



Human Resource Management Practices, Organisation Citizenship Behaviour and Turnover Intentions in Public Universities: The Mediating Role of Job Satisfaction

Godfrey Tumwesigye^{1*}, David Onen¹ and John C. S. Musaazi¹

¹College of Education and External Studies, Makerere University, Uganda.

Authors' contributions

This work was carried out in collaboration among all authors. Authors GT conceptualized the study, collected the data and performed the statistical data analysis and drafted the manuscript. Author DO checked the design of the whole study and the statistical analysis and improved the manuscript. Author JCSM checked the statistical analysis and the entire write-up of the manuscript. All authors read and approved the final manuscript.

Article Information

DOI: 10.9734/JESBS/2020/v33i1230283

Editor(s):

(1) Dr. Alina Georgeta Mag, "Lucian Blaga" University of Sibiu, Romania.

Reviewers:

(1) Jyotsna Sinha, MNNIT, India.

(2) Mimoza Kasimati, Tirana University, Albania.

Complete Peer review History: <http://www.sdiarticle4.com/review-history/64380>

Original Research Article

**Received 25 October 2020
Accepted 30 December 2020
Published 31 December 2020**

ABSTRACT

Aims: The purpose of this paper was to examine the relationships between human resource management practices (HRMPs) and employee outcomes of organizational citizenship behaviour (OCB) and turnover intentions among employees of Public Universities in Uganda, mediated by job satisfaction.

Design/Methodology: The study adopted a cross-sectional, quantitative approach. A sample of 479 academic and non-academic staff was drawn from three public universities in Uganda. SPSS (v20) and AMOS (v20) were used to conduct correlation and structural equation modelling techniques to test the hypotheses.

Results: The results show that job satisfaction is positively related with HRMPs ($\beta = .588, p < .001$). The results also show that OCB is positively related to HRMPs ($\beta = .226, p < .01$) and job satisfaction ($\beta = .210, p < .01$) while turnover intention is negatively influenced by HRM practices ($\beta = -.124, p < .05$). The results further show that job satisfaction partially mediates the positive relationship

*Corresponding author: E-mail: tumwesgod@gmail.com;

between HRMPs and OCB. Job satisfaction also partially mediates the negative relationship between HRMPs and turnover intentions. This study contributes to the HRM body of knowledge by finding further support for the mediation effects of job satisfaction on the relationships between HRMPs and OCB and between HRMPs and turnover intentions in public universities in Uganda.

Conclusion: The implication of this study is that in order to boost OCB and reduce turnover intentions among employees of public universities in Uganda, managers should employ HRMPs practices that lead to job satisfaction. Limitations and directions for future research are outlined.

Keywords: Human resource management practices; turnover intentions; organisational citizenship behaviour; job satisfaction; university employees.

1. INTRODUCTION

1.1 Background to the Study

World over, the desire to retain a stable, motivated and satisfied workforce in organisations is on the increase. Additionally, employers do not only yearn for a motivated workforce, but for employees who are willing to go well beyond the usually prescribed duties and terms of employment in order to assist other workers and the entire organisation to perform more effectively and efficiently beyond their prescribed job roles. This scenario is what scholars like Organ [1] and Bateman and Organ [2] refer to as organisational citizenship behaviours (OCB). Unfortunately, while every organisation, including public universities, may desire to have employees engage OCB, with high levels of job satisfaction and reduced turnover intentions, achieving these goals has been a dream for public universities in Uganda [3]. In Uganda where public universities have been experiencing huge staffing gaps due to the rising rate of staff turnover and reportedly deteriorating conditions of work [4-6] we were provoked to explore how job satisfaction acts as a mechanism through which human resource management practices (HRMPs) affect OCB and the turnover intentions of public university employees. Overall, we intended to determine whether by implementing favourable HRMPs, public universities in Uganda can enhance job satisfaction, boost OCB and reduce turnover intentions. In this section, we present the statement of the background and the study objectives.

1.2 Study Context

Uganda is a land locked country in eastern Africa with a population of over 40 million people. Until 1988, Uganda had only one university (Makerere University) which is a public university and fully was funded by Government. Starting with 1989, the state liberalised the higher education sector

by establishing more public universities and allowing for the establishment of private universities. The number of universities in Uganda has since risen from one in 1988 to more than 50 in 2019, nine of which are public universities [7]. According to the Uganda Bureau of Statistics [UBOS], [8], enrolment in higher education institutions in Uganda has increased from 201,376 in 2013 to 259,000 in 2016, of which 72 per cent were in universities. According to NCHE, more university students have been enrolled in the humanities (63%) compared to the sciences and technology programmes [37%] [7]. In terms of workforce, the higher education sector has been employing a workforce of more than 14,500 full-time employees [8].

