

Unraveling the effects of polychronic orientation and distributive justice on turnover intention: The mediating role of job satisfaction

Anak Agung Ngurah Eddy Supriyadinata Gorda^{1*}, I Wayan Wisnu Subrata²,
I Gusti Ngurah Widya Hadi Saputra³, Nor Suhaira Jamil⁴, Sanju Kumar Singh⁵,
Anak Agung Ngurah Restu Gautama⁶, Kadek Devi Kalfika Anggria Wardani⁷

^{1,2,3,7} Universitas Pendidikan Nasional, Denpasar, Indonesia

⁴ Politeknik Sultan Idris Shah, Selangor, Malaysia

⁵ Tribhuvan University, Kirtipur, Nepal

⁶ Sekolah Tinggi Ilmu Ekonomi Satya Dharma, Buleleng, Indonesia
eddygorda@undiknas.ac.id

*Correspondent Author

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ABSTRACT

Employee turnover remains a significant concern in the competitive retail market, necessitating a thorough examination of its underlying causes. The present research explores how polychronic orientation and distributive justice affects turnover intention, with job satisfaction as mediators. Data from 100 frontline retail personnel were analyzed using a quantitative methodology, and correlations were assessed through Partial Least Squares Structural Equation Modelling. The findings from studies demonstrate that polychronic orientation markedly enhances distributive justice and turnover intention. Yet, its positive effect on job satisfaction lacks statistical significance. Distributive justice has a little impact on job satisfaction but exerts a significant influence on turnover intention. Job satisfaction significantly and positively affects turnover intention. Mediation analysis reveals that job satisfaction does not significantly mediate the relationships between distributive justice and turnover intention, nor between polychronic orientation and turnover intention. From a Person-Job Fit perspective, this suggests that alignment between individual preferences and job characteristics alone may not reduce turnover intention without supportive organizational conditions. Mediation analysis reveals that job satisfaction does not significantly mediate the relationships between distributive justice and turnover intention nor between polychronic orientation and turnover intention, underscoring the complex interplay of fairness perceptions and individual-job fit in shaping turnover. These findings emphasize the need for organizations to consider both individual traits and justice perceptions within their structural and cultural frameworks to effectively manage employee retention.

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1. Introduction

The retail industry in Indonesia is a crucial contributor to economic growth, significantly impacting both gross domestic product (GDP) and employment (Khairurrahman et al., 2023). This industry continues to expand rapidly, driven by evolving consumer preferences, urbanization, and technological advancements. Its growth is further fueled by rising middle-class income (Ferreira & Ferreira, 2018) and developments in technology. The combination of technologies like augmented reality (AR) and artificial intelligence (AI) has significantly enriched customer experiences, refined inventory management, and elevated personalised marketing strategies (Alex et al., 2024; Shaji et al., 2024). Additionally, the adoption of omni-channel strategies, which seamlessly integrate online and offline retail platforms, has become essential in meeting consumer demands (Xiaoyu et al., 2022; Lim et al., 2023). This approach not only minimizes stock-out risks and reduces return rates but also ensures a more convenient and efficient shopping experience. However, despite these technological advancements and economic drivers, high employee turnover remains a persistent challenge (Pandey et al., 2018, 2019), especially among frontline employees. This issue negatively impacts customer satisfaction, particularly in friendliness and service speed (Hurley, 2015). Additionally, it leads to financial and operational burdens due to recruitment costs, training expenses, and the risks of hiring less suitable employees (Ramaseshan, 2015; Mhatre et al., 2020).

Research indicates that turnover intention is driven by a complex interplay of organizational, job-related, personal, environmental, and managerial factors. Organizational issues such as abusive supervision, favoritism, and unethical climates increase employee dissatisfaction (Pandey et al., 2018, 2021; Setrojoyo, 2024; Hur, 2025), while job-related factors like inadequate pay (Pandey et al., 2018; Xiong et al., 2018; Farooq et al., 2022), work exhaustion (Pandey et al., 2018, 2019, 2021; Nauman et al., 2023; Desiana et al., 2024), and lack of autonomy (Pandey et al., 2016, 2021; Liu & Lo, 2018; Vui-Yee & Yen-Hwa, 2020), further exacerbate attrition. Personal elements including perceived job image and role conflicts (Pandey et al., 2018, 2021; Silva & Rodrigues, 2024; Wang, 2024), as well as external pressures such as customer aggression (Han et al., 2016; Pandey et al., 2021; Pu et al., 2024) also contribute to turnover intentions. The absence of supportive managerial practices, especially those conveying warmth and competence, diminishes employee engagement and increases turnover risk (Capozza et al., 2017; Bufquin et al., 2018; Arhim et al., 2024).

Given the multifaceted nature of turnover intention, attention has turned towards psychological and behavioral factors influencing employees' retention decisions. A particularly relevant construct is polychronic orientation, defined as an individual's preference for multitasking and handling multiple responsibilities simultaneously (Howard et al., 2025; Yang et al., 2025). Studies in hospitality and healthcare sectors (Asghar et al., 2021; Zhang et al., 2021) suggest that employees with high polychronic orientation tend to exhibit increased job satisfaction and engagement, which are associated with reduced turnover intentions. However, mismatches between personal polychronic orientation and organizational demands may lead to dissatisfaction, exhaustion, and elevated turnover (Shah et al., 2024). Despite extensive research on employee turnover in retail industry (Kuhn & Yu, 2021; Chada et al., 2022; Putra et al., 2023; Maulino & Eryandra, 2024), few studies have investigated the role of polychronic orientation among frontline employees in the retail sector.

Frontline employees, who directly interact with customers and manage multiple tasks simultaneously (Yang & Lau, 2019), encounter distinctive occupational requirements that could intensify the link between polychronicity and turnover intention. These challenges intensify the role of polychronic orientation, the preference and ability to handle multiple tasks simultaneously (Zhang et al., 2021; Howard et al., 2025), in shaping their job

satisfaction. Employees with a strong polychronic orientation tend to manage these demands more effectively, leading to higher job satisfaction (Zhang et al., 2021; Kumar et al., 2023). At the same time, employees' perceptions of distributive justice, or fairness in the allocation of resources and rewards influence their job satisfaction by impacting their sense of organizational support and equity (Krishnan, 2020; Lambert et al., 2020; Pathardikar et al., 2024). Distributive justice have been most consistently linked to turnover intention through their influence on job satisfaction (Bayarçelik & Findikli, 2016; Vaamonde et al., 2018). Some studies report that job satisfaction fully mediates the relationship between justice and turnover, while others find only partial mediation (Bayarçelik & Findikli, 2016; Suifan et al., 2017; Vaamonde et al., 2018; Alfano, 2024). Importantly, job satisfaction serves as a central mediator linking both polychronic orientation and various dimensions of justice to turnover intention (Kee & Chung, 2021; Zhang et al., 2021). Lower job satisfaction combined with perceptions of distributive or procedural injustice increases the likelihood of employees intending to leave (Vaamonde et al., 2018; Kee & Chung, 2021; Thiago et al., 2023).

This framework aligns with the person-environment fit theory, which posits that employees experience higher job satisfaction and reduced turnover intention when there is alignment or fit between their personal characteristics (e.g., polychronic orientation) and their work environment demands and resources (Milliman et al., 2017; Van Vianen, 2018; Guan et al., 2021). Effective fit enables employees to cope better with job challenges, increasing satisfaction and commitment. Conversely, misfit may increase stress and turnover intentions. Furthermore, the equity theory underpins the role of distributive justice, emphasizing employees' evaluations of fairness in resource and reward allocation relative to their inputs (Polk, 2022). Thus, by integrating the person-environment fit theory and equity theory, this research intends to explore the interconnected roles of polychronic orientation and distributive justice as factors influencing turnover intention, with job satisfaction acting as a mediator in these relationships among frontline retail employees. Ultimately, the findings aspire to inform management practices in the retail industry to effectively reduce employee turnover and enhance workforce stability.

