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RESEARCH PAPER

An Empirical Investigation of the Relationships between Person-Organisation Fit, Person-Job Fit, and Intention To Stay in the Context of Pakistan and HEIs

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Academic members' turnover is a pressing problem for the management of higher educational institutions in Baluchistan, Pakistan. This study investigates the influence of person-organisation fit (PO fit) and person-job fit (PJ fit) on academics' intention to stay with the job. Data collected from 97 full-time academics of higher education institutions was analysed using partial least square structural equation modelling (PLS-SEM). The results obtained revealed that PO fit and PJ fit are significantly and positively associated to academics' intention to stay. This study adds to the knowledge of fit by empirically showing that when academics feel compatible with the organisation and job, they intend to stay with the organisation for a longer time. This study results can be used by management to adopt certain organisational practices (e.g., training and development, orientation, and compensation) that may enhance the fit of a person with the organisation and job, which, in return, strengthens academics' desire to stay with the organisation. The study's results and discussions, and directions for future research are discussed at the end.

Introduction

Employees are the most valuable and inimitable resource of the organisation's competitive advantages (Asrar-ul-haq et al., 2017), productivity, and performance (Kim & Rehg, 2018). When employees stay with organisations for an extended period, they enhance organisations' image and reputation, existing employees job satisfaction (Neagu & Macarie, 2016), morale, and motivation (Asrar-ul-Haq et al., 2019), and organisations competitive advantages (Antwi et al., 2016). However, with growing competition and globalisation, the war for talent is on the rise, and many organisations are faced with the issue of employees retention. When employees quit the job, they take valuable knowledge with them, increases the cost of hiring and recruitment, and adversely affect employees' morale. In response to these potential benefits of employees retention and the high cost of turnover, many forward-thinking organisations are striving to align the values and goals of the employees with the organisation and enhance their correspondence with the attributes of the job. When

employees believe that there is a high correspondence between themselves and their organisation (i.e., person-organisation fit; PO fit) and job (i.e., person-job fit; PJ fit), they are more likely to work with the organisation and less likely to think about leaving the job.

Although there have been previous studies on PO fit and PJ fit, most of these studies have focused on turnover intention than on intention to stay (Andela & van der Doef, 2019; Jin et al., 2018; Vogel & Feldman, 2009). Turnover intention is the subjective probability of leaving the job, while intention to stay reflects employees' willingness to stay with the job. Both turnover intention and intention to stay are different concepts (Akhtar et al., 2018), and the latter has got limited attention in the literature except the works of Chew and Chan (2008); Leng and Chin (2016). Chew and Chan (2008) examined PO fit relationship with intention to stay, but he used values only for the measurement of PO fit, whereas we are using values and goals for the measurement of PO fit. Piasentin and Chapman (2006) argue that the values and goals are the most common measure of PO fit. Thus, measuring PO fit with values and goals makes our study different from the work of Chew and Chan (2008). Likewise, Leng and Chin (2016) investigated PJ fit with intention to stay in a marketing firm. Moreover, there is a noticeable lack of empirical research in Pakistan's higher educational institutions with regard to PO fit, PJ fit, and academics members' intention to stay. Since Pakistan's cultural values and norms are different from those of the Western countries (Kakar et al., 2020; Naeem & Zaman, 2016). For instance, Pakistani culture emphasises group over individual goals, and values collectivisim over individualism (Hofstede, 2001). While Western people value individualism over collectivism (Chen, 2003). Therefore, such studies findings can not be generalised in the context of Pakistan. Moreover, the existing studies on PO fit, PJ fit and intention to stay are from non-academic work settings, and, to the best of the authors knowledge, very limited studies are from higher educational settings. Since the nature of work and job of the employees, especially academic members working in higher education is different from those of other business organisations (e.g., banking, service sectors, telecommunication, or manufacturing sectors) (Grobler & Rensburg, 2018; Sheeraz et al., 2020).Therefore, there is a need to understand the phenomena of academic members' intention to stay in the context of Pakistan's higher education industry.

This study examines the influence of PO fit and PJ fit on academic members' intention to stay and makes two significant contributions to the literature. Out first contribution is examining the predictors of academic members' intention to stay, which, to the best of researchers' knowledge, has received limited attention. Second, we add to knowledge by examining the impact of PO fit and PJ fit on academic members' staying intention.

Theoretical background and hypotheses

Person-organisation fit and intention to Stay

Coombs (2009) conceptualised intention to stay as the probability of staying with the organisation for a longer time, whereas Tett and Meyer (1993) conceptualised it as the desire or willingness of the employees to stay with the organisation. Intention to stay is a mental deliberation intervening between an individual attitude toward an organisation and the decision of whether to stay or not to stay with the organisation.

