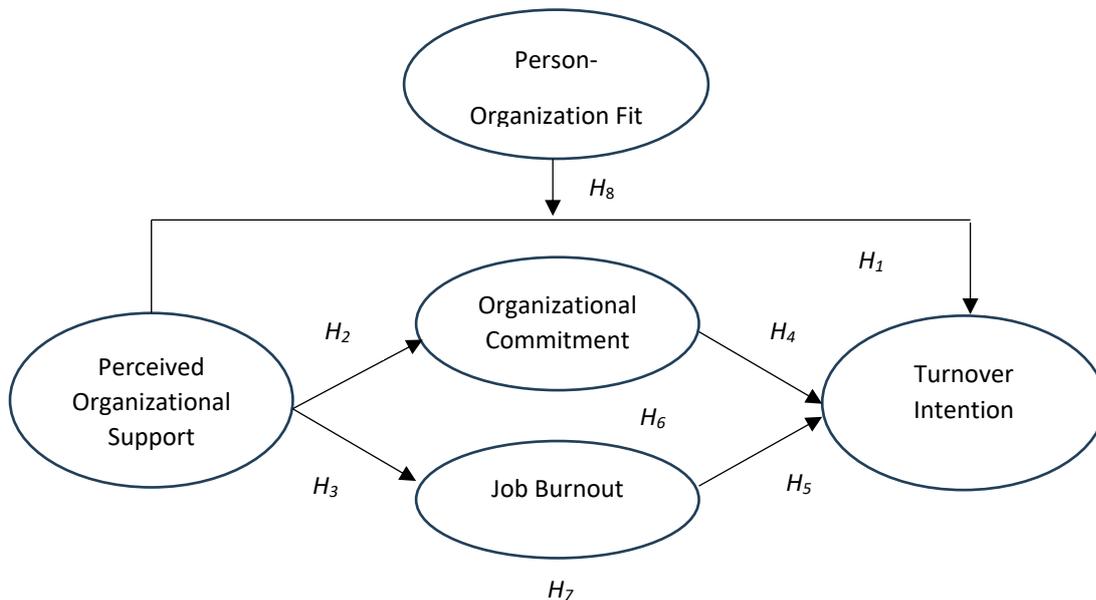
P–O Fit refers to the congruence between an individual's values, beliefs, and behaviors and those of the organization (Kristof, 1996). Muhammad and Huzaifa (2021) examined the impact of P–O value fit on employee attitudes, emphasizing the moderating role of POS. Their study highlighted that P–O

Fit positively influenced employee attitudes, such as job satisfaction and organizational commitment. Furthermore, POS was shown to moderate this relationship, suggesting that when employees perceive strong organizational support, the positive effects of P–O Fit on attitudes were amplified, which could lead to a reduction in turnover intentions. Jin et al. (2016) explored how employee followership and job satisfaction mediated the relationship between P–O Fit and turnover intention. Their findings indicated that high P–O Fit was linked to lower turnover intention, primarily through increased job satisfaction and proactive followership behaviors. Although POS was not the primary focus of their study, the results suggest that organizational support could further enhance these positive outcomes, further reducing turnover intentions. Hence,

H_8 : P–O fit moderates the role of POS on turnover intentions.

Building on the above discussion, this study’s conceptual framework is illustrated in Figure 1.

Figure 1 Conceptual Framework



Methodology

The present investigation employed a quantitative methodology to analyze the interconnections among POS, organizational commitment, job burnout, and turnover intention. This research focused on employees currently working in health and fitness organizations and clubs in Beijing, China. Beijing was selected as the case study location due to its representativeness and significance. As China’s capital, Beijing exemplifies the country’s rapid urbanization over the past three decades and stands as a central hub for politics, culture, and education. Moreover, Beijing has the highest concentration of gyms, health clubs, and fitness centers in the country, with 5,504 such establishments recorded in 2022 (China Daily, 2023). This concentration, alongside its strategic importance, makes it an ideal location for studying the dynamics of the health and fitness industry.

According to demographic data from IBISWorld (2024), the health and fitness industry in Beijing employed 265,000 people in 2023, providing a well-defined population for the survey. The determination of participant numbers was conducted using Yamane's established sampling framework (1967), a frequently utilized statistical approach for population-based sample estimation. Employing a confidence interval of 95% with an acceptable error margin set at 5 percentage points, the computation yielded a target participant count of approximately 400 organizational members.