In spite of these developments, universities in Uganda have been facing a perennial shortage of staff, which makes it difficult for them to fulfil their mandate. For example, whereas the number of students in higher education institutions (HEIs) increased by 0.8 per cent between 2016/17 and 2017/2018 academic year, the total number of teaching staff decreased by over 10.5 per cent [7]. Also, there was concern over the high proportion of part-time faculty which stood at 23.3 per cent of the academic workforce compared to the ideal standard of 20 per cent staff set by the regulatory authority, NCHE. Additionally, it was also reported that only 16% of the total staff have PhD qualifications, which is not acceptable according to the NCHE standards. Therefore, NCHE recommended that universities should put more emphasis on supporting staff to acquire PhDs and also retain those in post-retirement age in order to bridge the staffing gaps.

In addition, in the last 10 years, several committees and researchers have investigated staffing issues in public universities and reported that there are serious human resource (HR) problems. For example, the Rwendeire Committee reported that there is gross understaffing with some departments having as low as

40% of the required staffing [9]. Staffing gaps were reportedly more acute at senior and professorial levels. The Committee also noted that such staffing challenges affect the quality of academic services offered to students. At Gulu University, the Office of the Auditor General [OAG] [6] found that only 33% of the established positions were filled, leaving a balance of 67% vacant. The situation was not any better at Makerere University Business School (MUBS), Mbarara University, Muni University or Kabale University.

Shortage of qualified staff in public universities in Uganda has been attributed to high staff turnover [4-6]. Mwesigwa, et al. [3] observed that whereas public universities in Uganda have trained their staff, a good number of them have left for greener pastures. They reported that at MUBS out of 11 academic staff who graduated with PhDs in 2017, three left before serving the bonding period. Also four out of 15 staff who graduated with master's degree in 2017 left and joined other organisations. At Kyambogo University it was noted that between 2010 and 2012, a total of 38 staff resigned from their posts [10]. Similarly, between 2010 and 2012 Makerere University had lost 51 teaching staff, including 25 PhD holders while Mbarara University of Science and Technology lost 20 highly skilled lecturers, and other universities continue to lose senior staff every year [5,6,10].

According to UBOS [11], for example, up to five per cent of teaching employees in Uganda left their jobs before the end of their employment contract in 2015. UBOS indicated that more than 5% of this employee turnover could have emanated from public universities. This unfortunate scenario prompted us to ask: what could be the cause of the rising rate of turnover in public universities in Uganda? Are the university employees dissatisfied with their job as a result of unfavourable HRMPs? Could it be that the existing HRMPs employed in public universities in Uganda do not nurture employee OCB? It is the search for answers to these and other related questions that prompted the need to investigate whether HRMPs can be used to enhance job satisfaction and OCB while reducing voluntary turnover.

1.3 Study Purpose

The purpose of this study was to investigate the relationships between HRMPs, job satisfaction, and OCB and turnover intentions among employees of public universities in Uganda.

Specifically the study examines the mediating effect of job satisfaction in the relationship between HRMPs and both OCB and turnover intentions. The conceptual mode for this study is presented in Fig. 1.

1.4 Significance of the Study

Over the years, multiple studies have examined the relationship between HRMPs and different employee outcomes [12]. Some of these studies [13] explored the relationship between OCB and employee turnover intentions, and how they are related to HRMPs and employee job satisfaction. The studies revealed that OCB and turnover intentions are significantly related to both HRMPs and job satisfaction. Fan, Cui, Zhang, Zhu, Härtel and Nyland [14] revealed that HRMPs have significant effects on OCB and employee turnover intentions. However, most of these studies have been conducted in the United States [15], Europe [16] and Asia [17], thereby leaving a gap about the nature of this relationship in developing countries like Uganda. Therefore, there is a need to contribute empirical literature on the effect of HRMPs on employee outcomes from sub-Saharan countries.

The second contribution is to examine the mediating effects of job satisfaction on the relationships between HRMPs practices and OCB. The conceptual model proposed in Fig. 1 suggests that when employees believe that their institution is willing to support them through favourable HRMPs; it makes them more satisfied with their jobs and reduces their intention to leave. The model also suggests that favourable HRMPs enhance employees' job satisfaction which in turn enhances their participation in discretionary helping behaviours (OCB). Although researchers such as Valeau and Paille [18] have found that job satisfaction mediates between HRMPs and OCB, there has been very little research examining this relationship in the context of higher education in Uganda. Obedgiu, Nkurunziza, Simuyu and Lubogoyi [19] found that organizational commitment mediates the relationship between organizational justice and OCB in the Ugandan civil service. Since organizational commitment is highly correlated with job satisfaction [20], it is plausible that job satisfaction will mediate between HRM and OCB. Since scholars continue to call for an investigation of the missing link between HRMPs practices and individual [13], this study intended to contribute to filling this gap.

