

## Artículo de investigación

## Person-organization fit and job opportunities matter in HRM practices-turnover intention relationship: a moderated mediation model

El ajuste persona-organización y las oportunidades laborales son importantes en la relación entre las prácticas de GRH y la intención de cambio: un modelo de mediación moderado  
 O encaixe da organização de pessoas e as oportunidades de emprego são importantes na relação de intenção de rotatividade de práticas de GRH: um modelo de mediação moderado

Recibido: 21 de mayo de 2019. Aceptado: 5 de junio de 2019

Written by:

**Abdul Samad Kakar**<sup>52</sup>

**Roselina Ahmad Saufi**<sup>53</sup>

**Nur Naha Abu Mansor**<sup>54</sup>

### Abstract

This study aims to develop and test a moderated-mediation model with the person-organisation fit as a mediator in the relations between human resource management (HRM) practices and intention to leave, and job opportunities as a moderator of the indirect link between HRM practices and the intention to leave via person-organisation fit. Data were collected from 250 faculty members of Higher Education Institutions (HEIs) in Pakistan. Hypotheses are tested through partial least squares structural equation modelling and PROCESS macro. The results showed that the relations between HRM practices and intention to leave was partially mediated by person-organization fit. The results also revealed that job opportunities not only moderated the direct relations between person-organisation fit and intention to quit but also moderated the mediated indirect relationship between HRM practices and intention to leave via person organisation fit thus providing evidence of moderated-mediation. This paper is the first of its kind to examine moderated-mediation among HRM practices, person-organisation fit and intention to leave the job.

**Keywords:** Intention to leave; Turnover intention; Person-organization fit; Perceived human resource management practices; and Job opportunities.

### Resumen

Este estudio tiene como objetivo desarrollar y probar un modelo de mediación moderada con la persona-organización adecuada como mediador en las relaciones entre las prácticas de gestión de recursos humanos (HRM) y la intención de abandonar, y las oportunidades de trabajo como moderador del vínculo indirecto entre Las prácticas de gestión de recursos humanos y la intención de salir a través de persona-organización en forma. Se recopilieron datos de 250 miembros de la facultad de instituciones de educación superior (HEI) en Pakistán. Las hipótesis se prueban mediante el modelo de ecuación estructural de mínimos cuadrados parciales y la macro PROCESS. Los resultados mostraron que las relaciones entre las prácticas de GRH y la intención de salir estaban parcialmente mediadas por la persona-organización adecuada. Los resultados también revelaron que las oportunidades de trabajo no solo moderaban las relaciones directas entre el ajuste de la organización y la intención de renunciar, sino que también moderaban la relación indirecta mediada entre las prácticas de GRH y la intención de abandonar a través del ajuste de la organización de la persona, proporcionando así evidencia de una mediación moderada. Este documento es el primero de su tipo que examina la mediación moderada entre las prácticas de GRH, el ajuste de la organización y la intención de dejar el trabajo.

**Palabras claves:** Intención de irse; Intención facturación; Ajuste persona-organización;

<sup>52</sup> Universiti Teknologi Malaysia, Azman Hashim International business School, Malaysia, Kuala Lumpur; email: samadkakar87@gmail.com

<sup>53</sup> Fakulti Keusahawanan & Perniagaan, Universiti Malaysia Kelantan, Malaysia; email: roselina@umk.edu.my

<sup>54</sup> Universiti Teknologi Malaysia, Azman Hashim International business School, Malaysia, Kuala Lumpur; email: nurnaha@utm.my

Práticas de gestão de recursos humanos percebidas; y oportunidades de trabajo.

## Resumo

Este estudo tem como objetivo desenvolver e testar um modelo de mediação moderada com o encaixe pessoa-organização como mediador nas relações entre práticas de gestão de recursos humanos (GRH) e intenção de deixar, e oportunidades de trabalho como moderador do elo indireto entre Práticas de gestão de recursos humanos e a intenção de sair por meio da adequação pessoa-organização. Os dados foram coletados de 250 membros do corpo docente de Instituições de Ensino Superior (IES) no Paquistão. As hipóteses são testadas através de modelagem de equações estruturais de mínimos quadrados parciais e macro PROCESS. Os resultados mostraram que as relações entre práticas de GRH e intenção de abandonar foram parcialmente mediadas pelo ajuste pessoa-organização. Os resultados também revelaram que as oportunidades de trabalho não apenas moderaram as relações diretas entre o ajuste pessoa-organização e a intenção de parar, mas também moderaram a relação indireta mediada entre práticas de GRH e a intenção de deixar a organização via pessoa apta, fornecendo evidência de mediação moderada. Este artigo é o primeiro de seu tipo a examinar a mediação moderada entre práticas de gestão de recursos humanos, adequação da organização da pessoa e intenção de deixar o cargo.

**Palavras-chave:** Intenção de sair; Intenção de rotatividade; Ajuste de organização de pessoas; Percebeu as práticas de gestão de recursos humanos; e oportunidades de emprego.

## Introduction

The importance of academics as the greatest assets of Higher Educational Institutions (HEIs) is undisputed because when lacking high-quality academics, the education sector cannot achieve the desired results. Therefore, the concept of academics turnover is considered to be of paramount importance in higher educational institutions. In general, employees' turnover is costly to the organisation, involving an increased cost of new hire, loss of human capital (Banks and Kepes, 2015), employees demoralisation, and work disruption (Dess and Shaw, 2001). However, in HEIs, the turnover of academics not only affect the performance of the organization it also disrupts students mentoring, research and teaching program (Xu, 2008). Thus, considering such grave implications, the importance of research to address the problem of turnover in various contextual and occupational settings in well recognized.