Due the significance of these issues within the retail sector, Indomaret PrismaTama Company (Indomaret) has been selected as the subject of this study. As one of Indonesia's largest retail chains, Indomaret operates over 524 outlets in the Bali region as of December 2021. Despite its professional management, the company faces a notably high employee turnover rate, with a reported rate of 23.37% in 2021. This data was obtained from preliminary research conducted by the researcher, which revealed that the turnover rate at Indomaret is considerably above the 5% threshold generally considered acceptable (Maier, 1970). The high turnover rate at Indomaret reflects the broader challenges faced by the retail sector in managing employee retention. This makes Indomaret an ideal case study for understanding the dynamics of employee turnover, particularly in a retail environment, where multitasking and customer engagement are essential elements of their role. By focusing on the retail industry, this current study intends to gain significant understanding of the factors driving turnover intentions among frontline employees.

2. Literature Review and Hypothesis Development

2.1. Literature Review

2.1.1. Person-Environment Fit (P-E Fit) Theory

The presented study is grounded in the person-environment fit theory, which offers a relevant framework for elucidating the interaction between human traits and the work environment, hence affecting employee outcomes (Van Vianen, 2018; Guan et al., 2021). The person-environment fit theory argue that individuals derive enhanced satisfaction and performance when there exists a congruence or fit between their

personal attributes (e.g., values, abilities, or needs) and various elements of the work environment, including the job, organization, group, or supervisor (Boon & Biron, 2016; Milliman et al., 2017; Chen et al., 2021). The person–job fit dimension is particularly linked to this investigation, as it pertains to the compatibility between an individual's capabilities, including their multitasking capacity as a result of their polychronic orientation, and the requirements of their occupation (Weatherford, 2017; Kaur & Kaur, 2020).

Frontline retail employees often perform multiple tasks simultaneously under time pressure, which implies that individuals with strong polychronic orientation may experience higher person–job fit when their roles involve such multitasking demands. This fit is expected to enhance job satisfaction (Weatherford, 2017; Ghetta et al., 2020; Rauvola et al., 2020) and reduce turnover intentions, in line with research showing that misfit between individual traits and job conditions can lead to disengagement and attrition (Boon & Biron, 2016). Additionally, when polychronic employees perceive that their efforts are fairly rewarded (person–job fit through value congruence), their sense of distributive justice is likely to increase, further supporting satisfaction and commitment (Chen et al., 2021). The current research expands on the theoretical framework by investigating the impact of polychronic orientation, in conjunction with job demands and organizational fairness, on job satisfaction and the reduction of turnover intentions.

2.1.2. Equity Theory

Equity theory is a foundational concept in social psychology and organizational behavior that emphasizes the role of perceived fairness in interpersonal and workplace relationships (Conrique & Crosby, 2022; Polk, 2022). This concept, which is grounded in economic exchange principles, posits that individuals assess the equity of their social exchanges by comparing their input–output ratios (e.g., time, effort, talents vs pay, recognition, rewards) with those of pertinent others (Hatfield et al., 2011; Polk, 2022). When individuals perceive an imbalance, either under-reward or over-reward, they experience psychological distress, which can lead to cognitive or behavioral adjustments to restore a sense of equity (Hatfield et al., 2011; Polk, 2022). This perception of fairness is not only evaluative but also comparative, meaning that equity is judged not in isolation but relative to the treatment of others in similar roles or contexts.

In organizational settings, particularly in retail environments where workload intensity and multitasking are prevalent, equity theory is highly relevant to understanding employee attitudes and behaviors. It contributes to the broader concept of distributive justice by explaining how employees assess fairness in the allocation of rewards and responsibilities. When employees with high polychronic orientation perceive that their extensive multitasking efforts are not matched by appropriate outcomes, such as compensation or recognition, they may perceive inequity and respond with decreased satisfaction, motivation, or increased turnover intentions (Van den Bos et al., 2003; Farmer & Miller, 2013; Rasooli et al., 2019; Polk, 2022). Furthermore, Equity Theory aligns with social exchange theory by positing that individuals seek to maximize rewards and minimize costs in relationships, reinforcing the transactional nature of workplace engagement (Stafford & Kuiper, 2021). Thus, the theory provides a critical framework for interpreting how perceived justice, especially in outcome distribution, shapes work satisfaction, engagement, and retention among frontliner employees.

2.1.3. Organizational Justice Theory

Organizational justice has been categorized into four main dimensions that influence employees' perceptions of fairness within the workplace. Perceptions of fairness regarding the distribution of outcomes or resources are central to the notion of distributive justice, grounded in equity theory and principles of social justice, reflecting whether individuals view their rewards as proportional to their contributions (Kals & Jiranek, 2013; Benavides-Espinoza & Gryffin, 2024; Garcia et al., 2024). Procedural justice highlights the equity of the processes and methods employed to ascertain outcomes, highlighting transparency, uniformity, and impartiality (Kals & Jiranek, 2013; Benavides-Espinoza & Gryffin, 2024; Garcia et al., 2024). Interactional justice can be divided into two separate subdimensions: interpersonal justice, which pertains to how employees perceive the dignity and respect afforded to them by their supervisors, and informational justice, which concerns the adequacy and transparency of the information provided regarding decisions (Kals & Jiranek, 2013; Garcia et al., 2024). Employees' perceptions of organizational justice have a profound impact on various outcomes at both individual and organizational levels. When employees are treated fairly, their job satisfaction and commitment to the organization increase, leading to stronger loyalty and improved performance (Harvey & Haines III, 2005; Kals & Jiranek, 2013; Langevin & Mendoza, 2013; Laundon et al., 2020).

2.1.4. Polychronic Orientation

Polychronic orientation has been widely studied in workplace settings, particularly concerning its impact on employee behavior, job performance, and retention. Traditionally defined as a preference for multitasking over sequential task completion, recent research suggests that these tendencies are not mutually exclusive (Howard et al., 2025). Yang et al. (2025) argues that employees can exhibit both multitasking and sequential task preferences depending on situational demands, challenging traditional binary assumptions. This perspective broadens the conceptualization of polychronic, indicating that individuals may exhibit varying degrees of both tendencies depending on situational demands and cognitive flexibility. Moreover, Sirén et al. (2020) discovered that both low and high degrees of polychronic in innovation processes contribute to improved organizational performance, with innovation synchronization moderating this relationship. This suggests that polychronic orientation can be beneficial or detrimental depending on how it aligns with organizational structures and job demands.

Empirical research highlights both the benefits and challenges of polychronic in high-demand work environments. Wu et al. (2020) found that employees who prefer multitasking experience enhanced well-being and job performance, while Mittal and Bienstock (2020) noted that weak work-life boundaries can increase stress and dissatisfaction. In the hospitality sector, Asghar et al. (2020) reported lower turnover intentions among polychronic employees, whereas Waheed et al (2021) linked polychronic to job engagement and functional flexibility. However, research on the retail sector remains limited. Frontline retail employees juggle multiple responsibilities, and while polychronic may enhance engagement (Vizcaíno et al., 2021), excessive multitasking could lead to burnout and higher turnover. Given that frontline retail employees are expected to handle multiple responsibilities, understanding the impact of polychronic on job satisfaction and long-term retention is essential.

2.1.5. Job Satisfaction

Job satisfaction in the retail industry is vital as it influences employee performance and customer interaction. Given its service-oriented nature, retail relies on employee satisfaction to maintain high service standards. Key factors shaping job satisfaction include organizational policies (Sumathi et al., 2020), demographic influences (Sumathi et al., 2020; Saha et al., 2021), work environment (Gazi et al., 2022; Salleh et al., 2024), and job characteristics (Jędrzejczak-Gas & Wyrwa, 2020; Kwiotkowska & Gębczyńska, 2022). Fair compensation, recognition, and career growth opportunities enhance satisfaction, while age, gender, and race shape employees' perceptions. A supportive work environment promotes collaboration and communication, whereas autonomy and access to resources contribute to overall job fulfillment. Higher job satisfaction leads to improved performance and lower turnover (Gazi et al., 2024; Memon et al., 2023; Salleh et al., 2024), ensuring workforce stability and reducing recruitment costs. Moreover, satisfied employees provide better service, directly impacting customer satisfaction and loyalty (Sumathi et al., 2020). Therefore, prioritizing job satisfaction in retail not only benefits employees but also strengthens organizational success.