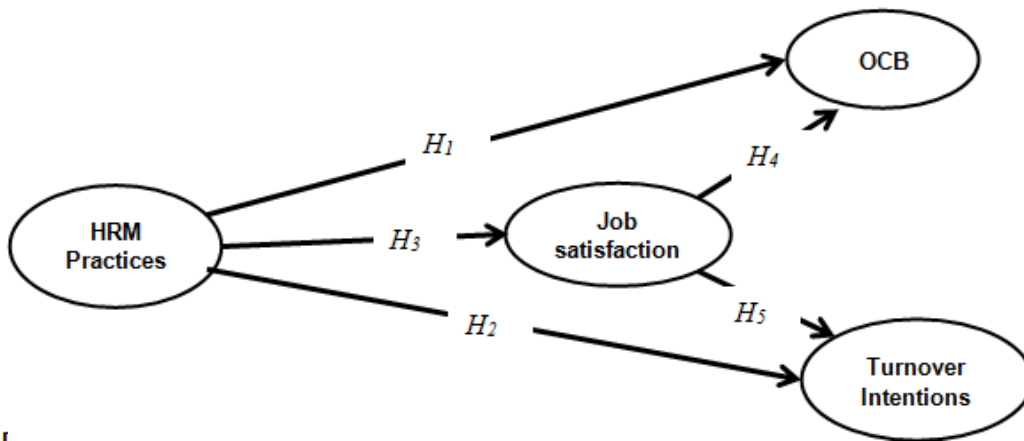


Fig. 1. Conceptual framework

Notes: HRM = Human Resource Management; OCB = Organisational Citizenship Behaviour

The third contribution of this study relates to providing incremental empirical evidence about the mediating effect of job satisfaction in the relationship between HRMPs and turnover intentions. Whereas, previous studies have reported that job satisfaction is a significant mediator between HRM and turnover intentions [21,22], this has not been thoroughly examined in the Ugandan context. Therefore the findings of this study may support the relevance of findings from other contexts to the Ugandan public higher education institutions.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Theoretical Framework

This study was underpinned by Blau's [23] social exchange theory (SET). SET differentiates between economic and social exchanges [24]. Whereas economic exchanges are based on contractual arrangements, social exchange depends on imperfectly specified terms [24]. SET is based on the norm of reciprocity where individuals feel obligated to give back to those who have given them favours. In the employment setting, the main idea of SET is that individuals are inclined to reciprocate favours they receive from the organisation. HRMPs can be viewed as an important input into the social exchange process [24]. This study conceptualises that employees with positive perceptions of their organisation's HRMPs are expected to reciprocate their organization with high levels of job satisfaction and consequently lower turnover

intentions [25,26]. SET also suggests that employees will engage in positive or negative behaviours towards the organisation in response to actions of the organisation. This implies that positive HRMPs practices such as training opportunities and open sharing of information will be reciprocated by positive responses from the employee such as job satisfaction and discretionary OCB that are beneficial to the organisation. There is evidence showing that that organisational investments in HRMPs practices are effective in communicating to employees that they are viewed by the organisation as valuable assets [24,27]. In response employees are inclined to reciprocate with positive attitudes and behaviours such as higher levels of job satisfaction, more involvement in OCBs and lower turnover intentions.

2.2 Human Resource Management Practices

According to Messersmith, Patel, Lepak and Gould-Williams [28], HRMPs practices refer to the set of interrelated management practices designed to enhance the abilities, motivations and opportunities (AMO) of employees in organizations. According to Lepak, Liao, Chung and Harden [29] Skill enhancing HRMPs are designed to ensure appropriately skilled employees; they include recruitment/selection and training. Motivation-enhancing HRMPs are designed to enhance employee motivation; they include performance appraisal, incentives, rewards and promotion. Opportunity-enhancing HR practices are designed to empower

employees to use their skills and motivation to enhance performance; they include such as flexible job design, employee involvement, and information sharing. In selecting the HRMPs, to include in this study we ensured that at least one practice from each of ability, motivation and opportunity enhancing HRMPs (AMO) classification was included; we picked training from ability enhancing HRMs, performance appraisal and promotion from motivation HRMPs and information sharing from opportunity-enhancing category of HRMPs. Although there are multiple HRMPs in each category, we chose the four because they have been consistently highlighted among key components of a good bundle [21], Guchait and Cho, 2010, [27,30].

First, we believed that training enhances employee skills, increases individual effectiveness in task performance, and boosts levels of job satisfaction [30]. Second, basing on the literature, we also expected that objective and regular appraisals may enhance job satisfaction and OCB and reduce turnover intentions among employees [31,32]. Third, we contended that promotion which is the movement of an employee upward in the hierarchy of the organisation, can lead to the enhancement of responsibility and an improved compensation package enhances job satisfaction and OCB and reduces turnover intentions. Fourth, basing on previous literature [15] we believed that information sharing and openness of organisational communication would also provide employees with relevant information about major decisions, goals and resources, thereby enhancing their OCB and job satisfaction and reducing their turnover intentions. In relation to reports in previous literature, it has been concluded that the effects of HRMPs differs from one country to another and from one industry to another.