One potential solution to the problem of employees' turnover is the provision of Human Resource Management (HRM). It is acknowledged that organizations can reduce the turnover of the employees by instituting HRM practices (Boon et al., 2011). Furthermore, stream of research recognizes that the use of HRM practices is linked with numerous positive outcomes such as organization performance (Farouk et al., 2016) and employees' retention (Presbitero et al., 2015). However, it is surprising to note that "few studies have taken into account the role of HR practices as experienced by

individual employees" (Jiang et al., 2017 pp. 70). Therefore, researchers have recently started to study the impact of employees' perception and experience of HR management practices on their behaviour and attitude rather than actual or intended HRM practices. These studies suggest that employees perceive and react to HRM "idiosyncratically" and their perception of HRM practices may differ from manager intended HRM practices (Bowen and Ostroff, 2004; Nishii and Wright, 2008). Therefore, investigating employees' perception of HRM practices and how it relates to individual's outcomes (Jiang, Hu and Liu, 2017) such as intention to quit the job, especially in HEIs and Pakistan's context is warranted. This article focuses on academics' perception of HRM practices rather than manager intended HRM practices.

While a range of studies have investigated the impact of HRM practices on employees attitude and behaviour (Boon et al., 2011; Kakar, Saufi and Singh, 2018; Kooij and Boon, 2018), little is known about the mechanism through which HRM practices relates to organizational outcomes (Farouk et al., 2016). In contemporary HRM literature, this mechanism is termed as "black box". Few researchers have tried to look inside this "black box" by identifying the possible mechanism between HRM practices and organisational outcomes. For example, perceived organisation support, trust in employer, person-organisation fit, person-job fit and employee affective commitment have been shown to

mediate the relations between HRM practices and employees' attitude (Boon et al., 2011; Alfes et al., 2012; Kooij and Boon, 2018). However, to the best of authors' knowledge, little is known about the mediating role of person-organisation fit between HRM practices and intention to quit the job, especially in HEIs' context.

Furthermore, the exponents of the human resource management contingency approach argue that the strength of the causal chain between HR management and organizational outcomes is contingent on contextual factors (Banks and Kepes, 2015). Surprisingly, limited number of studies have investigated the possible role of contextual factors in determining the causal chain between HRM practices and turnover intention. This oversight is critical, as numerous studies have shown that the effectiveness of HRM practices is contingent upon contextual factors such as job opportunities (Kakar, Saufi and Singh, 2018), human capital (Li et al., 2015), national cultural values and norms (Farndale and Sanders, 2017), and employees career stage (Kooij and Boon, 2018). In simple words, these studies have shown that the HRM practices-organisational outcomes relationship is moderated by contextual factors. One particular factor that may moderate the causal chain between HRM practices and turnover intention is job opportunities. The main aims of this research was to examine how and why employees' perception of HRM policies and practices are related turnover intention.

Following this, the present paper contributes to our understanding of the intervening mechanism that may be involved in the relationship between HRM practices and turnover intention. Likewise, this study contributes to HRM and POF literature by developing and testing a moderated-mediation model that extend our understanding of the boundary conditions between HRM practices and turnover intention. In doing so, the study addresses Li et al., (2015) call by incorporating country labour market characteristics (job opportunities) in understanding the effectiveness of HRM practices. Moreover, the study extends person-organisation fit literature by examining JO as a moderator of the POF-intention to leave relationship.

## Literature Review

### Human Resource Management Practices (HRMP), PO fit and Intention to leave

Strategic HRM literature refers to high involvement work practices (Kilroy et al., 2016),

high-performance work practices (Kooij and Boon, 2018), individual HRM practices (Farouk et al., 2016), and a bundle of HRM practices. Recently, researchers have started to examine the influence of employees' perception of HRM practices on their attitudes and behaviours (Jiang, Hu and Liu, 2017; Kooij and Boon, 2018), as the perception of HRM practices is more proximal predictor of the organisational outcomes (Boon et al., 2014; Jiang, Hu and Liu, 2017). Hence, rather than focusing on intended HRM practices, this study examines the effect of academics' perception of HRM practices (training, rewards, performance appraisal, career management and development opportunities) on their turnover intention. Intention to leave refers to "the (subjective) probability that an individual will change his or her job within a certain time period" (Sousa-Poza & Henneberger, 2004 p.113).

Prior research has demonstrated that positive perception of HRM practices result in desirable outcomes such as task performance (Kerstin Alfes et al., 2013), burnout, emotional exhaustion (Kilroy et al., 2016), organisation citizenship behaviour, and turnover intention (Alfes, Shantz and Truss, 2012). Furthermore, HRM practices are also found to be positively related to person-organisation fit and affective commitment (Kooij and Boon, 2018).