Employees stay with the organisation for several reasons. For instance, employees stay with the organisation to have a secure job, consistent income, respect, and prestige (Samad & Saufi, 2017; Shetty & Gujarathi, 2014). Besides, staying with the organisation also fulfils one's self-esteem needs (Mael & Ashforth, 1995). On the other hand, employers want employees to be part of the organisation to achieve organisational goals. Organisations also devote a substantial amount of resources to employees, such as attracting and selecting them, providing them with training and developing opportunities, and monetary and non-monetary benefits. Therefore, to reciprocate the investment being made in them, organisations need employees to stay with organisations. Besides, organisations also require employees to put the knowledge, skills, and expertise they have got during the training sessions.

Given the indispensable importance of employees' retention for both individuals and organisations, researchers have identified a range of factors that may affect employees' intention to stay. One of the factors that increase employees' stay with the organisation and reduces their turnover intention is PO fit (Badger Darrow & Behrend, 2017; Wu & Chi, 2020). PO fit reflects the match or the compatibility between organisation and person (Chatman, 1989; Benjamin Schneider et al., 1995). In other words, PO fit occurs when employees' goals and values are well-matched with organisations' values and goals. Research shows that when individuals perceive a strong fit with the organisation, they exhibit a wide range of positive work attitudes. For instance, PO fit is found to be linked with job satisfaction, organisation commitment, organisation citizenship behavior (Deng et al., 2011; Lim et al., 2019; Vogel & Feldman, 2009). On the other hand, PO misfit results in adverse repercussions, such as intention to quit and emotional exhaustion (Abdalla et al., 2018).

Despite the significance of PO fit, research on PO fit and its influence on intention to stay is scarce in the context of higher education settings. With this study, we add to the body of knowledge by exploring the association between PO fit and academic members' staying intention. This study predicts that when organisations' goals and values are compatible with employees' values and objectives, they are more likely to stay with the job. Thus, we propose that:

H1: PO fit is positively related to intention to stay.

Person-job fit and intention to stay

The fit or match of a person's characteristics with those of their job is termed as PJ fit. PJ fit encapsulates various types of fit, such as demand-ability fit (DA fit) and need-supply fit (NS fit; Yu, 2016). DA fit refers to the match between individuals' skills, knowledge, and competencies, and job requirements. In contrast, the NS fit is termed as the match between individuals' needs and preferences and job supplies or resources (Cable & DeRue, 2002). In other words, NS fit occurs when job resources such as pay, benefits, compensation are enough to meet the employees' desires, needs, and preferences (Kakar et al., 2018).

PJ fit is a major determinant affecting employees' attitudes and behaviours. For instance, research has shown that PJ fit has a significant and positive influence on organisation commitment, job satisfaction (Badger Darrow & Behrend, 2017; Kooij &

Boon, 2018), task performance, and adverse effect on stress and intention to quit the job (Chi et al., 2020; Tseng & Yu, 2016). Although previous studies acknowledge the significance of PJ fit in retaining employees, however, research on PJ fit and its corresponding impact on employees' intention to stay has received little attention. This study addresses this gap by exploring the linkage between PJ fit and stay intention. In simple words, this study predicts that if a person perceives that his or her abilities and skills are sufficient to meet the requirements of the job, and the job's resources may meet his/her needs and preferences, he/she is more likely to stay with the organisation. Hence, we suggest that:

H2: PJ fit is positively related to intention to stay.

Material and Methods

Since this study's purpose was to examine the effect of PO fit and PJ fit on intention to stay of the employees working in educational institutions, therefore, the target population of this study were the academic staffs of a public sector university in Pakistan. Data from the participants was collected using convenience sampling. To avoid the common method bias, we applied Podsakoff et al. (2012) procedural remedies and Harman's single factor test. Harman's single factor test explained less than 50% variance (i.e., 33.34%), thus CMB is not an issue in this study.

In total, 153 questionnaires were distributed among the academic staff that were conveniently available. Out of 153, the researcher collected 107 questionnaires from the respondents, which represents a 69% response rate. Out of the 107 questionnaires, 10 cases were discarded based on missing values and suspicious responses. The exclusion of 10 cases resulted in the final data of 97 cases.

Of the 97 participants, 39% (n = 37) were female, and 61% (n = 60) were male. Regarding their job roles, about 77% (n = 75) identified as lecturers, 10% (n = 10) as assistant professors, 5% (n = 5) as associate professors, and 7% (n = 7) as professors. The demographic analysis also revealed that 29 (29.89%) of the respondents were 25 years old, 20 (20.61%) were 30 years old, while other respondents 48 (48.03) of the study were above 35 years old.