2.1.6. Distributive Fairness

The notion of distributive fairness, derived from distributive justice theory, focuses on employees' views regarding the fairness of outcomes proportional to their efforts and inputs. Within the retail sector, this notion holds significant importance, as the satisfaction, performance, and retention of employees are profoundly shaped by their perceptions of equity in rewards and benefits. The correspondence between equity, defined as outputs that align with inputs, and equality, characterized by uniform outcomes, is essential in shaping these attitudes (Van Hootegeem et al., 2020; Rea et al., 2021; Goudarzi et al., 2022). Evidence suggests that distributive justice acts as an intermediary factor between pay-for-performance systems and employee performance, as perceptions of fair pay increase organizational commitment and diminish turnover intentions (Ismail et al., 2018). Beyond compensation, distributive fairness influences impacts wider organizational results, which include job satisfaction, trust in leadership, and commitment (Miao et al., 2020; Rea et al., 2021; Tran et al., 2021). These perceptions are closely linked to procedural justice, as fair decision-making processes reinforce the legitimacy of outcome distributions (McLean, 2020; Tran et al., 2021; Burdziej et al., 2022). Ensuring fairness in reward allocation, promotions, and career development opportunities is critical in retail settings, where employee engagement and motivation are key drivers of business success. Organizations that prioritize fair reward allocation, equitable promotion systems, and open communication foster stronger employee commitment, reducing turnover risks and enhancing long-term workforce stability.

2.1.7. Turnover Intention

Turnover intention refers to the decision-making process of job departure, influenced by multiple circumstances (Asri, 2022). Turnover intention in the retail industry is influenced by multiple factors at both individual and organizational levels, requiring strategic approaches to enhance employee retention. Human resource practices and job characteristics significantly impact turnover intention, particularly in fast-paced environments such as retail food services, where employee satisfaction and retention are shaped by workplace policies and job demands (Rana et al., 2021). Work engagement is a crucial determinant, as higher engagement levels reduce the likelihood

of employees considering leaving (Maulino & Eryandra, 2024). Similarly, decent work conditions contribute to job engagement, which indirectly influences turnover intention, however the direct effect of decent work itself is minimal (Chada et al., 2022).

Beyond employee satisfaction, turnover intention also carries financial and operational implications. The costs associated with turnover, such as short-staffing, recruitment, and reduced morale, can be mitigated through effective personnel management (Kuhn & Yu, 2021). Cultural dimensions also play a role, with turnover intention translating more strongly into actual turnover in societies with higher power distance and individualism (Wong & Cheng, 2020). Additionally, middle managers have a pivotal influence on retention, as their focus on human resource activities can help reduce turnover rates, though this may require balancing other managerial responsibilities (Friebel et al., 2022). Considering these challenges, additional study is required to investigate how organizational strategies, leadership methodologies, and employee engagement activities can be refined to reduce turnover intention in the retail sector.

2.2. Hypothesis Development

2.2.1. Positive Effect of Polychronic Orientation on Job Satisfaction

Polychronic or the preference for multitasking, has been increasingly recognized as an important individual difference variable influencing job satisfaction, especially in dynamic work environments. It mediates the correlation between job attributes and job satisfaction, such that employees who enjoy multitasking report greater satisfaction when their roles involve diverse tasks (Kumar et al., 2023). In fast-paced industries, this orientation enables individuals to handle complex workloads, potentially increasing work engagement and satisfaction (Xiaolong et al., 2021; Karatepe et al., 2025; Kim & Lee, 2025). Additionally, polychronic positively influences employee well-being, which mediates its effect on job performance and contributes to a more satisfying work experience (Wu et al., 2020). The impact of polychronic is further shaped by contextual factors like compensation, which can enhance its positive outcomes on satisfaction (Andriani & Disman, 2023). This phenomenon can be succinctly explained by person-environment fit theory, which posits that employees with a polychronic orientation experience greater job satisfaction when their individual characteristics align well with a work environment that supports multitasking (Arasli et al., 2018; Soares et al., 2024). Additionally, equity theory highlights that perceptions of fairness in the distribution of resources and compensation strengthen this positive relationship, enhancing employee motivation and well-being (Abid et al., 2020; Laundon et al., 2020). **H₁: Polychronic Orientation Has a Positive Effect on Job Satisfaction.**

2.2.2. Positive Effect of Polychronic Orientation on Distributive Justice

Although direct evidence linking polychronic to perceptions of distributive justice is still limited, there are conceptual and empirical evidence that substantiates a possible relationship distributive justice greatly impacts job satisfaction and organizational commitment, which are often heightened in individuals with pronounced polychronic tendencies (Rivai et al., 2019). Furthermore, job satisfaction has been identified as a mediating factor in the relationship between perceptions of justice and various organizational outcomes, suggesting that employees who prefer multitasking may perceive fairness in reward distribution more positively through enhanced job satisfaction (Bagis, 2018). Research also indicates that polychronic positively influences employee engagement and satisfaction, particularly when moderated by compensation, which in turn strengthens perceptions of fairness and equity (Andriani & Disman,

2023). The relationship is explained by person–environment fit theory, indicating that employees with a polychronic orientation perceive greater distributive justice when their multitasking abilities match job demands, while Equity Theory emphasizes that perceptions of fair compensation and reward distribution strengthen this link, enhancing motivation and well-being. This relationship is grounded in person–environment fit theory, which explains that employees with polychronic orientations perceive greater distributive justice when their multitasking abilities align with job demands (Milliman et al., 2017; Rauvola et al., 2020). Equity Theory complements this perspective by emphasizing that perceptions of fair compensation and reward distribution enhance this connection, boosting motivation and well-being (Hatfield et al., 2011; Polk, 2022). **H₂: Polychronic Orientation Has a Positive Effect on Distributive Justice.**

2.2.3. Negative Effect of Polychronic Orientation on Turnover intention

In specific contexts, polychronic orientation can positively influence job performance and engagement, but it may also result in negative consequences, notably for individuals with self-centered career orientations, who commonly experience marked drops in job satisfaction and increased turnover intentions after role changes (Doden et al., 2023). Additionally, factors such as role stress, ambiguity, and workplace incivility can weaken the positive effects of polychronic and increase job dissatisfaction, thereby elevating turnover intentions (Fournier et al., 2013; Arasli et al., 2018; Carlson & Ross, 2022). Furthermore, while polychronic individuals may show higher engagement in multitasking-intensive environments, insufficient organizational support can exacerbate workload pressures, leading to burnout and higher turnover intentions (Kim & Lee, 2025). The dynamic nature of polychronic employees also predisposes them to frequent job changes, driven by cycles of initial enthusiasm followed by rapid declines in satisfaction and repeated desires to move on (Doden et al., 2023). This relationship is clarified by person–environment fit theory, which links increased turnover intentions to mismatches between multitasking preferences and the work environment, while Equity Theory highlights that perceived unfairness intensifies dissatisfaction and drives employees to leave (Xiaolong et al., 2023; Shah et al., 2024). **H₃: Polychronic Orientation Has a Negative Effect on Turnover Intention.**

2.2.4. Positive Effect of Distributive Justice and Job Satisfaction

The empirical literature consistently shows that distributive justice positively influences job satisfaction, with employees perceiving fairness in outcome distribution exhibiting elevated job satisfaction levels (Akram et al., 2015; Waribo et al., 2019; Purnama et al., 2020). Fair treatment in the workplace not only enhances motivation but also fosters a sense of recognition and organizational support, factors that are particularly critical for frontline employees in the retail sector experiencing high customer service expectations and task variety. The relationship reflects person–environment fit theory, where greater job satisfaction emerges from employees perceiving a match between their expectations and fair reward distribution, alongside Equity Theory’s emphasis on how fairness in compensation and recognition drives motivation and commitment, thus enhancing satisfaction (Andela & van der Doef, 2019; Rauvola et al., 2020; Soares et al., 2024). **H₄: Distributive Justice Has a Positive Effect on Job Satisfaction.**