A possible explanation for the relations between perceived HRM practices and person-organisation and turnover intention lie in the basic tenet of Blau, (1964) Social Exchange Theory (SET) and Gouldner, (1960) principle of reciprocity. SET suggests that employees give great value to the perception of being cared for and valued by their organisation. Furthermore, employees reciprocate the organisation with positive outcomes from which one has received favourable treatments (Gouldner, 1960), such as investment in HRM practices. Since the turnover intention is undesirable to the organisation because it is the precursor of negative outcomes such as actual turnover and withdrawal behaviour, therefore, we expect employees to reciprocate organisation's investment in HRM practices with reduced turnover intention. In addition, we predict that same set of HRM practices will enhance the fit between person and organisation. Indeed, previous studies have investigated the influence of perceived HRM practices on POF (Kooij and Boon, 2018) and intention to leave, yet, these studies were conducted in non-academic work settings. Thus, based on the findings by previous theories and empirical studies this study proposes that:

H1: Academics' perception of HRM practices is negatively related to their intention to leave the job.

H2: Academics' perception of HRM practices is positively related to person-organisation fit.

### **Person-Organisation Fit and intention to leave**

Person-Organisation Fit (POF) is defined as the "congruence between employees' personal values and organization's culture" (Chhabra, 2016, p. 394). POF could be complementary and supplementary (Kristof, 1996). Supplementary fit occurs when a person and organization share identical characteristics (Vogel and Feldman, 2009; Yu, 2016) and complementary fit occurs when individual and environment each provide what each other need (Yu, 2016). In this study, we will use supplementary fit as it is presumed to be the strongest predictor of organisational outcomes (Kristof-brown et al., 2005).

Furthermore, researchers have used organisational values, organisational goals and a composite of both for the measurement of POF. In an integrated review of 46 empirical studies Piasentin and Chapman, (2006) noted that 78% of the studies have used values and 20% have used goals congruence for the measurement of POF. The present study will use both values and goals for the measurement of POF. Beside, applying MacKenzie et al., (2005) criteria and Badger Darrow and Behrend, (2017) recommendation, this study consider POF as a multidimensional and higher order construct. The dimensions of POF are Person-Organization Value Fit (POVF), which represents the compatibility between a person and organizational values and Person-Organization Goals Fit (POGF), which represents the fit between personal and organizations goals. Together, POVF and POGF determine the composite value of the POF.

A core assumption of person-organisation fit literature is that people prefer to work in an organization that match their values and goals (Schneider, 1987). Researchers have found that a person is more committed and satisfied if he or she fits with the organisation (Vogel and Feldman, 2009; Kooij and Boon, 2018) and those who do not fit the organization are often attracted by the competitors (Weiler, 1985) and leave the organization (Wheeler et al., 2007; Grobler and Rensburg, 2018). Schneider, (1987) argue that as long as employees and organisation share identical values and goal, employees will stay with the organisation. If at any time employees

feel their values or goals do not fit the organisation or vice versa, the attrition will occur. Hence, following theoretical and empirical reasoning, we presume that:

H3: There is negative relationship between POF and intention to leave the job.

### **Mediating Role of Person-Organisation Fit**

As shown in the previous sections, perceived HRM practices are expected to be directly related to POF and turnover intention and person-organisation fit to be negatively related to employees' turnover intention. Besides the direct relationship among stated constructs, we expect that perceived HRM practices and intention to quit relationship is mediated by person-organisation fit. Previous research have demonstrated that numerous variables such as job satisfaction (Boon et al., 2014), and person-job fit (Boon et al., 2011) mediates HRM practices-intention to leave relationship. Studies have also shown that POF mediated the relation among human resource practices, organisation citizenship behaviour, burnout and organisation commitment (Boon et al., 2011; Kilroy et al., 2016).

Though many studies have found that person-organisation fit is a potential mediator of HRM practices and organisational outcomes relationship, there are limited number of studies that have explored the intervening mechanism between perceived HRM practices and intention to leave the job. Therefore, this paper tries to address this gap by proposing that academics members' positive perception of HRM practices will enhance their compatibility or fit with the organisation, which, in turn, will negatively influence their willingness to leave the job.

H4: The negative relationship between HRM practices and intention to leave the job is mediated by POF.

### **Moderating Role of Job Opportunities**

According to the HR management contingency approach, the effectiveness of HRM practices is contingent on contextual factors (Banks and Kepes, 2015). Prior research has found that certain contextual and environmental factors such as power distance, in group collectivism, uncertainty avoidance and performance oriented culture moderate the relationship between organisational strategy and firms performance (Wright, Smart and McMahan, 1995; Farndale and Sanders, 2017). One environmental factor



that moderates the relationship between turnover and its antecedent is job opportunities (Rubenstein et al., 2018).

Job opportunities refers to the perceived availability of jobs outside the organization (Price and Mueller, 1981). Job opportunities outside the organisation relate to an employee's belief that a prospective and lucrative job exists outside the organisation. Prior research also substantiates that JO moderated the relationship between turnover intention and its antecedents such as job insecurity (Berntson, Näswall and Sverke, 2010), and job satisfaction (Hofaidhllaoui et al., 2014). Hence, following previous literature, this paper also proposes that the indirect relationship between HRM practices and intention to leave via POF is moderated by job opportunities. The idea that JO acts a moderator is based on the observation that the tendency toward leaving the job will be high among academic members who positively perceive the existence of job opportunities as compare to those who do not hold positive perception about JO. In such a case, we presume that job opportunities will moderate the negative relationship between POF and intention to leave the job. Furthermore, we also presume that job opportunities is a potential mediator of the relationship between HRM practices and turnover intention.

H5: The negative relationship between POF and intention to leave the job is moderated by job opportunities.