2.3 Organisational Citizenship Behaviour

According to Organ [1], OCB refers to an employee's willingness to go above and beyond the required roles that he or she is assigned by the organisation. Meanwhile, Bateman and Organ [2] described OCB as the behaviours of workers which are not prescribed or formally demanded by the organisation but which occur freely to help other employees perform their tasks. This implies that employees engage in OCB when they engage in discretionally task behaviours that enhance organisational performance - but which are not recognised or

rewarded by the organisations' formal reward system. Podsakoff, et al. [33] argued that every organisation benefits from OCB because it increases employee productivity, efficiency and customer satisfaction at no extra cost to the organisation.

According to Williams and Anderson [34], although there are diverse ways of conceptualising OCB, one popular method proposes two dimensions: behaviours targeting individuals (OCBI) and which comprises of helping behaviours that target specific people and/or work groups within the organisation and the discretionary behaviours that directly benefits the organisation as a whole (OCBO). An example of OCBI is assisting a workmate to solve work-related problems while an example of OCBO is an employee offering ideas to improve the functioning of the organisation as a whole. In this study, we looked at OCB in terms of Williams and Anderson's [34] conceptualisation. Although OCB has been studied in many business organizations, Teh, Boerhannoeddin, Ismail, [35] noted that it has largely been ignored in the education industry. Moreover, Zheng, Zhang, & Li, [36] calls for further research on OCB in different cultural contexts.

2.4 Turnover Intentions

According to Price [37], turnover intention refers to the extent to which an employee plans terminate membership with his or her employer. From the employer's viewpoint, turnover intention is more important than actual turnover in that if employers can understand causes of turnover intentions, they can intervene to reduce these intentions. On the other hand, once employees have left, the employer will incur expense of hiring and training replacements [38]. Turnover intention is also easier to measure and predict than actual turnover and represents a better indicator of management practice [12]. One reason why researchers choose to study turnover intention rather than actual turnover is that it is more feasible to ask respondents to report their turnover intention than to track them after they have left [39]. Furthermore, even though previous studies indicated modest association between turnover intentions and actual turnover behaviour, recent research suggests that the relationship is stronger in the public than in the private sectors [39]. This gave us confidence that we could proceed to use turnover intention as a proxy measure for actual turnover.

2.5 Job Satisfaction

Locke [40] defines job satisfaction as the “pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience” (p.1304). Spector [41] defined job satisfaction as the extent to which people like or dislike their jobs. Spector also opined that there were two approaches to the study of job satisfaction. The first approach examines job satisfaction from a global perspective in which the focus is on overall satisfaction with the job while the second approach emphasises the different aspects of the job such as working conditions, pay, supervision, leadership style and co-workers. According to Vandenberg [42], the second approach makes it difficult to differentiate between job satisfaction and its predictors. Therefore, in this study, we adopted the global perspective of job satisfaction as recommended by Locke [40] and Spector [41].

2.6 Hypotheses Development

2.6.1 HRMP practices and Job satisfaction

HRM practices (HRMPs) are implemented to enhance desirable employee attitudes and behaviours which ultimately should enhance organizational performance [43]. There is empirical support for the claim that HRMPs will influence employee’s job satisfaction. Daly and Dee’s [21] study of public universities in USA found that HRMPs had a significant positive impact on job satisfaction. Other studies [44,30] showed that employees perceptions of HRMPs were positively associated with job satisfaction. A more recent study by Khanna and Sehgal, [45] reported significant positive links from HRMPs (training and development, performance appraisal, team work and compensation) to job satisfaction in India. Huang and Su [30] reported that employees’ satisfaction with training was a significant predictor of job satisfaction.

In Uganda, Ocen et al. [46] found a positive relationship between training and job satisfaction among bank employees. Mwesigwa et al. [3] opined that in Ugandan universities, when leaders delegate responsibilities and allow employees to participate in decision making, job satisfaction would be enhanced. Ssesanga and Garrett [47] in their study of universities in Uganda reported that job dissatisfaction was largely determined by factors such as remuneration, governance, promotion opportunities and working environment. Similarly, Amin, et al. [48] reported that the HRMPs

(recruitment, training, performance appraisal, career planning, employee participation, job description and compensation) were significant determinants job satisfaction in universities.

However the majority the studies were conducted outside the continent of Africa, leaving a contextual gap which the current study attempted to fill. Basing on SET, this study hypothesizes that:

H1: HRM practices will have a positive and significant relationship with job satisfaction.

2.6.2 HRM practices and OCB

According to Messersmith et al. [28], HRMPs provide employees with the necessary environment and resources for increased motivation, which in turn lead to increased organisational performance. From SET perspective, OCB is one way through which employees reciprocate the good treatment they receive from the organisation [24]. Daly and Dee [21] observed that in universities HRMPs such as autonomy, communication openness, lack of role conflict and manageable workload can stimulate desirable employee outcomes. Somech and Drach-Zahavy [49] found that continuous education and skilling increased the likelihood of teachers demonstrating OCB. Cheng (2004) noted that employees are more likely to engage with OCB when they feel treated fairly and when they able to communicate their ideas freely. Lu [50] reported that when HR practices are consistent with employee expectations, employees are more willing to cooperate with their supervisors, which in turn leads to greater innovation and organizational performance. On the other hand, when HRMPs contradict their expectations, employees withhold their effort resulting in lower OCBs.