2.2.5. Negative Effect of Distributive Justice on Turnover intention

While distributive justice does not directly influence turnover intentions significantly, it plays an important indirect role by affecting job satisfaction and organizational citizenship behavior, which in turn impact employees' turnover intentions, a fair distribution of resources can enhance job satisfaction and promote positive behaviors beyond employees' job requirements. These behaviors, in turn, are associated with a reduced turnover intention the organization (Setiawan & Palupi, 2022; Lambert et al., 2023; Alfano, 2024). Hence, promoting an equitable distribution of resources might enhance job satisfaction and stimulate behaviors that ultimately reduce the propensity of employees to seek other employment. This dynamic reflects person–environment fit theory, where better alignment between employees' expectations of fairness and resource distribution fosters greater organizational commitment and reduces turnover intentions. Additionally, equity theory underscores that perceptions of fairness motivate employees to remain, reinforcing these effects (Zhang et al., 2015; Morrow & Brough, 2019). **H₅: Distributive Justice Has a Negative Effect on Turnover Intention.**

2.2.6. Negative Effect of Job Satisfaction on Turnover Intention

Person–environment fit theory posits that job satisfaction improves when employees perceive a congruence between their job demands and available resources, leading to lower turnover intentions. Equity theory further reinforces this by suggesting that fair treatment and recognition enhance employee motivation and retention (Andela & van der Doef, 2019; Morrow & Brough, 2019; Xiao et al., 2021). Research consistently shows a negative correlation between job satisfaction and turnover intention, suggesting that increased job satisfaction lowers employees' turnover intention, while diminished job satisfaction elevates the probability of employee attrition. Research indicates that job satisfaction notably reduces turnover intention, with higher satisfaction correlating to lower turnover intention across several industries, including middle management and healthcare (Karadag & Şahin, 2023; Suardana et al., 2024). Moreover, In the relationship between job stress, organizational climate, and turnover intention, job satisfaction acts as a mediating factor (Lukas et al., 2024). A positive organizational climate and lower job stress contribute to higher job satisfaction, resulting in lowering turnover intention (Gori & Topino, 2020; Suardana et al., 2024). Increased job autonomy and skill variety, as indicators of improved job quality, are positively related to job satisfaction, which helps diminish turnover rates (Shu et al., 2023). **H₆: Job Satisfaction Has a Negative Effect on Turnover Intention.**

2.2.7. The Effect of Distributive Justice on Turnover Intention through Job Satisfaction

Organizational studies have extensively examined the relationship between distributive justice and job satisfaction. Multiple studies confirm this positive correlation, indicating that when employees perceive equitable distribution of outcomes, their level of job satisfaction increases (Ismail et al., 2009, 2012; Ohana, 2012; Rivai et al., 2019; Beuren & dos Santos, 2024). This relationship is frequently affected by intervening factors, such perceived organizational support and group commitment, which enhance the beneficial effect of distributive justice on job satisfaction (Ohana, 2012). The evidence points to the vital significance of fairness perceptions in promoting a supportive and productive work environment. Job satisfaction significantly influences employees' turnover intention, frequently referred to as turnover intention. Elevated work satisfaction regularly correlates with

diminished turnover intention, indicating that content employees are less inclined to pursue other employment options (Beuren & dos Santos, 2024). Evidence suggests that job satisfaction serves as a full mediator between organizational justice—specifically distributive justice and turnover intention, implying that distributive justice affects turnover intention largely via job satisfaction (Beuren & dos Santos, 2024). The mediating role emphasizes that perceptions of fairness in incentive distribution diminish turnover intentions by growing job satisfaction, hence underscoring the significance of upholding distributive justice to foster employee retention. These relationship is explained by person–environment fit theory, which states that job satisfaction is increased when fairness and alignment with the organizational environment are perceived by employees, while equity theory emphasizes that motivation and commitment are sustained through fair treatment and equitable rewards, thereby reducing turnover intention (Milliman et al., 2017; Rauvola et al., 2020; Soares et al., 2024). **H₇: Job Satisfaction Mediates the Effect of Distributive Justice on Turnover Intention.**

2.2.8. The Effect of Polychronic Orientation on Turnover intention through Job Satisfaction

Research indicates that employees with higher polychronic tendencies often encounter greater job satisfaction, as evidenced in studies among restaurant servers and through mechanisms such as cognitive crafting, where employees mentally reframe their job roles to better fit their multitasking preferences (Zhang et al., 2021; Masood et al., 2025). These findings suggest that polychronic orientation not only directly relates to job satisfaction but also supports adaptive behaviors that enhance employees' contentment with their work environment. Job satisfaction plays a key role in diminishing turnover intentions, a link well-documented across several organizational contexts (Gori & Topino, 2020; Masood et al., 2025). Importantly, job satisfaction has been acknowledged to be mediating the influence of polychronic orientation on turnover intention, particularly in service settings such as restaurants, where multitasking is common (Zhang et al., 2021). Polychronic employees that experience job pleasure typically demonstrate a diminished intention to leave their positions, underscoring job satisfaction as a vital psychological process that elucidates the correlation between polychronic orientation and reduced turnover intentions (Gori & Topino, 2020). Person–environment fit theory explains this relationship by proposing that job satisfaction is heightened when employees perceive their multitasking preferences as aligned with the work environment. Meanwhile, equity theory highlights that employee motivation and commitment are maintained through fair treatment and reward recognition, which in turn reduces turnover intention (Irak & Mantler, 2018; Ghetta et al., 2020; Howard et al., 2025). **H₈: Job Satisfaction Mediates the Effect of Polychronic Orientation on Turnover Intention.**

2.3. Research Framework

This study illustrates the relationship between the examined variables through the following research framework in Figure 1. This research framework analyzing linkages among polychronic orientation, job satisfaction, distributive justice, and turnover intention. The first hypothesis posits that polychronic orientation has a positive effect on job satisfaction. The second hypothesis suggests that polychronic orientation also exerts a positive effect on distributive justice. The third hypothesis explores the negative effect of polychronic orientation on turnover intention. Additionally, the fourth hypothesis posits that distributive justice positively affects job satisfaction. The fifth hypothesis suggests

that distributive justice negatively influences the turnover intention. The sixth hypothesis asserts that job satisfaction has a negative effect on the turnover intention. Extending this framework, the seventh hypothesis proposes that Job satisfaction mediates the relationship between distributive justice and turnover intention. Likewise, the eighth hypothesis that job satisfaction mediates the relationship between polychronic orientation and turnover intention.