H6: The indirect effect of HRM practices on intention to leave the job via POF is moderated by job opportunities.

### Methodology

The participants in this study were full-time academic members from 19 colleges in Baluchistan, Pakistan. For data collection, a convenience, non-probability sampling was used; and data was collected at one point in time. A cover letter was attached with each questionnaire. The aim was to inform participants about the purpose, confidentiality and voluntary nature of the study. In total, 450 questionnaires were distributed among employees. The respondents were asked to give their responses to the measures of perceived HRM practices, POF, JO, and intention to leave the job. Out of 450 distributed questionnaires,

only 250 (response rate 55%) were usable for further analysis. Among the respondents, 61% were male, and 39% were female. The respondents were also comprised of 72% lecturers, 15% assistant professors, 8 % associate professor and 5% professors.

### Instruments

Well-established scales were used for the measurement of the variables under study. All measures were rated on five-point Likert scale ranging from strongly disagree = 1 to strongly agree = 5. Intention to leave was measured by five items scale developed by (O'Reilly et al., 1991; Cennamo and Gardner, 2011). Sample item includes "I would prefer another, more ideal job than the one I have now". HRM practices were measured by eight items developed by (Alfes et al., 2012). Sample item includes "I am provided with sufficient opportunities for training and development in my organization". POF was measured on goals and value fit respectively (Cable and DeRue, 2002; Vogel and Feldman, 2009). Four items were used to measure job opportunities. The scale were adapted from (Daly and Dee, 2006). A sample item of job opportunities scale is "acceptable jobs can always be found".

### Common Method Bias

Since the data were collected from single sources and self-reported; therefore, common method bias (CMB) was a concern. To avoid CMB, Podsakoff et al., (2012) procedural remedies were applied. Questionnaires were pre-tested and respondents were ensured about the confidentiality of the survey. Furthermore, Harman's single factor test was conducted, wherein principle axis factoring, the endogenous and exogenous variables of the study were loaded on a single fixed un-rotated factor. The total variance explained by all variable was 39.95%, which is less than 50% threshold. Thus, CMB was not an issue in the study.

### Descriptive Statistics

The mean, standard deviation and correlations are provided in Table 1. Consistent with our hypotheses, HRM practices and person-organisation fit are negatively correlated with intention to leave and HRM practices has a positive and significant correlation with POF.

**Table 1: Descriptive Statistics**

Variables	Mean	SD	1	2	3	4
Intention to leave	3.00	1.01369	1			
POF	3.27	.85053	-.28**	1		
JO	3.30	.88556	.48**	.67	1	
HRM practices	2.90	.86800	-.27**	.58**	.01	1

\*\*p<.05

### Assessing the model using PLS

In this study, Partial Least Square Equation Structural Equation Modelling (PLS-SEM) was used for the assessment of the model. The application of PLS-SEM is encouraged for complex and prediction oriented models (Richter et al., 2016). In addition, it has advantages of performing factor analysis, structural analysis and controlling for measurement error simultaneously (Williams et al., 2009). In addition, the complex nature of the model of the present study (having mediation and moderation and a combination of reflective and formative constructs) provide sufficient grounds for using PLS-SEM. PLS entail two-step process for the evaluation of the model: (1) assessment of measurement model, and (2) assessment of structural model.

### Measurement Model

Measurement model examine the relationship between latent variables and their respective

observable items. The relationship between observable items and latent constructs or variables was assessed for reliability and validity (Hair et al., 2017). Since the final model is a composite of reflective and formative constructs, caution was observed in measurement model analysis. In the initial assessment of measurement model (Table 2), Factor Loadings (FLs), Cronbach Alpha (CA), Average Variance Extracted (AVE) and Composite Reliability (CR) were used to verify the reliability and validity of reflective constructs and their respective items. Items with low factor loading (HRM5 and HRM8) were deleted. Item POF6 “I don’t care about the goals of this organization as much as many of my co-workers do” with low factor loading 0.682 was retained since its deletion had no effect on the composite reliability (Hair et al., 2011). The CA and CR of the constructs were above 0.70 threshold, showing the constructs are reliable (Bagozzi and Yi, 1988; Chin, 2010). The AVE of reflective constructs also exceeded the 0.50 thresholds (Fornell and Larcker, 1981), implying that constructs in the model are truly measured by their respective items.

**Table 2: Confirmatory Factor Analysis**

Constructs	CA	rho_A	CR	AVE	VIF
HRMP	0.873	0.875	0.900	0.529	1.414
ITL	0.857	0.872	0.896	0.634	Endogenous
JO	0.774	0.797	0.850	0.586	1.013
POGF	0.766	0.839	0.859	0.672	1.920
POVF	0.797	0.824	0.881	0.712	1.924

The discriminant validity, which reflects the distinctiveness of constructs (Chin, 2010), was verified through the Fornell-Larcker Criterion (Table 3). We also verified the constructs

collinearity through Variance Inflation Factor (VIF) and all the values were in acceptable range. Thus, the overall results indicated that the indicators and constructs are valid and reliable.