Instruments

The instruments of the study were measured on a five-point Likert scale, ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree"). 6-items adopted from Vogel and Feldman (2009) were used to measure PO fit. The sample item is: "The things that I value in life are very similar to the things that my organisation values". For the measurement of PJ fit, 6 items were adopted from Cable and DeRue (2002). An example of the scale is "There is a good fit between what my job offers me and what I am looking for in a job". Likewise, items for the measurement of intention to stay were adopted from O'Reilly et al. (1991). An example item is: "Have you seriously thought about changing organisations since beginning to work here?"

Results and Discussion

Descriptive Analysis

In Table 1, the descriptive statistics of the constructs are presented. These statistics include mean, standard deviations, and correlations. The findings showed that PJ fit and PO fit had a positive and significant relationship with the intention to stay. Furthermore, PO fit and PJ fit were positively correlated.

Table 1
Descriptive Statistics

Variables	Mean	SD	1	2	3
PO fit	3.17	.90846	1		
PJ fit	3.14	1.03177	.704**	1	
ITS	3.20	1.09925	.667**	.661**	1

Note: p ** ≤ .05

The data analysis was carried out using PLS-SEM. PLS was deemed to be appropriate for the analysis of the model because the objective of the study was to explain variance in endogenous construct (i.e., intention to stay). In the data analysis, we first conducted CFA to check the measurement model's validities and reliabilities. In the second step, the structural model was evaluated for the path coefficient's significance and the model's explanatory power using a bootstrapping procedure.

Reliability and Validity of Measures

The reliabilities and validities of the measures were performed using CFA. According to Hair, Ringle, and Sarstedt (2011), for an item and construct to be reliable, the factor loading values and the values of composite reliabilities (CR), and Cronbach's alpha (CA) should surpass a minimum threshold of 0.70. The results (Table 2) of the study revealed that all items factor loadings, constructs' CA, and CR scores were higher than 0.70, thus confirming items and constructs' reliabilities. The constructs also ensured convergent validity since the construct AVE's score was greater than 0.50. To establish the measure's discriminate validity, the correlations among construct should be less than the square root of AVE (Fornell & Larcker, 1981). The findings presented in Table 3 show that the correlations among all construct is less than the square root of their AVE (off-diagonal numbers in Table 3), thus providing evidence of discriminant validity. Furthermroe, the discriminate validity can be further established if the Heterotrait-Monotrait ratio (HTMT) is less than 0.90 (Henseler et al., 2015). The findings presented in Table 4 indicate that the values of HTMT are less than 0.90 thresholds, thus providing supports for the acceptance of discriminate validity.

Table 2
Items and Constructs Reliability and Validity

Constructs	Items	FLs	CA	CR	AVE
Intention to stay	ITS1	0.895	0.862	0.916	0.784
	ITS2	0.893			
	ITS3	0.869			
Person-job fit	PJF1	0.836	0.926	0.942	0.729
	PJF2	0.891			
	PJF3	0.816			
	PJF4	0.850			

	PJF5	0.851			
	PJF6	0.878			
	POF1	0.830			
	POF2	0.855			
Person-organsiation fit	POF3	0.880	0.906	0.927	0.681
	POF4	0.837			
	POF5	0.770			
	POF6	0.776			

Table 3
Fornell-Larcker criteria

Constructs	ITS	PJ fit	PO fit
Intention to stay (ITS)	0.825		
Person-job fit (PJ fit)	0.706	0.854	
Person-organisation fit (PO fit)	0.669	0.667	0.885

Table 4
Heterotrait-Monotrait ratio (HTMT)

Constructs	ITS	PJ fit	PO fit
Intention to stay (ITS)	-		
Person-job fit (PJ fit)	0.771	-	
Person-organisation fit (PO fit)	0.755	0.738	-