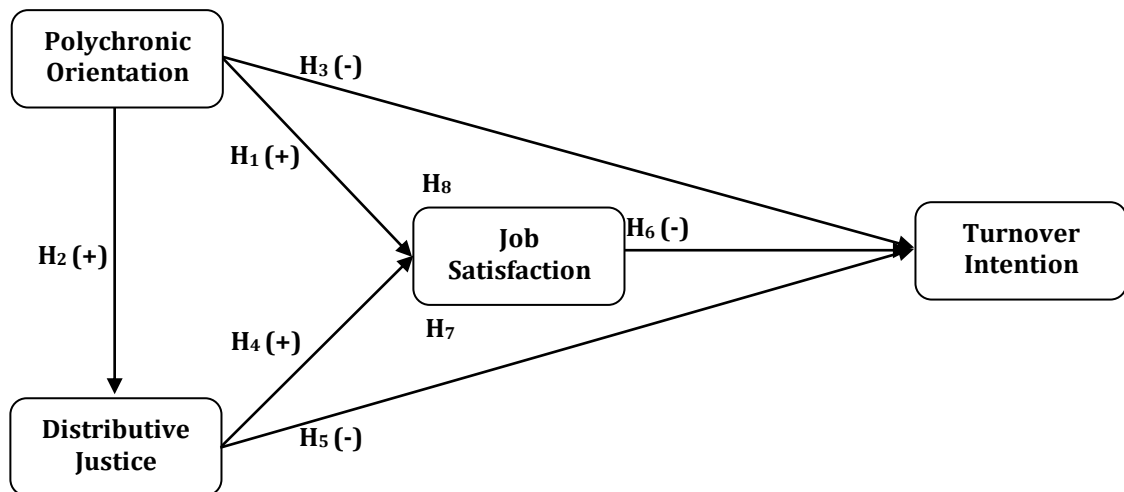


Figure 1. Research Framework

3. Research Methods

3.1. Population and Sampling Method

This research investigated the connections between polychronic orientation, job satisfaction, distributive justice, and turnover intention among employees working on the front lines in retail. The population comprised 3,522 frontline staff of Indomaret PrismaTama Company (Indomaret) Bali Branch. A purposive sample method was employed to choose participants possessing at least six months of experience in frontline roles. The sample size was calculated via the Slovin algorithm with a 10% margin of error, obtaining 100 responses. Polychronic orientation is treated as the independent variable in this study, with job satisfaction and distributive fairness mediating the relationship, and turnover intention as the dependent variable. A 5-point Likert scale was employed to assess these attributes, with participants rating their agreement from 1 (strongly disagree) to 5 (strongly agree).

3.2. Data Collecting Method

Through a quantitative methodology, data collection was conducted through a questionnaire, which was managed by the personnel department to ensure data accuracy and respondent eligibility. The researcher created the questionnaire based on established measurement instruments from previous studies, which were then adapted to the retail sector context. Polychronic orientation (PO) was assessed utilizing four indicators designed by Bluedorn et al. (1999). Job satisfaction (JS) was examined with five items formulated by Arndt et al. (2011) for retail settings. The construct of distributive justice (DJ) was measured using four indicators adapted from Netemeyer (1997), which emphasize employees' perceptions of fairness in outcome distributions. Finally, the measurement of turnover intention (TI) was based on three indicators adapted from the work of Vigoda (2000), focusing on employees' conscious turnover intention the organization.

3.3. Data Analysis Method

Partial Least Squares Structural Equation Modeling (PLS-SEM) was utilized in this study for data processing, facilitated by Smart Partial Least Squares software. The present method was chosen for its ability to depict complex interactions among latent variables and its effectiveness with comparatively small sample sizes. Data analysis proceeded through two primary phases. The first phase concentrated on analyzing the measurement model (outer model) to verify the validity and reliability of the components. Convergent validity was examined through outer loading values, where indicators were considered valid if they exceeded the threshold of 0.5, and through Average Variance Extracted (AVE), with acceptable values above 0.50 (Hair et al., 2021). To assess discriminant validity, cross-loading values were analyzed alongside the Fornell-Larcker criterion, requiring that the square root of the AVE for each construct be greater than its correlations with other constructs (Hair et al., 2021).

To guarantee internal consistency, reliability was assessed through Cronbach's alpha, composite reliability (CR), and rho_A. All constructs exhibited values exceeding the minimum criterion of 0.7, signifying robust dependability (Nunnally & Bernstein, 1994; Hair et al., 2021). In the second stage, the structural model (inner model) was evaluated to test the hypothesized relationships between variables. Relationships were considered statistically significant if the t-statistic was greater than or equal to 1.96 and the p-value was less than or equal to 0.05, in accordance with the standard criteria suggested by Hair et al. (2021). These tests collectively ensured that the measurement instruments were both valid and reliable, and that the proposed model was statistically sound for drawing meaningful conclusions.

4. Result and Discussion

4.1. Respondent Characteristics

The demographic and professional characteristics of the respondents are presented in this section. Keyword such as gender, age, marital status, education level, and length of service are included to provide a comprehensive profile of the sample. The distribution of respondents across these categories is summarized in Table 1. The demographic profile of the 100 respondents indicates that the majority are male (62%), aged between 20.01 and 25.00 years (75%), and predominantly unmarried (79%). Most respondents have completed secondary education (SMA/SMK or equivalent), accounting for 75%, while only a small proportion hold a diploma (19%) or a bachelor's degree (6%). In terms of work experience, 42% have been employed for 3.1 to 6 years, followed by 25% with 6.1 to 9 years of experience, and 24% with less than 3 years. This composition reflects a relatively young and moderately experienced retail workforce, largely at an early career stage with a basic educational background.

Table 1. Characteristics of Respondent

| Characteristics | Category | Frequency | Percentage |
|--------------------|-----------------|-----------|------------|
| Gender | Male | 62 | 62% |
| | Female | 38 | 38% |
| Age | < 15 Years Old | 4 | 4% |
| | 15-20 Years Old | 12 | 12% |
| | 21-25 Years Old | 75 | 75% |
| | 25-30 Years Old | 7 | 7% |
| | > 30 Years Old | 2 | 2% |
| Marital Status | Married | 21 | 21% |
| | Unmarried | 79 | 79% |
| Level of Education | Senior High | 75 | 75% |

| Characteristics | Category | Frequency | Percentage |
|-------------------|---------------------------|-----------|------------|
| Length of Service | School/Equivalent Diploma | 19 | 19% |
| | Bachelor's Degree | 6 | 6% |
| | < 3 Years | 24 | 24% |
| | 3.1 – 6 Years | 42 | 42% |
| | 6.1 – 9 Years | 25 | 25% |
| | 9.1 – 12 Years | 4 | 4% |
| | > 12.1 Years | 5 | 5% |

4.2. Validity Test

The outer loading values obtained through Smart Partial Least Square analysis are presented to evaluate the validity of the measurement model on Figure 2. The outer loading results indicate that most indicators demonstrate strong and reliable associations with their respective latent constructs, with values generally exceeding the 0.7 threshold. These results confirm the convergent validity and measurement reliability of constructs such as polychoric orientation, work satisfaction, distributive justice, and turnover intention. Overall, the measurement model is deemed robust, providing a solid foundation for subsequent structural model analysis and interpretation.

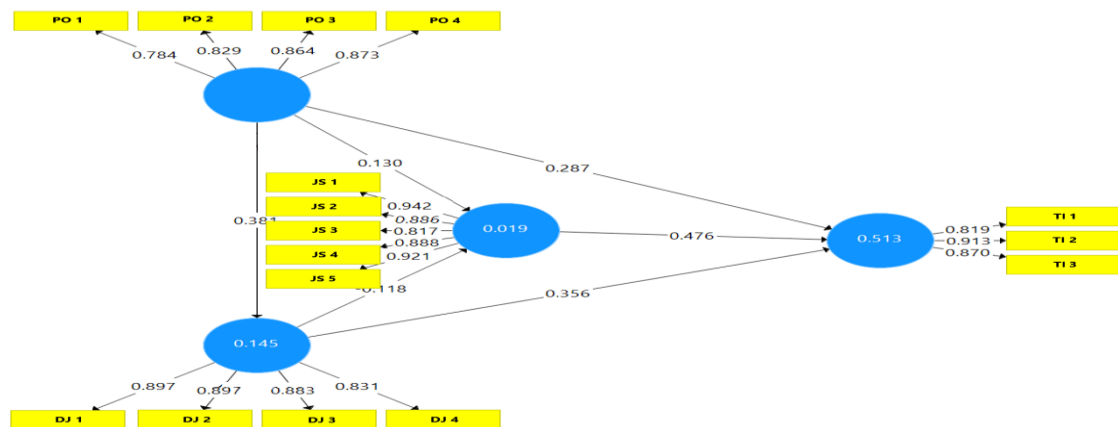


Figure 2. Outer Loading

Before providing the data analysis results, it is essential to evaluate the validity of the measurement model. This study assessed the validity of the indicators based on their loading factors, with an indicator deemed valid if its loading factor surpasses 0.5 for the corresponding construct. Table 2 displays the results obtained the output regarding the loading factors.