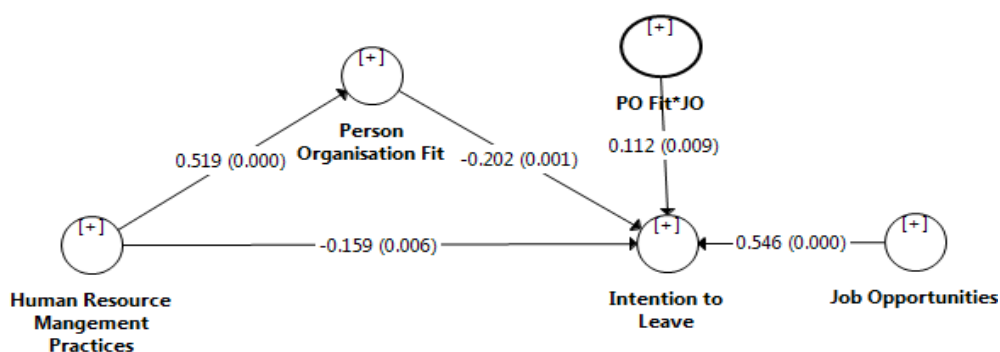
**Table 3: Fornell-Larcker Criterion**

Construct	HRMP	ITL	JO	POGF	POVF
HRMP	0.727				
ITL	-0.218	0.796			
JO	0.070	0.519	0.766		
POGF	0.485	-0.230	-0.042	0.820	
POVF	0.492	-0.277	0.011	0.665	0.844

As mentioned above, POF is a multidimensional and higher-order reflective-formative construct. Several researchers have emphasised that reflective constructs and indicators reliability and validity assessment does not apply to items that are used in the measurement of formative constructs (Becker et al., 2012). However, it is necessary to assess all the items of the formative constructs for outer-weight, the significance of the path coefficient and collinearity analysis. Therefore, a two-stage approach recommended by (Becker et al., 2012) was used for the measurement of formative construct. In first stage, it is necessary to assess whether the first order constructs (POGF and POVF) contribute significantly to form the formative construct (Hair et al., 2017). Therefore, outer-weight and the significance of the path coefficients of first-order constructs on second-order construct was obtained. The results revealed that the first order constructs outer-weight were significant, implying that first-order constructs (POVF, POGF) are relevant for the construction of a formative second-order construct person-organisation fit. Furthermore, the findings revealed that the maximum Variance Inflation Factor (VIF) values for POGF and POVF were below threshold 5 (Hair et al., 2011). Hence, the findings affirm that POF is a higher-order reflective-formative construct. Note: we also calculated the latent variable score for POVF and POGF in first stage, which were later used in the assessment of structural model.

**Structural Model**

The structural model evaluates the relation among constructs in the conceptual model (Hair et al., 2017). In PLS-SEM, two important criteria for the assessment of the structural model are R-square ( $R^2$ ) and the significance of path coefficient (Henseler et al., 2009).  $R^2$  represents the explanatory power of the model. The values of  $R^2$  ranged between 0 and 1. A high values  $R^2$  indicate that model has sufficient explanatory power. In the present study, the exogenous constructs HRMP, POF and JO together explained 36% variance in turnover intention ( $R^2 = .36$ ). Similarly, HRM practices predicted 27% in POF ( $R^2 = .27$ ). The significance of the path coefficient among constructs was evaluated using bootstrapping (5000 subsample). The path coefficient between HRM practices and intention was negative and significant ( $\beta = -.15, t = 2.43, p < 0.05$ ) thus H1 is supported. HRM practices also showed positive and significant relationship with POF ( $\beta = .51, t = 11.321, p < 0.05$ ) hence supporting H2. Further, the result showed that POF is negatively linked to turnover intention ( $\beta = -.22, t = 3.452, p < 0.05$ ), providing support for H3. H4, which shows the indirect effect of HRM practices on turnover intention via person-organisation fit was negative and significant ( $\beta = -.12, t = 3.272, p < 0.05$ ) hence H4 is supported.



**Figure 1: Structural Model**

H2. Further, the result showed that POF is negatively linked to turnover intention ( $\beta = -.22$ ,  $t = 3.452$ ,  $p < 0.05$ ), providing support for H3. H4, which shows the indirect effect of HRM practices on turnover intention via person-organisation fit was negative and significant ( $\beta = -.12$ ,  $t = 3.272$ ,  $p < 0.05$ ) hence H4 is supported.

Furthermore, a two-stage approach was used to test the whether the relationship between POF and intention to leave is moderated by JO. The results shown that the interaction term of  $JO*POF$  was positive and significant ( $\beta = .12$ ,  $t = 2.768$ ,  $p < 0.05$ ) thus supporting H5.