Structural Model

Fig. 1 shows the structural model analysed in SmartPLS 3.2.8 software. The structural model describes the hypothetical relationship among latent constructs. The structural model's measures are: the coefficient of determination (R^2), path coefficients' significance, blindfolding redundancy measure Q^2, and effect size f^2. R^2 represents the estimated model's explanatory power, and its value greater than 0.10 shows that the model has moderate explanatory power (Falk & Miller, 1992). In this study, the model explained 52.4% ($R^2 = 0.524$) variance in intention to stay. These results satisfy the criteria of the coefficient of determination proposed by Falk and Miller (1992). Next, we calculated the model's predictive relevance using the blindfolding procedure. A model's predictive relevance is accepted if Q^2 values are higher than zero (Hair et al., 2018). For the present study, the Q^2 for endogenous construct was larger than zero, thus ensuring that the model has sufficient predictive relevance. We also calculated the effect size of the model. The study revealed that both PO fit and PJ fit large effect sizes on intention to stay and significant predictive relevance.
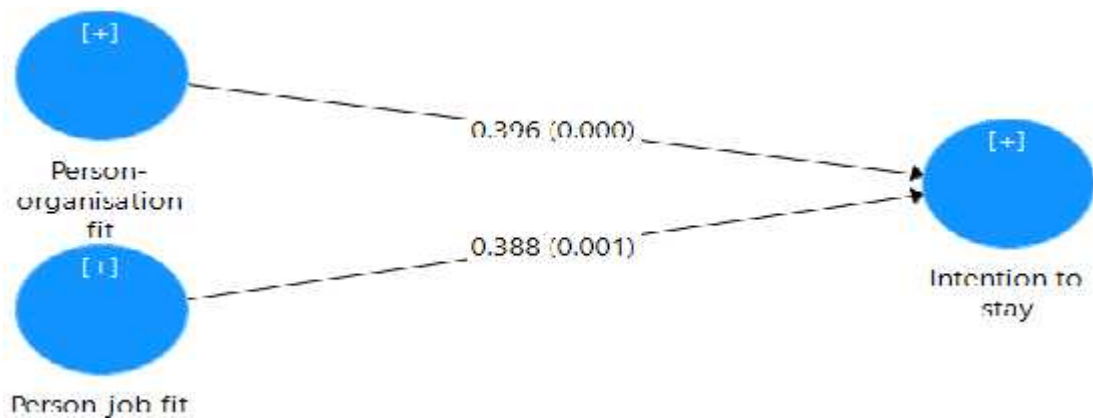
Figure 1: Structural Model

Besides, we estimated the significance level of the path coefficient using a bootstrapping procedure using 5,000-subsamples. The path analysis findings revealed that PO fit had a significant and positive influence on intention to stay (β = 0.396, t = 3.670, $p < 0.05$), thus providing support for H1. In addition, a influence of PJF on intention to stay was significant and positive (β = 0.338, t = 3.501, $p < 0.05$). Thus, H2 is supported.

Conclusions

This study purpose was to examine the effect of PO fit and PJ fit on intention to stay of academics. Although relationships between PO fit, PJ fit, and intention to leave the job have been investigated (e.g., Kakar et al., 2019; Vogel & Feldman, 2009). This study advances the fit literature by investigating the influence of PJ fit and PO fit on intention to stay of academics. The results displayed that the relationship between PO fit and academics' staying intention is positive. This finding implies that when academics perceive that their values and goals are congruent with the organisation, their tendency of staying with the job increases. This result is consistent with Schneider (1987) arguments that employees prefer to stay with organisations that match their characteristics. The finding also concurs with the conclusion of Kakar et al. (2019) that employees' perceptions of fit with organisations reduce their tendency to leave the job. In terms of PJ fit, this study found that the match between academic characteristics and job supplies and resources increases employees' tendency to stay with the job. This finding suggests that when academics believe that their skills, knowledge, and competencies are in agreement with the job requirements, their tendency towards leaving the job decreases. Besides, the fit between academic members' needs and preferences with the job supplies also reduces their desire to leave the job. This outcome is consistent with the work of Andela and van der Doef (2019), Jin, McDonald, and Park (2018), who found that PJ fit reduces employees' leave intention.

Implications

This study has certain theoretical and practical implications. Theoretically, this study makes a significant contribution to the fit and retention literature by empirically testing the direct influence of PJ fit and PO fit on academic members intention to stay. To the best of authors' knowledge, this is one of the pioneering

studies that has investigated the implication of PO fit and PJ fit in relation to intention to stay, especially, in the context of Pakistan and the higher education industry. Pragmatically, employees' perception of PO fit and PJ fit play a significant role in determining their willingness to stay or quit a job. The findings of the study indicate that organisation needs to be cognizant of the values and goals of the employees. As well, the study indicates that understanding employees' needs and preferences, and their knowledge, skills, and competencies are essential for an organisation to reduce their turnover intention. Besides, the study indicates that organisations need to enhance employees' fit perception with the organisation and job. An organisation can enhance the fit of an employee with the job and organisation through training, remuneration (Presbitero et al., 2015), better hiring practices (Ellis et al., 2017), and provision of high involvement practices (Kakar, Saufi, & Mansor, 2019; Kilroy et al., 2016; Kooij & Boon, 2018). These results imply that faculty members will feel fit with the job resources, job demands, and organisational values and goals if they are provided with training and development opportunities, competitive pay, and their performance is appraised fairly.

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