Data for this study was collected through an online survey targeting employees in health and fitness organizations and clubs in Beijing, China, using purposive sampling. To ensure eligibility, the questionnaire included two initial screening questions to confirm that potential participants were employed in the health and fitness industry and currently resided in Beijing. Those who did not meet these criteria were automatically excluded from the survey.

To achieve the research objectives and thoroughly examine the relationships among the variables, a two-phase data collection process was used. The first phase involved a pilot survey with 30 employees from Beijing's health and fitness sector, conducted prior to the main survey. The second phase consisted of the formal survey, which ran from January to February 2025. At the end of the survey, a total of 401 valid responses was obtained, fulfilling the requirement of at least 400 respondents, as calculated using the Yamane formula.

The study employed a survey questionnaire developed through an extensive review of relevant literature to ensure both methodological rigor and relevance. The final version of the questionnaire was organized into three sections. The first part included screening questions designed to identify eligible respondents, ensuring that the data collection was focused on the intended population. The second section collected demographic information, providing context for the analysis and helping to characterize the sample population. The third section addressed the five key constructs under investigation: POS, organizational commitment, job burnout, turnover intention, and P–O fit. The measurement instrument incorporated a Likert-type scaling system, featuring a five-point continuum for evaluating participant responses. It included 36 items, drawn from well-established scales used in previous research, ensuring the reliability and validity of the measurements.

We employed SPSS 25 and AMOS 28 for data analysis. SPSS 25 was used to conduct descriptive statistics and reliability analysis, ensuring the consistency and accuracy of the data. AMOS 28 was utilized for Structural Equation Modeling (SEM), which enabled the evaluation of relationships among the variables, hypothesis testing, and the assessment of mediating and moderating effects.

Research Findings

Descriptive Analysis

The demographic analysis of the workforce in Beijing's health and fitness sector provides important insights into its composition. First, the workforce is predominantly male, with 64.84% of respondents identifying as male and 35.16% as female, revealing a notable gender imbalance in the industry. Age-wise, the workforce is primarily composed of younger professionals, with the largest group (41.65%) falling within the 18–29 age range. Regarding education, most employees hold at least a bachelor's degree, indicating a well-educated workforce that likely values professional qualifications and formal training. In terms of work experience, nearly half (49.38%) of the employees have been in the industry for less than three years, suggesting a dynamic, transient labor market with frequent career shifts and turnover. The relatively small percentage of employees with more than eight years of experience highlights the challenges of long-term retention in this sector, emphasizing the importance of structured career development and organizational support to promote stability. As for monthly income, most employees earn between 8,001 and 12,000 Yuan, indicating a competitive salary range for mid-tier professionals. Lastly, the occupational distribution showed that general coaching roles were the most prevalent, with nearly half of the workforce employed in these positions.

Reliability and Validity

The quality of the observed variables was assessed according to reliability, convergence validity, and discriminant validity. Reliability was evaluated using Cronbach's alpha, Composite Reliability (CR), and Average Variance Extracted (AVE). The empirical findings shown in Table 1 revealed that all measurement scales exceeded the conventional psychometric benchmarks, with Cronbach's alpha and CR values surpassing .70, and AVE measurements exceeding .50. These results confirmed the measurement model's superior reliability and convergent validity, substantially exceeding the minimum thresholds recommended by Hair et al. (2010).

Table 1 Cronbach's Alpha, Composite Reliability, and Average Variance Extracted

Construct	Factor Loading	CR	AVE	Alpha	
Perceived Organizational Support	POS1	.665	.889	.500	.887
	POS2	.681			
	POS3	.725			
	POS4	.736			
	POS5	.719			
	POS6	.711			
	POS7	.709			
	POS8	.704			
Organizational Commitment	OC1	.721	.933	.538	.932
	OC2	.749			
	OC3	.778			
	OC4	.737			
	OC5	.756			
	OC6	.731			
	OC7	.745			
	OC8	.73			
	OC9	.726			
	OC10	.71			
	OC11	.706			
	OC12	.707			
Job Burnout	JB1	.815	.936	.746	.935
	JB2	.875			
	JB3	.874			
	JB4	.896			
	JB5	.855			
Turnover Intention	TI1	.806	.911	.674	.910
	TI2	.87			
	TI3	.877			
	TI4	.827			
	TI5	.715			
Person–Organization Fit	POF1	.765	.929	.723	.927
	POF2	.832			
	POF3	.874			
	POF4	.884			
	POF5	.891			

The discriminant validity assessment, as illustrated in Table 2, demonstrated that the AVE's square root for each latent variable surpassed its corresponding inter-construct correlation coefficients. The observed pattern of results aligned with the discriminant validity standards established by Fornell and Larcker (1981), confirming that each construct maintained its unique conceptual identity within the measurement framework. Therefore, the study demonstrated strong discriminant validity.