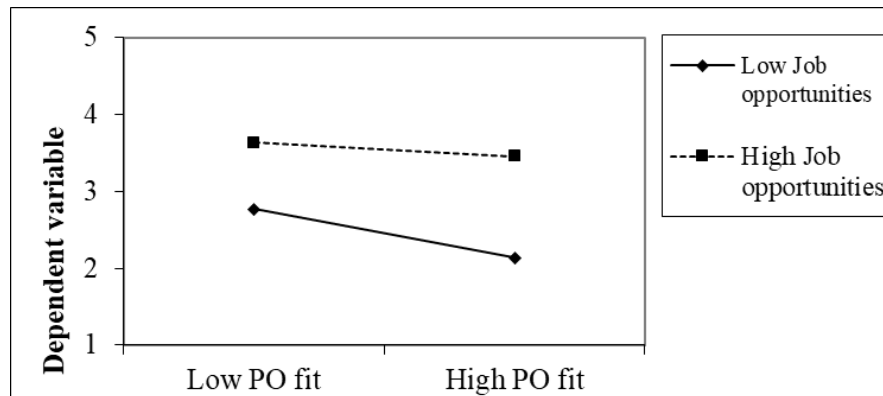


Figure 1: Interaction terms

To test hypothesis 6, whether job opportunities moderates the indirect relation between HRM practices and intention to leave, Preacher et al., (2007) PROCESS macro was used. To calculate the magnitude of indirect effect at a different value of JO, we used bootstrapping resampling to generate bias-corrected 95% confidence interval. As hypothesized, the conditional indirect effect at the value of higher JO was stronger (more negative) (indirect effect=  $-.22$ , LLCI  $.3527$ , ULCI  $-.1128$ ) than low JO (indirect effect=  $-.0445$ , LLCI  $-.1394$  ULCI  $.0321$ ). The index of moderated mediation shows that JO significantly moderated the indirect impact of HRM practices on turnover intention (Index=  $.1012$ , LLCI  $.0410$ , ULCI  $.1770$ ), providing support for H6.

## Discussion

This paper aimed to examine the direct and indirect effect of HRM practices on turnover intention via POF and to investigate the moderating impact of JO on these relationships. We found that academic members' positive perception of HRM practices were negatively related to their turnover intention and these findings commensurate (Boon et al., 2011; Samad and Saufi, 2017; Kakar et al., 2018) assertion that employees are less likely to leave when they perceive HRM practices positively. Consistent with other studies e.g. Boon et al., (2011); Kooij and Boon, (2018) this paper showed that perceived HRM practices are positively related to POF. In addition, the results from this study were also consistent with Vogel and Feldman, (2009); Andela and van der Doef,

(2018) work that there is negative relationship between POF and job's turnover intention.

One interesting finding from this paper was the mediating role of POF between HRM practices and turnover intention. The findings revealed that the negative relation between HRM practices and turnover intention was partially mediated by POF. This result imply that HRM practices not only directly reduce turnover intention in employees but its effect on intention to leave is partially transferred through the enhancement of POF among employees. This findings validate the presence of "black box" between HRM practices and turnover intention and corroborate the findings Kilroy et al., (2016); Kooij and Boon, (2018) that HRM practices and intention to leave are indirectly related.

This study added completely two new dimensions to the existing literature. First, consistent with other studies showing the significance of JO as a potential moderator of turnover intention and its respective antecedents (Berntson et al., 2010; Nelissen et al., 2017; Rubenstein et al., 2018), this study found that job opportunities moderated the negative relationship between POF and intention to leave. Thus, it can be implied from the results that academics with positive perception of JO are more likely to quit the job irrespective of their level of fit with the organisation. Second, this paper also showed that job opportunities moderated the indirect relation between perceived HRM practices and intention to leave via POF. In other words, the study provides



support for moderated-mediation among the constructs under consideration.

### Theoretical and practical implications

The results from this paper have several theoretical and practical implications for the management of HEIs. This study suggests that management should not only enhance employees' perception of HRM practices by providing training and development opportunities but also enhance the fits of academics with the organisation. To do so, management can organize socialisation programs such as orientation and training for the academics. Furthermore, the study suggests that if HRM practices are not effective enough to enhance the fit between academics and organisation, the potential benefits of HRM practices in lowering turnover intention cannot be achieved. Thus, it is imperative for HR management to understand the values and goals of the employees, and designed HRM practices that can align organisation values with the employees.

Moreover, the findings of the study elucidate how academics with a different perception of job opportunities respond to HRM practices and POF. The study suggests that employees with a positive perception of job opportunities are more likely to leave the job, irrespective of their perception of human resource management practices and POF. This could have serious implications for management that want to reduce the turnover. These findings imply that management should not only consider on the job factors but also consider the role contextual factors or off-the-job factors while designing HRM practices. These results implies that in a highly competitive market, where JO are abundant, HR professionals need to be abreast of the external environment as well as contextual factors while designing HRM practices and policies. Furthermore, the organisation may organise socialisation program such as training or mentoring that may cultivate shared norms and values among employees that promote POF and consequently mitigate the influence of job opportunities. Although the study lends support for moderated-mediation, our result should be assessed with some limitations. First, we relied on a self-reported measure, which raises the issue of common method variance. Second, we collected data at a particular point in time, which may limit the generalizability of the study. Future researchers are encouraged to carry out a longitudinal study. Further, we recommend future research to investigate the mediating role

of person-environment fit (PEF). We also encourage researchers to investigate the moderating role perceived employability, job opportunities, job search, and job offer as a moderator of the casual chain between HRM practices and employees' attitude (turnover intention, job satisfaction, organisation commitment) and behaviours (organisation citizenship behaviour and withdrawal behaviour), especially in the relationship between person-environment fit and intention to leave the job.