In universities, studies have reported HRMPs had significant positive relationship with OCB [35,51,52]. Other studies like that of Alfes et al. [13] and Kasekende, Nasiima and Otengi [53] have also shown that HRMPs create an environment that encourages employees to engage in OCB. Zheng et al. [36] found that effective performance appraisals enhance employees’ OCBs. Dysvik and Kuvaas [54] found that there was a significant positive relationship between training and OCB. Likewise, Memon et al. [27] found a significant positive relationship between training and OCB among Malaysian gas and oil employees. Their study was consistent with Lam et al. [55] who found a significant

positive relationship between training and of OCB among employees from a Sino-Japanese joint venture in China.

Whereas most studies report significant relationships between perceptions of HRMPs and OCB, there are a few inconsistencies. For example, Chang, Nguyen, Cheng, Kuo, & Lee [56] discovered that positive perceptions of communication and performance appraisal had no significant effect on OCB. Moreover, most of the studies were conducted in different cultural contexts from that of Uganda were the current study is based. Besides, Teh, et al. [35] observed that although OCB has been studied in many business organizations, it has largely been ignored in the higher education; they recommended further studies to examine the relationship between OCB and various individual and organisational variables. Therefore, this study hypothesized that:

H2: HRM practices will have a positive and significant relationship with OCB

2.6.3 HRM practices and turnover intentions

It is believed that HRMPs practices influence employee attitudes and behaviour [57,43]. SET [23] suggests that individuals are obligated to reciprocate rewarding relationships, by returning favors in beneficial exchanges). Accordingly, Allen et al. [58] reported that HRMPs, which signal to employees that that they are valued by the organisation should be followed by reduced turnover intentions.

In the higher education, salaries and benefits, training and development, information sharing, performance appraisal and promotion opportunities have been identified as key among determinants of determinants of employee turnover intention [21]. Juhdi Pa'wani and Hansalam [59] found significant negative correlations between HRMPs and turnover intentions among university employees in Malaysia. Nawaz, Siddiqui, Rasheed, & Iqbal, [60] indicated performance appraisals and promotion speed negatively related to turnover intention. Similarly, Sung, Yee, Bahron, & Rahim, [61] found that training was a negative predictor of the lecturers' turnover intention but performance appraisal was not a significant predictor of turnover intention. Also, Daly and Dee [21] found that that communication between managers and employees is a major determinant of retention. Other studies such as such as Memon et al. [27]. Yousaf, Sanders and

Yustantio [62] and Amarnah and Muthuveloo [63] have revealed that employee turnover intentions have significant negative relationships with HRMPs. Based on the preceding discussion, we propose that:

H3: HRM practices will have a negative and significant relationship with turnover intentions

2.6.3.1 Job satisfaction and OCB

The relationship between job satisfaction and OCB has been established in the literature, where by job satisfaction is a predictor of OCB (Allen and Rush, 1998), [25], (Valeau and Paille; 2017). Foote and Tang [25] found that the relationship between job satisfaction and OCB was significant and positive among manufacturing employees in USA. Valeau and Paille (2017) found a significant positive correlation between job satisfaction and OCB in Canada. Besides, job satisfaction mediated the relationship between HRMPs and OCB. Pio and Tampi [26] established that job satisfaction had a significant effect on OCB among nurses. We therefore hypothesize that:

H4: Job satisfaction will be positively related to OCB

2.6.3.2 Job satisfaction and turnover intentions

Previous research suggests that job satisfaction relates negatively with turnover intention in a meta-analysis of the turnover literature [64], [65,46,66]. Randhawa, [64] reported that job satisfaction was a significant negative correlate of turnover intention among agricultural scientists in India. Similarly, Dechawatanapaisal [65] found a significant negative relationship between job satisfaction and turnover intentions among Thai accountants. In addition, Daly and Dee [21] reported that job satisfaction was a positive determinant of university employees' retention in USA. Meanwhile, Zamanan et al. [46] established that job satisfaction was a significant negative predictor of turnover intentions among employees of private universities in Kuwait. We therefore hypothesize that:

H5: Job satisfaction will be negatively related to turnover intentions.

2.6.3.3 Job satisfaction as a mediator between HRM practices and OCB

Studies have demonstrated that HRMPs affect job satisfaction and that job satisfaction affects

OCB. Therefore, it is only logical to presume that job satisfaction plays a mediating role in the relationship between HRMPs and OCB. A recent study by Na-Nan, Kanthong, Joungtrakul, & Smith, (2020) showed that job satisfaction was significant mediator between appraisal and OCB. Also, Farooq, Bilal and Khalil [67] found that job satisfaction mediates between pay satisfaction and OCB. Similar results had been reported by Sendjaya, Pekerti, Cooper, and Zhu [68] indication that that job satisfaction mediates between servant leadership and OCB. Valeau and Paille [18] found that relationships between fairness of rewards, skills development and OCB are mediated by the job satisfaction and organisational commitment.