Table 2 Discriminant Validity

	POS	OC	JB	TI	POF
POS	.706				
OC	.321	.733			
JB	-.411	-.394	.864		
TI	-.282	-.235	.479	.821	
CFI POF	.324	.285	-.318	-.234	.850

Code: POS = Perceived Organizational Support; OC = Organizational Commitment; JB = Job Burnout; TI = Turnover Intention; POF = Person-Organization Fit.

Structural Model

The structural equation modeling analysis yielded favorable goodness-of-fit statistics, suggesting strong correspondence between the theoretical framework and empirical observations. Multiple fit indices were examined to assess the model's adequacy, with all critical metrics falling within acceptable ranges established in methodological literature. The summary of fit statistics for the measurement model was as follows: $\chi^2/df = 2.416$, RMSEA = .048, SRMR = .053, CFI = .996, and TLI = .995. These values surpassed the threshold criteria for model fit indices recommended by Hair et al. (2010), indicating a good fit of the model to the data.

Hypothesis Testing

The results of the hypothesis testing are presented in Table 3. The standardized path coefficient between POS and turnover intention was $-.264$ ($p < .001$), indicating a significant negative relationship between the two. This supported H_1 , confirming that higher levels of POS are associated with lower turnover intention. Additionally, POS had a significant positive influence on organizational commitment, with a path coefficient of $\beta = 0.507$ ($p < .001$). This suggested that higher POS led to greater organizational commitment, thus fully supporting H_2 . Consistent with H_3 , the results revealed that POS negatively affected job burnout, with a coefficient of $\beta = -.480$ ($p < .001$), meaning that higher POS was linked to lower job burnout, thereby fully supporting H_3 . For H_4 , organizational commitment had a negative effect on turnover intention ($\beta = -.231$, $p < .001$), suggesting that higher organizational commitment was linked to lower turnover intention, thereby fully supporting H_4 . Finally, regarding H_5 , job burnout significantly positively influenced turnover intention, with a coefficient of $\beta = .250$ ($p < .001$), showing that higher levels of job burnout were associated with higher turnover intention, thus fully supporting H_5 .

Table 3 Results of Direct Effect Test

Hypothesis	Path	β	Estimate	SE	CR	p	Result
H_1	POS→TI	-.264	-.239	.059	4.063	.000***	Accepted
H_2	POS→OC	.507	.491	.054	9.107	.000***	Accepted
H_3	POS→JB	-.480	-.530	.062	8.550	.000***	Accepted
H_4	OC→TI	-.231	-.216	.050	4.285	.000***	Accepted
H_5	JB→TI	.250	.205	.046	4.498	.000***	Accepted

Note. POS = Perceived Organizational Support; OC = Organizational Commitment; JB = Job Burnout; TI = Turnover Intention; POF = Person-Organization Fit. *** $p < .001$, ** $p < .01$, * $p < .05$.

The mediating effects in this study were assessed using a bias-corrected non-parametric percentile bootstrap confidence interval method, which involved resampling the sample 5,000 times to estimate the mediation effects within a 95% confidence interval. The results of these tests are presented in Table 4. For the POS → OC → TI mediation path, the Bias-corrected 95% CI was $[-.169, -.065]$, and the Percentile 95% CI was $[-.161, -.060]$. Since neither confidence interval included 0, this indicated that organizational commitment significantly mediated the relationship between POS and turnover intention. Therefore, H_6 was supported, confirming that organizational commitment partially mediated the relationship between POS and Turnover Intention. Similarly, for the POS → JB → TI mediation path, the Bias-corrected 95% CI was $[-.164, -.053]$, and the Percentile 95% CI was $[-.171, -.056]$. Since neither of these confidence intervals included 0, they showed that job burnout also played a mediating role in the relationship between POS and turnover intention. Thus, H_7 was supported, confirming that job burnout partially mediated the relationship between POS and Turnover Intention.