### References

- Alfes, K., Shantz, A. and Truss, C. (2012) 'The link between perceived HRM practices, performance and well-being: The moderating effect of trust in the employer', *Human Resource Management Journal*, 22(4), pp. 409–427.
- Andela, M. and van der Doef, M. (2018) 'A Comprehensive Assessment of the Person–Environment Fit Dimensions and Their Relationships With Work-Related Outcomes', *Journal of Career Development*, pp. 1–16.
- Badger Darrow, J. and Behrend, T. S. (2017) 'Person-environment fit is a formative construct', *Journal of Vocational Behavior*. Elsevier Inc, 103, pp. 117–131.
- Bagozzi, R. P. and Yi, Y. (1988) 'On the evaluation of structural equation models', *Journal of the Academy of Marketing Science*, 16(1), pp. 74–94.
- Banks, G. C. and Kepes, S. (2015) 'The influence of internal HRM activity fit on the dynamics within the "black box"', *Human Resource Management Review*, 25(4), pp. 352–367.
- Becker, J. M., Klein, K. and Wetzels, M. (2012) 'Hierarchical Latent Variable Models in PLS-SEM: Guidelines for Using Reflective-Formative Type Models', *Long Range Planning*. Elsevier Ltd, 45(5–6), pp. 359–394.
- Berntson, E., Näswall, K. and Sverke, M. (2010) 'The moderating role of employability in the association between job insecurity and exit, voice, loyalty and neglect', *Economic and Industrial Democracy*, 31(2), pp. 215–230.
- Blau, P. M. (1964) 'Justice in Social Exchange', *Sociological Inquiry*, 34(2), pp. 193–206.
- Boon, C. et al. (2011) 'The relationship between perceptions of HR practices and employee outcomes: Examining the role of person–organisation and person–job fit', *The International Journal of Human Resource Management*, 22(1), pp. 138–162.
- Boon, C. et al. (2014) 'Perceived human resource management practices: Their effect on

employee absenteeism and time allocation at work', *Journal of Personnel Psychology*, 13(1 A), pp. 21–33.

Bowen, D. E. and Ostroff, C. (2004) 'Understanding HRM-firm performance linkages: The role of the "strength" of the HRM system', *Academy of Management Review*, 29(2), pp. 203–221.

Cable, D. M. and DeRue, D. S. (2002) 'The convergent and discriminant validity of subjective fit perceptions.', *The Journal of Applied Psychology*, 87(5), pp. 875–884.

Cennamo, L. and Gardner, D. (2011) 'Generational differences in work values, outcomes and person-organisation values fit', *IEEE Engineering Management Review*, 39(2), pp. 24–36.

Chhabra, B. (2016) 'Work role stressors and employee outcomes: Investigating the moderating role of subjective person-organization and person-job fit perceptions in Indian organizations', *International Journal of Organizational Analysis*, 24(3), pp. 390–414.

Chin, W. W. (2010) *Handbook of Partial Least Squares*. doi: 10.1007/978-3-540-32827-8.

Daly, C. J. and Dee, J. R. (2006) 'Greener Pastures: Faculty Turnover Intent in Urban Public Universities', *The Journal of Higher Education*, 77(5), pp. 776–803.

Dess, G. G. and Shaw, J. D. (2001) 'Voluntary Turnover, Social Capital, and Organizational Performance', *Academy of Management Review*, pp. 446–456.

Farndale, E. and Sanders, K. (2017) 'Conceptualizing HRM system strength through a cross-cultural lens', *International Journal of Human Resource Management*. Routledge, 28(1), pp. 132–148.

Farouk, S. et al. (2016) 'HRM practices and organizational performance in the UAE banking sector: The mediating role of organizational innovation', *International Journal of Productivity and Performance Management*, 65(6), pp. 773–791.

Fornell, C. and Larcker, D. F. (1981) 'Evaluating Structural Equation Models with Unobservable Variables and Measurement Error', *Journal of Marketing Research*, 18(1), p. 39.

Gouldner, A. W. (1960) 'The norm of reciprocity: A preliminary statement', *American sociological review*. JSTOR, pp. 161–178.

Grobler, A. and Rensburg, M. J. van (2018) 'Organisational climate, person-organisation fit and turn over intention: a generational perspective within a South African Higher Education Institution', *Studies in Higher Education*, pp. 1–13.

Hair, J. F. et al. (2017) *A primer on partial*

least squares structural equation modeling (PLS-SEM).

Hair, J. F., Ringle, C. M. and Sarstedt, M. (2011) 'PLS-SEM: Indeed a Silver Bullet', *The Journal of Marketing Theory and Practice*, 19(2), pp. 139–152.

Henseler, J., Ringle, C. M. and Sinkovics, R. R. (2009) 'The use of partial least squares path modeling in international marketing', *Advances in International Marketing*, 20(2009), pp. 277–319.

Jiang, K., Hu, J. I. A. and Liu, S. (2017) 'Understanding Employees' Perceptions of Human Resource Practices: Effects of Demographic Dissimilarity To Managers And Coworkers', *Human Resource Management*, 56(1), pp. 69–91..

Kakar, A. S., Saufi, R. A. and Singh, H. (2018) 'Understanding linkage between human resource management practices and intention to leave: a moderated-mediation conceptual model', in *Proceedings of the 2018 International Conference on Information Management & Management Science*. ACM, pp. 114–118.

Kerstin Alfes, Catherine truss, Emma c. Soane, Chris Rees, and M. G. (2013) 'The Relationship between Line Manager Behavior, Perceived HRM Practices, and Individual Performance: Examining The Mediating Role Of Engagement', *Human Resource Management*, 52(6), pp. 839–859.

Kilroy, S. et al. (2016) 'Perceptions of High involvement Work Practices, Person-Organization Fit, and Burnout: A Time-Lagged Study Of Health Care Employees', *Human Resource Management*, 44(5), pp. 1–5.