Table 2. Validity Test Result

| Indicators | Polychronic Orientation | Job Satisfaction | Distributive Justice | Turnover Intention |
|------------|-------------------------|------------------|----------------------|--------------------|
| PO 1 | 0.784 | | | |
| PO 2 | 0.829 | | | |
| PO 3 | 0.864 | | | |
| PO 4 | 0.873 | | | |
| JS 1 | | 0.942 | | |
| JS 2 | | 0.886 | | |
| JS 3 | | 0.817 | | |
| JS 4 | | 0.888 | | |

| Indicators | Polychronic Orientation | Job Satisfaction | Distributive Justice | Turnover Intention |
|------------|-------------------------|------------------|----------------------|--------------------|
| JS 5 | | 0.921 | | |
| DJ 1 | | | 0.897 | |
| DJ 2 | | | 0.897 | |
| DJ 3 | | | 0.883 | |
| DJ 4 | | | 0.831 | |
| TI 1 | | | | 0.819 |
| TI 2 | | | | 0.913 |
| TI 3 | | | | 0.870 |

4.3. Reliability Test

To assess reliability, composite reliability scores of the indicator blocks were calculated. Scores above 0.7 are considered satisfactory, as reflected in Table 3, which shows the composite reliability ratings beyond the 0.7. This confirms that the measurement model achieves construct reliability, as the indicators within each construct reliably represent the underlying latent variable. Furthermore, the Cronbach's alpha and rho_A values for each construct surpass 0.8, so confirming the internal consistency of the measurement. All constructs have AVE values above the minimum criterion of 0.5, which confirms convergent validity.

Table 3. Composite Reliability

| Variable | Cronbach's Alpha | Rho_A | Composite Reliability | Average Variance Extracted |
|-------------------------|------------------|-------|-----------------------|----------------------------|
| Polychronic Orientation | 0.900 | 0.900 | 0.930 | 0.770 |
| Job Satisfaction | 0.835 | 0.834 | 0.901 | 0.753 |
| Distributive Justice | 0.935 | 0.947 | 0.951 | 0.795 |
| Turnover Intention | 0.867 | 0.934 | 0.904 | 0.702 |

4.4. Hypothesis Test

This evaluation examines relationships among latent constructs and the extent to which independent variables explain dependent variables. The explanatory power is assessed via the r-square values, which indicate the proportion of variance explained by the independent variables. Table 4 summarizes the r-square values for each construct. The r-squared values in Table 4 demonstrate the model's explanatory capacity. The r-square value of 0.145 for the distributive justice construct indicates that polychronic orientation explains 14.5% of the variance in distributive justice. The r-square value of 0.513 for the turnover intention construct signifies that 51.3% of the variance in turnover intention is elucidated by polychronic orientation, job satisfaction, and distributive justice. In contrast, the job satisfaction construct demonstrates a moderate r-square value of 0.019, signifying that just 1.9% of the variance in job satisfaction is explained by polychronic orientation and distributive justice. The data suggest that the model exhibits differing levels of explanatory power across the constructs.

Table 4. R-Square Value

| | R Square | R-Square Adjusted |
|----------------------|----------|-------------------|
| Distributive Justice | 0.145 | 0.136 |
| Turnover Intention | 0.513 | 0.498 |
| Job Satisfaction | 0.019 | -0.001 |

Hypothesis testing is conducted to explore the relationships among the model's components, guided by the results of the r-square analysis and the interconnections between constructs. The findings from this theoretical examination are presented in Table 8. First hypothesis which posited a positive correlation between polychronic orientation and job satisfaction is rejected. Second hypothesis which asserts that polychronic orientation positively influences distributive justice is accepted. The third hypothesis which proposes that polychronic orientation significantly increases the turnover intention is accepted. The fourth hypothesis which posited a strong impact of distributive justice on job satisfaction is rejected. The fifth hypothesis is accepted, indicating that distributive justice influences turnover intention. The sixth hypothesis is accepted, indicating that job satisfaction influences turnover intention. The seventh hypothesis, which posits that job satisfaction mediates the relationship between distributive justice and turnover intention is rejected. Last, the eighth hypothesis which proposed that job satisfaction mediates the relationship between polychronic orientation and turnover intention is rejected.

Table 5. Hypothesis Test

| Hypothesis | Original Sample | Sample Mean | Standard Deviation | T-Statistics | P Value |
|---|-----------------|-------------|--------------------|--------------|---------|
| Polychronic Orientation → Job Satisfaction | 0.085 | 0.086 | 0.128 | 0.668 | 0.505 |
| Polychronic Orientation → Distributive Justice | 0.381 | 0.403 | 0.075 | 5.106 | 0.000 |
| Polychronic Orientation → Turnover Intention | 0.463 | 0.472 | 0.079 | 5.846 | 0.000 |
| Distributive Justice → Job Satisfaction | -0.118 | -0.105 | 0.137 | 0.865 | 0.388 |
| Distributive Justice → Turnover Intention | 0.299 | 0.304 | 0.084 | 3.555 | 0.000 |
| Job Satisfaction → Turnover Intention | 0.476 | 0.474 | 0.076 | 6.290 | 0.000 |
| Distributive Justice → Job Satisfaction → Turnover Intention | -0.056 | -0.052 | 0.068 | 0.823 | 0.411 |
| Polychronic Orientation → Job Satisfaction → Turnover Intention | 0.062 | 0.059 | 0.067 | 0.929 | 0.353 |

4.5. Discussion

4.5.1. The Effect of Polychronic Orientation on Job Satisfaction

The analysis of the connection between polychronic orientation and job satisfaction revealed a positive but statistically non-significant relationship. These findings contribute to the ongoing scholarly debate regarding the role of temporal personality traits in shaping workplace attitudes. Although prior literature suggests that polychronic individuals may derive satisfaction from dynamic and fast-paced work environments (Xiaolong et al., 2021; Karatepe et al., 2025; Kim & Lee, 2025), the present results imply that such orientation may not uniformly translate into higher satisfaction levels among frontliner retail employees. This outcome can be interpreted through several theoretical lenses. One plausible explanation lies in the role overload and conflict experienced by polychronic individuals. Although they tend to embrace multitasking and time-intensive activities, they may also encounter difficulties in managing simultaneous demands effectively. Under such conditions, the probability of experiencing role conflict and emotional exhaustion increases, both of which are negatively correlated with job satisfaction (Roy, 2021). Within retail frontliner roles, where multitasking often occurs under time pressure and low autonomy, these

individuals might be especially vulnerable to the adverse effects of cognitive and emotional strain.

Moreover, the person–environment fit theory offers further understanding by suggesting that satisfaction emerges when an individual's inherent traits are well-aligned with their work environment. In the absence of appropriate structural and interpersonal support, such as supervisor understanding, adequate resources, or supportive organizational culture, polychronic employees may find it challenging to actualize their temporal preferences in ways that foster satisfaction (Asghar et al., 2021; Kumar et al., 2023). Without such fit, the very orientation that could have enhanced performance and well-being becomes a source of dissonance and dissatisfaction.

Another key moderating factor is skill variety. Prior studies suggest that polychronicity positively influences job satisfaction only when the job itself provides diverse tasks and opportunities for cognitive engagement (Kumar et al., 2023). Retail frontliner roles, however, are frequently characterized by high repetition, limited task variability, and restricted decision-making scope. Such characteristics likely fail to stimulate or leverage polychronic tendencies, thereby suppressing potential gains in satisfaction. Furthermore, it is essential to examine the relationship between polychronic and work engagement. Multitasking preferences, when not matched by supportive environmental conditions, can diminish employee engagement, defined as a state of vigor, dedication, and absorption in one's work (Asghar et al., 2020; Gaan & Shin, 2023).

4.5.2. The Effect of Polychronic Orientation on Distributive Justice

The study identified a statistically positive effect between polychronic orientation and distributive justice. This relationship is aptly explained by equity theory, which asserts that employees evaluate the fairness of outcomes by comparing the ratio of their inputs, such as time, effort, and versatility in skills to the rewards they receive (Wardana et al., 2023). Polychronic individuals, by virtue of their comfort with multitasking, frequently contribute above-average cognitive and temporal resources to their roles. These investments often translate into observable outputs or performance gains, which, when met with commensurate rewards, are interpreted as evidence of fair treatment (Berger & Bruch, 2021; Subramanian et al., 2022). In this context, polychronic employees are not only contributing more but also experiencing a sense of justified reciprocity, reinforcing their belief in distributive fairness.