Table 4 Mediation Effect Test

Parameter	Effect	SE	Bias-corrected 95% CI		p	95% Percentile CI		p
			Lower	Upper		Lower	Upper	
POS→OC→TI	-.106	.026	-.169	-.065	.005	-.161	-.060	.010
POS→JB→TI	-.109	.029	-.164	-.053	.020	-.171	-.056	.010

Note. POS=Perceived Organizational Support; OC= Organizational Commitment; JB= Job Burnout; TI= Turnover Intention; POF= Person-Organization Fit.

The examination of Person-Organization Fit's moderating effect on the POS-TI association was performed through a hierarchical regression approach, following established methodological protocols (Cohen et al., 2003). The analytical procedure began with the establishment of a foundational model incorporating demographic controls such as employee age, compensation level, and organizational tenure. Subsequently, the model was expanded to include both POS and Person-Organization Fit as predictor variables. Empirical outcomes from this phase demonstrated statistically reliable effects for both primary variables on employee turnover intention, as documented in Table 5. The final analytical stage involved the computation and integration of an interaction component, derived from the multiplicative combination of POS and Person-Organization Fit measures. The statistically reliable interaction coefficient ($\beta = -.192, p < .01$) provided empirical confirmation of Person-Organization Fit's conditional influence on the POS-TI relationship, thereby supporting the hypothesized moderating effect. Furthermore, the inclusion of the interaction term enhanced the explanatory power of the model for turnover intention ($R^2 = 35.1\%$), with a significant improvement in model fit observed between the second and third stages. These findings confirmed the presence of a significant moderating effect, thereby validating the proposed hypothesis H_8 in the study.

Table 5 Testing the Moderation Effect

Model	Dependent Variable: Turnover Intention			
	Model 1	Model 2	Model 3	Model 4
<i>Step 1: Control Variable</i>				
Age	-.120	-.074	-.084	-.085
Income	-.185	-.119	-.108	-.105
Tenure	-.179***	-.187***	-.187***	-.162***
<i>Step 2: Main Effect</i>				
POS		-.242***	-.261***	-.273***
POF			-.230*	-.200*
<i>Step 3: Interactions</i>				
POS * POF				-.192**
F	6.100***	16.58***	16.79***	12.28***
R ²	.060	.302	.324	.351
Adjusted R ²	.020	.298	.305	.348

Discussion & Conclusion

This study explores the connection between POS and turnover intention among employees within Beijing's health and fitness sector. The results offer valuable insights for both academic research and practical applications by elucidating how various factors interact to shape turnover intention.

First, the study revealed a significant negative correlation between POS and turnover intention. These results align with earlier studies by Sartori et al. (2024), along with those of Tamundong and Caballero (2024), which have consistently demonstrated a strong connection between organizational support and employee retention. Within the health and fitness sector, these findings emphasize the pivotal role of POS in mitigating turnover intentions, underscoring the need for organizations to foster a supportive workplace culture.

Second, the study confirmed that POS significantly enhances organizational commitment, a result consistent with prior research. This finding supports the work of Hessari et al. (2023), who argued that

when employees feel valued, recognized, and respected by their organizations, their social and emotional needs are fulfilled, thereby strengthening their sense of belonging and organizational identification (Medina-Garrido et al., 2023). For instance, in knowledge-driven industries such as IT and higher education, the impact of POS on organizational commitment is particularly pronounced, as employees in these fields depend heavily on organizational resources and opportunities for career growth.

Third, the study demonstrated that POS significantly reduces job burnout, suggesting that greater organizational support is associated with lower levels of employee exhaustion. This finding corroborates the research of Xu et al. (2025) and Yu et al. (2021), further emphasizing the critical role of POS in alleviating burnout. Fourth, the study establishes that organizational commitment has a significant negative effect on turnover intention, indicating that employees with higher commitment levels are less likely to leave. This result aligns with the findings of Guzeller and Celiker (2020), highlighting the importance of organizational commitment in influencing turnover decisions.

Fifth, the study confirms that job burnout significantly increases turnover intention, consistent with earlier research by Chen et al. (2019) and Salama et al. (2022). As burnout escalates, employees often seek to replenish their depleted resources by pursuing alternative employment, thereby heightening their turnover intention (Lee et al., 2019). Emotional exhaustion serves as a key mechanism linking burnout to turnover intention (Lee et al., 2019). In high-pressure, customer-facing industries like fitness, employees frequently engage in emotional labor, which can deplete their energy, diminish job satisfaction, and ultimately raise the likelihood of leaving the organization (Chen et al., 2019). These results emphasize the significance of tackling job burnout as a key strategy to minimize turnover intention.