Kooij, D. T. A. M. and Boon, C. (2018) 'Perceptions of HR practices, person-organisation fit, and affective commitment: The moderating role of career stage', *Human Resource Management Journal*, 28(1), pp. 61–75.

Kristof-brown, A. M. Y. L., Zimmerman, R. D. and Johnson, E. C. (2005) 'Consequences of Individuals ' Fit At Work : a Meta-Analysis of Person – Job , Person – Organization , Person – Group , and Person – Supervisor Fit', *Personnel Psychology*, 58(2), pp. 281–342.

Kristof, A. L. (1996) 'Person-Organization Fit: an Integrative Review of Its Conceptualizations, Measurement, and Implications', *Personnel Psychology*, 49(1), pp. 1–49.

Li, X. et al. (2015) 'Human resource practices and firm performance in China: The moderating roles of regional human capital quality and firm innovation strategy', *Management and Organization Review*, 11(2), pp. 237–261.

MacKenzie, S. B., Podsakoff, P. M. and Jarvis, C. B. (2005) 'The problem of

measurement model misspecification in behavioral and organizational research and some recommended solutions', *Journal of Applied Psychology*, 90(4), pp. 710–730.

Nelissen, J., Forrier, A. and Verbruggen, M. (2017) 'Employee development and voluntary turnover: testing the employability paradox', *Human Resource Management Journal*, 27(1), pp. 152–168.

Nishii, L. H. and Wright, P. M. (2008) 'Variability Within Organizations : Implications for Strategic Human Resource Management', in *The people make the place: Dynamic linkages between individuals and organizations*. D. B. S. Routledge, pp. 225–248.

O'Reilly, C. A., Chatman, J. and Caldwell, D. F. (1991) 'People and organizational culture: A profile comparison approach to assessing person-fit', *Academy of Management Journal*, 34(4), pp. 487–516.

Piasentin, K. A. and Chapman, D. S. (2006) 'Subjective person-organization fit: Bridging the gap between conceptualization and measurement', *Journal of Vocational Behavior*, 69(2), pp. 202–221.

Podsakoff, P. M., MacKenzie, S. B. and Podsakoff, N. P. (2012) 'Sources of Method Bias in Social Science Research and Recommendations on How to Control It', *Annual Review of Psychology*, 63(1), pp. 539–569.

Preacher, K. J., Rucker, D. D. and Hayes, A. F. (2007) 'Addressing moderated mediation hypotheses: Theory, methods, and prescriptions', *Multivariate Behavioral Research*, 42(1), pp. 185–227.

Presbitero, A., Roxas, B. and Chadee, D. (2015) 'Looking beyond HRM practices in enhancing employee retention in BPOs: focus on employee-organisation value fit', *The International Journal of Human Resource Management*, (May 2015), pp. 1–18.

Price, J. L. and Mueller, C. W. (1981) 'Causal Model of Turnover for Nurses', *Academy of Management*, 24(3), pp. 543–565.

Richter, N. F. et al. (2016) 'A critical look at the use of SEM in international business research', *International Marketing Review*, 33(3), pp. 376–404.

Rubenstein, A. L. et al. (2018) 'Surveying the forest: A meta-analysis, moderator investigation,

and future-oriented discussion of the antecedents of voluntary employee turnover', *Personnel Psychology*, 71(1), pp. 23–65.

Ryan, J. F., Healy, R. and Sullivan, J. (2012) 'Oh, won't you stay? Predictors of faculty intent to leave a public research university', *Higher Education*. Springer, 63(4), pp. 421–437.

Samad, A. and Saufi, R. A. (2017) 'A Comparative Review of Turnover Models and Recent Trends in Turnover Literature', *Journal of Management and Marketing Review*, 2(4), pp. 27–35.

Schneider, B. (1987) 'The People Make the Place 58', *Personnel Psychology*, 40(3), pp. 437–453.

Sousa-Poza, A. and Henneberger, F. (2004) 'Analyzing Job Mobility with Job Turnover Intentions: An International Comparative Study', *Journal of Economic Issues*, 38(1), pp. 113–137.

Vogel, R. M. and Feldman, D. C. (2009) 'Integrating the levels of person-environment fit: The roles of vocational fit and group fit', *Journal of Vocational Behavior*. Elsevier Inc., 75(1), pp. 68–81.

Weiler, W. C. (1985) 'Why do faculty members leave a university?', *Research in Higher Education*, 23(3), pp. 270–278.

Wheeler, A. R. et al. (2007) 'When person-organization (mis) fit and (dis) satisfaction lead to turnover: The moderating role of perceived job mobility', *Journal of Managerial Psychology*, 22(2), pp. 203–219.

Williams, L. J., Vandenberg, R. J. and Edwards, J. R. (2009) 'Structural Equation Modeling in Management Research: A Guide for Improved Analysis', *The Academy of Management Annals*, 3(1), pp. 543–604.

Wright, P. M., Smart, D. L. and McMahan, G. C. (1995) 'Matches between human resources and strategy among NCAA basketball teams', *Academy of Management journal*. *Academy of Management Briarcliff Manor, NY 10510*, 38(4), pp. 1052–1074.

Xu, Y. J. (2008) 'Faculty turnover: Discipline-specific attention is warranted', *Research in Higher Education*, 49(1), pp. 40–61.

Yu, K. Y. T. (2016) 'Inter-Relationships among Different Types of Person-Environment Fit and Job Satisfaction', *Applied Psychology*, 65(1), pp. 38–65.