This study proposes that positive treatment HRMPs (e.g. training, promotion, etc.) plays an important role in developing positive social exchanges such as job satisfaction which in turn enhances OCB. From this discussion, the following two hypotheses were developed and tested:

H6: Job satisfaction will mediate the relationship between HRM practices and OCB.

2.6.3.4 Job satisfaction as a mediator between HRM practices and turnover intentions

Although previous studies have shown that HRMPs are negatively related to turnover intentions [57] the processes through which this relationship takes place remain unclear [15]. Studies have also shown that HRMPs affect employee attitudes (e.g. job satisfaction) which in turn affect turnover intentions [69]. It is therefore reasonable to believe that job satisfaction mediates between HRMPs and turnover intentions. In other words, HRMPs are more likely to influence employee turnover intentions indirectly through job satisfaction. A recent study of faculty members in universities in Kuwait found that HRMPs had negative effects on intention to leave and employees' job satisfaction partially mediated the relationship [46]. Huang and Su [30] found a significant negative relationship between job training satisfaction and turnover intentions which was mediated by job satisfaction. Martin [70] showed that job satisfaction mediated the relationship between HRMPs and turnover intentions. Similar results were reported by Garcia-Chas, et al (2014). These studies are consistent with the SET (Blau, 1964) [23] and the norm of reciprocity suggesting that HRMPs enhance job satisfaction which in

turn reduces turnover intentions. On this basis, the following hypothesis is proposed:

H7: Job satisfaction will mediate the relationship between HRM practices and turnover intentions

3. METHODOLOGY

3.1 Study Design

In this study, we employed the cross-sectional survey design. Using stratified random sampling, we collected data with the use of an adapted questionnaire from 479 respondents drawn from three public universities (Makerere University, Kyambogo University and Mbarara University of Science and Technology) in Uganda.

3.2 Measurement of Variables

All the questionnaire items were measured on a seven-point Likert scale, coded ranging from 1 = "Strongly disagree" to 7 = "Strongly agree". Eighteen (18) items adopted from previous studies [16,15] were used to measure HRMPs. The sampled items included items such as: 'This university provides training programmes to enable employees cope with job challenges' (training); 'I have good opportunities of being promoted within this university' (promotion); 'I am satisfied about the way this university provides me with feedback' (information sharing); This University regularly conducts formal performance appraisals (performance appraisal). Reliability coefficients (Cronbach's alpha) for HRMPs ranged between 0.81 and 0.88.

Job satisfaction was measured using a global scale (three items) adopted from the work of Wanous, Reichers and Hudy [71]. A sample item was "All in all I am satisfied with my job". Cronbach alpha for this scale was 0.95.

OCB on the other hand was measured using 4 items adopted from Williams and Anderson [34]. The four items were designed by Williams and Anderson to measure organisation-oriented helping behaviours (OCBO). A sample item was "Employees in my department protect and conserve university property". This scale had a reliability coefficient of 0.78. Lastly, the turnover intentions were measured with a 4-item scale borrowed from DeConinck and Stilwell [72] with a reliability index of 0.96. A sample item from this scale was: "I think a lot about leaving this university." Since all reliability coefficients were

greater than 0.7 [73], considered the adapted measures to be valid and reliable.

3.3 Data Analysis

The collected data were edited, coded, and analysed using Statistical Package for Social Scientists (SPSS v 20) and Analysis of Moment Structures (AMOS v 20). Data were screened to check for errors arising from incorrect data entry, outliers, missing values, and to confirm normality [73]. The study hypotheses were tested using structural equation modelling (SEM). Results were presented in form of respondents' characteristics, correlations, and direct and indirect path coefficients.

4. RESULTS AND DISCUSSION

4.1 Profile of Study Respondents

The majority were in the 40 to 49 year age bracket (35.5%), male comprising of 64.9%, were academic staff 55.1%, and employed on permanent terms (78.2%). Majority had masters' degree (43.6%) and had worked with the university for a period of 5–10 years representing (43.8%). These results showed that the respondents had worked in their institutions for long enough periods and they had a clear understanding regarding the issues that were under investigation.

4.2 Correlation Analysis

To assess the strength and direction of the relationship between the study variables we performed Pearson (r) correlation analysis. The correlation coefficients are shown in Table 1.

The correlational results in Table 1 showed that there are significant positive correlations between HRMPs and job satisfaction: (training: $r = .318$ $p < .001$; promotion: $r = .413$ $p < .001$;

performance appraisal: $r = .355$ $p < .001$; information sharing $r = .471$, $p < .001$). OCB was also positively correlated with HRMPs (training: $r = .142$ $p < .001$; promotion: $r = .187$ $p < .001$; performance appraisal: $r = .215$ $p < .001$; and information sharing $r = .318$, $p < .001$). These results imply that when employees perceive HRMPs as favourable, their job satisfaction and OCB may be enhanced. Furthermore, the results in Table 1 show that job satisfaction and OCB are significantly and positively correlated, implying that when job satisfaction improves, OCB tends to increase.