Moreover, in dynamic and flexible work environments, where agility and time management are increasingly valued, polychronicity becomes a particularly advantageous trait. These settings tend to reward employees who can effectively manage overlapping tasks and shifting priorities capabilities central to polychronic individuals (Beshka, 2022). As such, organizational reward and resource allocation processes that acknowledge and respond to multitasking proficiency are likely to be perceived as fair by polychronic employees, who see their unique contributions being recognized and valued. This perceptual alignment is further reinforced by self-attributed beliefs about fairness. Polychronic individuals, aware of their multitasking competence, may view the additional responsibilities they shoulder not as burdens but as opportunities for equitable compensation. The congruence between self-perception and external reward structures fosters stronger convictions regarding the fairness of outcome distributions (Subramanian et al., 2022; Wardana et al., 2023). In line with broader organizational justice frameworks, such beliefs are crucial in shaping attitudes related to trust, commitment, and performance.

4.5.3. The Effect of Polychronic Orientation on Turnover Intention

The relationship between polychronic orientation and turnover intention was found to be positive. This unexpected outcome can be critically understood through several interconnected mechanisms. One significant factor is the concept of role overload and misfit. Polychronic employees, who thrive on handling multiple tasks simultaneously, may initially experience job roles that align well with their strengths. However, over time, this preference for multitasking can lead to an accumulation of work overload, as these individuals continually take on multiple responsibilities. As reported by Berger and Bruch (2021) and Shah et al. (2024), when employees perceive that the demands of multitasking exceed what is sustainable within their organizational environment, especially in contexts where such behavior is not adequately supported by the infrastructure, they may experience job stress. This stress, in turn, erodes their job satisfaction, prompting an increased turnover intention their current employment. Workload imbalance, where the organizational demands for multitasking are disproportionate to available resources, can create an unsustainable work environment, thereby increasing turnover intention.

Another contributing factor is the misalignment between individual polychronic preferences and organizational processes. When an organization's time management systems and work structures are rigid or overly structured, they may not accommodate the polychronic behaviors of employees who excel at handling concurrent tasks. This mismatch can lead to the underutilization of their capabilities, resulting in cognitive and emotional dissonance. As Shah et al. (2024) and Andriani et al. (2021) suggest, when employees perceive that their abilities to manage multiple tasks with flexibility are not being fully recognized or appreciated by the organization, they may experience job dissatisfaction. The discrepancy between individual characteristics and organisational procedures may result in disengagement, hence intensifying adverse impacts on job satisfaction and elevating the probability of turnover intentions. Furthermore, reward system discrepancies may amplify turnover intentions among highly polychronic employees. These individuals are often attuned to the fairness of resource allocation and are quick to recognize when their multitasking efforts are not adequately rewarded. When the perceived compensation or recognition for their expanded workload fails to match the level of effort required, they may perceive an imbalance in the distribution of rewards. This perception of inequity can diminish organizational commitment and fuel a desire to seek employment in environments that better recognize and reward their dynamic work style. According to Berger and Bruch (2021) and Shah et al. (2024), employees who feel underappreciated or inadequately compensated for their multitasking efforts are more likely to compare their current job with other opportunities that promise better alignment with their skills and preferences. As such, these individuals may become more proactive in exploring new job prospects that align with their needs for flexibility and varied tasks, thereby increasing their turnover intention.

4.5.4. The Effect of Distributive Justice on Job Satisfaction

The relationship between distributive justice and job satisfaction was found to be insignificant and negative. The adverse impact on job satisfaction can be attributed to employees' perceptions of inequity in reward distribution. When employees perceive that rewards are not fairly allocated based on performance or merit, this sense of unfairness may result in decreased job satisfaction. Studies in various sectors, including academia and other organizational settings, have highlighted this issue (Abdullah et al., 2022; Alfano, 2024). In such cases, perceived unfairness in the reward system can

undermine motivation and overall satisfaction, which may, in turn, increase turnover intentions as employees seek environments where their contributions are more fairly recognized. Moreover, some studies indicate that distributive justice may not exert a significant influence on intrinsic job satisfaction. As studies have shown, intrinsic factors such as task variety, autonomy, and meaningful work are often more influential in determining job satisfaction than extrinsic factors like the fairness of rewards (Victor & Hoole, 2021; Ghany, 2022; Salim et al., 2022). Employees who find their work intrinsically engaging may place less importance on the fairness of rewards to maintain satisfaction. In this context, while distributive justice remains important, it can be overshadowed by intrinsic job aspects that have a stronger and more direct influence on satisfaction.

Moreover, Distributive justice's impact on job satisfaction may be influenced by its interplay with other forms of justice, notably procedural and interactional justice, particularly procedural and interactional justice. Distributive justice on its own may be insufficient to enhance job satisfaction. It often requires the complementary presence of fairness in decision-making processes and interpersonal treatment. Procedural justice pertains to the equity of the mechanisms governing reward distribution, whereas interactional justice relates to the quality of human interactions throughout these mechanisms (Bakotić & Bulog, 2021; Komari & Sulistiowati, 2020). In the absence of procedural and interactional justice, the fairness of outcomes alone does not significantly enhance job satisfaction. This suggests that employees prioritize the fairness of decision-making processes and the quality of interpersonal treatment by supervisors and colleagues over merely the equitable distribution of rewards.

The impact of distributive justice on job satisfaction may shape by cultural and contextual factors. In certain cultural or organizational situations, features of organizational justice, such as interactional justice, possibly have a more significant influence on work satisfaction than distributive fairness. For example, in cultures that emphasize social relationships and collective well-being, employees may place greater value on the quality of their interactions with colleagues and supervisors than on the fairness of reward allocation (Bakotić & Bulog, 2021). In such contexts, perceptions of fairness in interpersonal interactions may supersede the perceived equity of reward distribution, so attenuating the influence of distributive justice on work satisfaction.

4.5.5. The Effect of Distributive Justice on Turnover Intention

The relationship between distributive justice and turnover intention among retail employees was found to be positive. The evidence indicates that employees who perceive a high degree of distributive justice may be more predisposed to leave their jobs, a result that challenges conventional assumptions about the role of fairness in organizational commitment. Several potential explanations for this counterintuitive result can be considered. It is possible that employees who perceive fairness in the distribution of rewards may still feel undervalued or underappreciated in other aspects of their work environment. For instance, employees who receive fair compensation but find their roles unsatisfying, monotonous, or lacking in challenge may regard the fairness of reward distribution as inadequate to compensate for the absence of job enrichment, autonomy, or growth opportunities (Khajavi, 2023; Trivedi et al., 2024). In this context, procedural fairness, such as the communication and allocation of rewards, can influence employees' overall satisfaction; however, if these elements are lacking, employees may still feel disengaged despite perceiving fair rewards (Ismail et al., 2021; Zeng et al., 2021). This discrepancy could help explain why employees, despite perceiving fairness in rewards, may seek alternative employment that offers a more

engaging and stimulating work environment (Khajavi, 2023).

4.5.6. The Effect of Job Satisfaction on Turnover Intention

The relationship between job satisfaction and turnover intention was found to be positive and statistically significant. This counterintuitive finding suggests that elevated job satisfaction is unexpectedly linked with a greater intention to leave one's current job, particularly in dynamic environments such as retail. Several potential explanations could account for this result. First, the concept of person-environment fit provides a crucial lens for interpreting these findings. When employees' job roles better align with their skills, preferences, and career goals, they are likely to experience enhanced job satisfaction (Rauvola et al., 2020; Vleugels, 2024; Yevugah & Caesar, 2024). However, as they become more confident in their abilities and feel more competent in their roles, they may seek new opportunities that promise a similar or even greater fit, offering a higher quality of life and career satisfaction. Such job changes, particularly those involving a new employer or role, can offer enhanced alignment with an individual's strengths and aspirations, motivating them to pursue a new opportunity (Longhi et al., 2025).