Furthermore, the empirical results of this investigation revealed that organizational commitment mediated the relationship between POS and employees' turnover intention. This outcome aligns with the research of Palma-Moreira et al. (2022) and Guna and Satrya (2021), both of whom argued that when employees perceive support, recognition, and care from their organization, they develop a stronger sense of organizational commitment, which subsequently lowers the likelihood of voluntary turnover. Additionally, this study underscored the mediating role of job burnout in the relationship between POS and turnover intention. This finding aligns with Ren et al. (2024), who argued that employees with higher perceived organizational support have access to critical psychological resources, such as emotional support, career development opportunities, and a fair work environment, all of which contribute to reducing job burnout.

Finally, this study confirmed that P-O Fit moderates the relationship between POS and employees' turnover intention, a result that aligns with previous research by Muhammad and Huzaifa (2021) and Jin et al. (2016). This finding suggests that the effect of POS on turnover intention depends on the degree of alignment between employees' values, goals, and organizational culture. Specifically, when P-O Fit is high, employees are more likely to identify with the organization, as their personal values and goals align with those of the organization. Consequently, they are more responsive to organizational support, which strengthens their organizational commitment and reduces turnover intention (Muhammad & Huzaifa, 2021). For employees with high P-O Fit, POS enhances emotional commitment, thereby reducing turnover intention.

In conclusion, this study investigated the relationships among Perceived Organizational Support (POS), organizational commitment, job burnout, turnover intention, and Person-Organization Fit (P-O Fit) among employees in Beijing's health and fitness industry. The findings revealed that POS plays a central role in reducing turnover intention by enhancing organizational commitment and mitigating job burnout. Moreover, both organizational commitment and job burnout serve as mediators in the POS–turnover intention relationship, while P-O Fit moderates this relationship, strengthening the impact of POS when value alignment is high. These results highlight the importance of fostering supportive organizational environments and promoting value congruence to improve employee retention and well-being in high-turnover industries.

Implications and Contributions

This study advances organizational behavior research by applying established theories to the health and fitness industry. It enriches the literature on Person-Organization Fit by empirically demonstrating its moderating role in the relationship between POS and turnover intention. While prior studies have largely focused on direct relationships between these variables, this research provides empirical evidence supporting their interaction effect, opening new pathways for future theoretical exploration.

For managers in the fitness industry, this study highlights the importance of creating a supportive work environment while ensuring balance. First, organizations should establish structured support systems, such as career development programs, mentorship initiatives, and mental health resources. For instance, a Beijing-based fitness chain introduced a mentorship program where experienced trainers guided new employees, leading to a 15% rise in retention rates over two years. Second, employers must address burnout risks by implementing interventions like workload management, flexible scheduling, and stress reduction initiatives. For example, a fitness center in Shanghai launched a "Wellness Wednesday" program featuring yoga and meditation sessions for staff, which decreased burnout-related turnover by 25%. Third, hiring processes should emphasize Person-Organization Fit by evaluating candidates' values and expectations to ensure alignment with organizational culture. Fitness clubs can draw inspiration from companies like Zappos, which prioritize employee well-being through incentives, career development opportunities, and a culture of recognition, thereby enhancing retention. Finally, organizations should invest in leadership development to cultivate psychologically safe environments and promote open communication. A fitness club in Guangzhou, for example, implemented leadership training focused on emotional intelligence and communication skills, resulting in a 20% increase in employee satisfaction scores. These practical strategies highlight the importance of aligning organizational practices with employee needs to reduce turnover and enhance workplace well-being.

Limitations and Suggestions for Future Research

Although this study has made significant contributions, it still had some limitations. First, its research scope was limited to Beijing, China, which may have restricted the general applicability of the research results. Future studies should expand their scope to cover other regions in China and other countries, thereby enhancing the applicability of the research results in diverse cultural and organizational contexts. Second, the exclusive dependence on self-reported measures may introduce potential measurement artifacts, where participants might overstate their commitment or downplay their intention to leave. To address this limitation, future studies could incorporate qualitative methods, such as interviews, or utilize secondary data sources like HR turnover records to complement self-reported data and improve the robustness of the findings. Finally, while this study examined organizational commitment, job burnout, and Person-Organization Fit as key factors, other potential moderators or mediators such as leadership style, work-life balance, compensation fairness, or job embeddedness were not explored. Including these variables in future research studies would provide more in-depth insights for enterprises in their employee retention strategies.

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