The results in Table 1 also show a significant positive correlation between job satisfaction and OCB ($r = .292$, $p < .001$). This implies that when University employees are satisfied with their job, OCB may be enhanced.

Furthermore, the results in Table 1 show that all HRMPs are significantly and negatively correlated with turnover intentions (training: $r = -.227$ $p < .001$; promotion: $r = -.301$, $p < .001$; performance appraisal: $r = -.266$ $p < .001$; and information sharing $r = -.293$ $p < .001$). This implies that HRMPs are improved, turnover intentions tend to go down.

Also, Table 1 shows that turnover intentions is negatively correlated with job satisfaction and OCB ($r = -.521$, $p < .001$ and $r = -.235$ $p < .001$ respectively) implying that when job satisfaction and OCB improve, turnover intentions tend to decrease.

4.3 Measurement Model

In this study, we used structural equation modelling (SEM) to test the seven research hypotheses. This was in line with Cheung and Lau's [74] recommendation which states that when testing models involving mediator variables, it is advisable to employ SEM.

Table 1. Correlation matrix

Construct	1	2	3	4	5	6	7
1 Training	.84						
2 Promotion	.434**	.81					
3 Performance appraisal	.488**	.449**	.82				
4 Information sharing	.397**	.402**	.442**	.88			
5 Job satisfaction	.318**	.413**	.355**	.471**	.95		
6 OCB	.142**	.187**	.215**	.318**	.292**	.78	
7 Turnover intention	-.227**	-.301**	-.266**	-.293**	-.521**	-.235**	.96

Source: Primary Data; **. Correlation is significant at the 0.001 level (2-tailed). Diagonal cells show reliability coefficient Cronbach alpha

They also proposed that in such a scenario, the BC bootstrap confidence intervals which can be easily obtained from AMOS should be used in examining the significance of the mediation effect. We therefore analysed the data in this study using SEM with AMOS version 20. We followed Anderson and Gerbing's [75] two-step approach whereby in the first step we tested the measurement model before testing the proposed structural model in the second step.

We evaluated the measurement model in three stages. First, we conducted confirmatory factor analysis (CFA) for first-order factors in of HRMPs. Second, we conducted CFA for the second-order measurement model of HRMPs wherein the four HRMPs were treated as first-order factors. Finally, we conducted the CFA for the overall measurement model in which all the major latent constructs were correlated with each other. We then used five-fit indices recommended by Bentler [76] to assess the goodness of model fit: CFI, TLI, RMSEA, and SRMR. According to Bentler [76], a good fit is achieved when the TLI exceeds 0.90, CFI exceeds 0.90, RMSEA is below 0.08 and SRMR is below 0.10. Our results showed that the second-order measurement model of HRMPs achieved good fit with standardized loadings ranging from between 0.65 and 0.89, with all p values less than 0.05. The overall measurement model fit was also good (χ^2 (df = 356) = 837.974, $p < 0.001$; $\chi^2/df = 2.35$, TLI = .940, CFI = 0.947, RMSEA = 0.053, and SRMR = 0.0441).

Both the composite reliability and average variance extracted were also calculated and the results showed that the constructs had high internal consistency where all the composite reliability scores were above 0.70. The square root of the average variance extracted (AVE) for each construct was greater than the corresponding inter-construct correlation estimates, suggesting that the discriminant validity was satisfied as recommended by Fornell and Larcker [77]. In addition, there was no problem of multicollinearity with the results since the correlation coefficients among the constructs did not exceed 0.75 as suggested by Kline [78].

4.4 Hypothesis Testing

To test the study hypotheses, we used SEM. The model included HRMPs as the independent variable, job satisfaction as the mediating variable and both OCB and turnover intentions as the dependent variables. Four HRMPs were

summed into one second order construct and labelled HRMP. The results of the structural model as illustrated in Fig. 2 provided a good fit to the data (χ^2 (df = 268) = 881.771, $p < 0.001$; $\chi^2/df = 2.396$; TLI = 938, CFI = 0.944, RMSEA = 0.054, and SRMR = 0.0520). In this model, HRMP accounted for 35% ($R^2 = 0.35$) of the variance in job satisfaction. Moreover, HRMP and job satisfaction together explained 15% of the variance in OCB and 30% of the variance in turnover intentions.

4.5 Direct Relationships

With regard to the regression path coefficients the results in Fig. 2 and Table 2, show that HRMPs had a positive and significant association with job satisfaction ($\beta = 0.588$, $p < 0.001$). The results also show that HRMPs explained 35% of the variance in job satisfaction ($R^2 = .35$). Therefore, Hypothesis 1 which predicted that *HRMPs will have a positive and significant relationship with job satisfaction* is supported.

Fig. 2 and Table 2 also shows that the path coefficient linking HRMPs to OCB was significant ($\beta = 0.226$, $p < 0.001$). Therefore Hypothesis 2 which proposed that *HRMPs practices will have a positive and significant relationship with OCB* is supported.