Additionally, work satisfaction and individual perspectives on career transition significantly influence turnover intentions. Although employees may experience contentment in their existing positions, cognitive elements such as their views regarding career transitions, perceptions of social pressures, and the prospective advantages of changing employment can influence the relation between job satisfaction and turnover intention (Karadag & Şahin, 2023). Even employees who express satisfaction with their current positions may still contemplate seeking new employment opportunities if they perceive significant career advancement opportunities, professional growth, or greater rewards elsewhere (Shu et al., 2023). In this case, satisfaction does not necessarily reduce turnover intentions, as employees weigh the potential future benefits of a new job against their current level of satisfaction.

Additionally, job quality, specifically, factors like autonomy and skill variety can influence an employee's decision to seek new opportunities. Job roles that offer higher quality work, including more control over tasks, a wider range of skills, and more decision-making power, often lead to greater job satisfaction. Satisfied employees may still seek positions that offer these attributes, even if they are content in their current roles, as greater autonomy and skill diversity tend to improve overall job satisfaction (Shu et al., 2023). Therefore, even highly satisfied employees may still turnover intention if they believe these changes will provide greater job quality.

The interplay of workplace relationships and job flexibility adds further complexity to the association between job satisfaction and turnover intention. Favorable interactions with colleagues and supervisors, together with a flexible and adaptable work environment, are essential elements that enhance job happiness. However, individuals who thrive in such environments may seek new opportunities that promise similar positive experiences in terms of workplace relationships and adaptability. This desire to recreate positive social dynamics and work conditions can drive employees to explore new roles, despite feeling satisfied with their current jobs (Gori & Topino, 2020).

4.5.7. The Effect of Polychronic Orientation on Turnover Intention through Job Satisfaction

The study's results suggest that the alignment between an employee's characteristics and job demands is pivotal, as job satisfaction only partially mediates

this relationship, as outlined in person-job fit theory, may have a more substantial impact on both job satisfaction and turnover intentions than distributive justice alone (Dahri & Aqil, 2018; Malhotra et al., 2022). Employees who perceive a good fit with their job are more likely to experience higher job satisfaction, which can help mitigate the turnover intention, even when distributive justice is perceived as low. This highlights the pivotal role of personal attributes and job characteristics in shaping job satisfaction outcomes. Moreover, the non-significant mediation effect can also be explained by the multifaceted nature of equity perceptions, as emphasized by equity theory. Employees' overall sense of fairness is shaped not only by distributive justice but also by procedural and interactional justice, which may have a more substantial impact on job satisfaction and turnover intentions (Steinke et al., 2015; Galván-Vela et al., 2022). Additionally, individual differences in equity sensitivity further complicate the relationship, as employees with higher equity sensitivity may react more strongly to perceived inequities, whereas others may be less affected by distributive fairness alone (Steinke et al., 2015; Galván-Vela et al., 2022).

4.5.8. The Effect of Distributive Justice on Turnover Intention through Job Satisfaction

In the context of frontline employees in the retail industry, the weak and non-significant mediation of job satisfaction in the relationship between polychronic orientation and turnover intention can be further elucidated by considering several context-specific factors. Frontline retail employees often operate in dynamic, customer-facing roles that demand multitasking, making polychronic orientation potentially beneficial for job satisfaction. However, despite this alignment, turnover intentions are influenced by broader factors such as work engagement, role ambiguity, and person-job fit (Zhang et al., 2021; Asghar et al., 2020; Carlson & Ross, 2022; Longhi et al., 2025). Notably, role ambiguity defined as the lack of clarity regarding job responsibilities and expectations has been shown to exert a significant negative impact on job satisfaction among frontline retail employees (Unguren & Arslan, 2021). Moreover, role ambiguity contributes to burnout, especially emotional exhaustion and a diminished sense of personal accomplishment, which further deteriorates job satisfaction (Cho et al., 2017; Fathima & Umarani, 2022; Hoare & Vandenberghe, 2024). When employees experience unclear roles and emotional exhaustion, their job satisfaction tends to decline substantially, which can heighten turnover intentions regardless of their multitasking preferences. Additionally, person-job fit remains critical, mismatches between an employee's skills or preferences and job demands can prompt turnover intentions even when job satisfaction is relatively high.

Moreover, the complexity of the job and the characteristics of the work environment further influence the strength and nature of the correlation between polychronic orientation and turnover intentions within the retail sector (Asghar et al., 2020; Carlson & Ross, 2022). Retail roles vary in complexity, with some positions requiring high levels of flexibility and multitasking, while others are more routine and structured. Polychronic individuals are more likely to thrive in complex, dynamic retail environments but may experience dissatisfaction or disengagement in more monotonous roles. Individual differences also play a role, as some employees adapt better to structured roles, while others seek autonomy and varied tasks. Consequently, the mediating effect of job satisfaction is likely weakened because turnover intentions in retail frontline employees are shaped by an interplay of factors, including role clarity, work engagement, burnout, and person-job fit, rather than job satisfaction alone. This finding is reinforced by the model fit indices, with the standardized root mean square

residual value recorded at 0.118, which is above the recommended maximum of 0.08, reflecting a suboptimal model fit. This suggests that the proposed model does not adequately fit the data, indicating potential misspecifications or omitted variables that may better explain turnover intentions. Therefore, these findings highlight the need for a more comprehensive model that incorporates additional factors beyond job satisfaction to fully understand turnover intentions in the retail frontline context.

This study offers significant insights into the determinants of turnover intention among retail frontliners; yet, numerous limitations must be recognized. The notably low *r*-square value for job satisfaction (0.019) indicates that polychronic orientation and Distributive Justice explain only a small portion of the variance in job satisfaction, suggesting that important variables affecting job satisfaction may be missing from the model. As highlighted in the results, factors such as role overload, role ambiguity, emotional exhaustion, and the quality of person-job fit have significant impacts on job satisfaction but were not included in this study. Furthermore, the nature of retail frontliner roles often characterized by repetitive tasks, limited skill variety, and low autonomy may suppress the positive effects of polychronic orientation on satisfaction. Additionally, contextual factors specific to retail settings, including organizational support and local labor market conditions, were not deeply explored. These limitations indicate the necessity for future research to incorporate additional predictors such as procedural justice, supervisor support, work engagement, and burnout to more comprehensively explain job satisfaction and turnover intentions among retail frontline employees.

5. Conclusion

The current research investigated the effects of polychronic orientation and distributive justice on job satisfaction and turnover intentions among retail frontline employees. The findings revealed that polychronic orientation positively affects perceptions of distributive justice, suggesting that employees skilled in multitasking tend to perceive reward distribution as fair. However, this orientation did not significantly enhance job satisfaction, likely due to factors such as role overload, role ambiguity, and the limited variety and autonomy inherent in retail frontline roles, which can diminish the potential positive effects of multitasking on satisfaction.

It is noteworthy that polychronic orientation was found to have a positive and statistically significant association with turnover intention. This suggests that employees who have a strong predilection for multitasking may experience stress and misalignment with organizational demands, which in turn increases their turnover intention. The study revealed that distributive justice exerted a minimal negative impact on job satisfaction but was positively linked to turnover intention, whereas job satisfaction unexpectedly demonstrated a positive association with turnover intention. The results underscore the intricate and perhaps paradoxical dynamics affecting employees' choices to stay or depart, wherein elements such as views of equity, personal characteristics, and overarching organizational contexts interrelate. Considering these findings and the study's limitations, subsequent research should broaden the model to incorporate additional pertinent characteristics such as procedural and interactional fairness, supervisor support, work engagement, and burnout, which may more accurately elucidate the determinants of job satisfaction and turnover intention. Furthermore, employing longitudinal research designs may elucidate causal links and monitor changes over time. Comprehensive approaches are crucial for formulating effective tactics to improve staff retention and well-being in the dynamic retail frontline environment.

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