Furthermore the link from HRMPs to turnover intentions had a significant path coefficient ($\beta = -.124^*$, $p < .05$). Therefore, Hypothesis 3 which proposed that *HRMPs will have a negative and significant relationship with turnover intentions* is supported.

The results show significant path coefficient from job satisfaction to OCB ($\beta = .21$, $p < .001$). Therefore, Hypothesis 4 which expected that *Job satisfaction will have a positive and significant relationship with OCB* is supported.

Furthermore, there was a significant negative relationship between Job satisfaction will and turnover intentions ($\beta = -.465$, $p < .001$). Therefore, in the current study Hypothesis 5 is supported.

4.6 Indirect (Mediation) Relationships

The statistical significance of indirect paths was estimated using bootstrapping based on 2000 resampling technique [74]. According to Baron and Kenny [79], if the two direct paths from

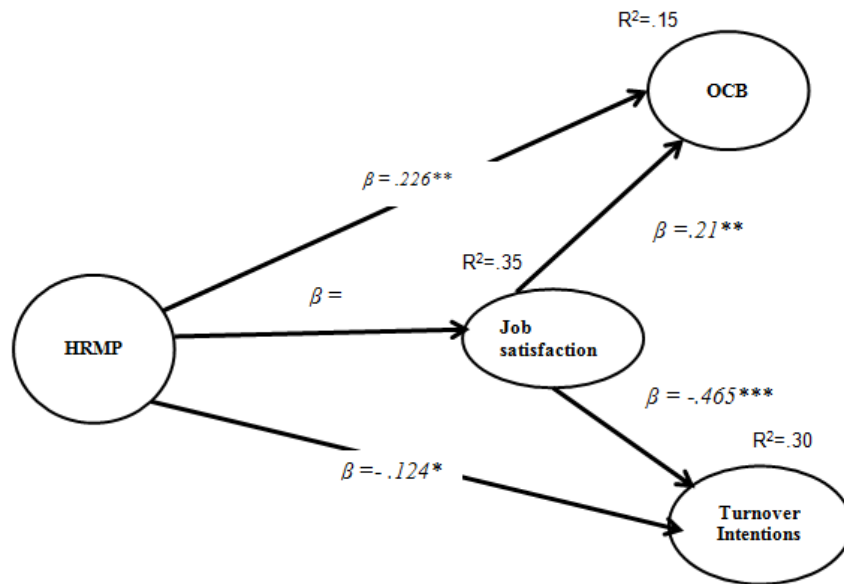


Fig. 2. Results of the Structural Model (standardised coefficients)

*** $p < .001$; ** $p < .01$, * $p < .05$; Notes: χ^2 (df = 368) = 881.276., $p < 0.001$; $\chi^2/df = 2.395$; TLI = .938; CFI = 0.944; RMSEA = 0.054, and SRMR= 0.0520.

Table 2. Direct, indirect and total effects

Equation	Direct effect	Indirect effect	Total effect	Proportion of Indirect Effect
HRMP -> JS	0.588***		0.588***	
HRMP-> OCB	0.226**	0.126*	0.352***	0.36
HRMP ->TOI	-0.124*	-0.273***	-0.397***	0.69
JS->OCB	0.214*		0.214*	
JS->TOI	-0.465***		-0.465***	

*** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$

independent variable to mediator and from the mediator to criterion variable are significant, then there is mediation. As already noted, HRMPs had a positive and significant direct effect on job satisfaction ($\beta = 0.588$, $p < 0.001$). Job satisfaction, in turn, had a significant and positive direct relationship with OCB ($\beta = 0.214$, $p < 0.01$). Therefore, the two conditions for mediation are fulfilled. Table 2 shows that the indirect effect of HRMPs on OCB, through job satisfaction is significant ($\beta = .126$; $p < .05$). Therefore, Hypothesis 6 which predicted that *job satisfaction will mediate the relationship between HRMPs and OCB* is supported.

With regard to mediation of job satisfaction between HRMPs and turnover intentions, Table 2 shows that the indirect path from HRMPs to turnover intentions via job satisfaction is significant ($\beta = -0.273$, $p < 0.001$). This result shows that job satisfaction acts as a mediator between HRMP and turnover intentions.

Therefore, *Hypothesis 7* which anticipated that *job satisfaction will mediate the relationship between HRMPs and turnover intentions* is supported.

Finally, to determine whether job satisfaction had a full or partial mediating effect between HRMPs and OCB and job satisfaction, we again used Baron and Kenny's [79] model. According to Baron and Kenny, when the regression coefficient for the pathway linking the predictor to the dependent variable remains significant in the presence of the mediator as shown in Fig. 2 and Table 2, there is partial mediation. Full mediation would occur if the direct path from the independent variable to the dependent variable became insignificant in the presence of the mediator. In this study, the direct path from HRMPs to OCB was significant ($\beta = 0.226$, $p < 0.05$) in the presence of the mediator (job satisfaction), which suggested that job satisfaction partially mediates the relationship

between HRMPs and OCB. Also, the direct path from the HRMPs (independent variable) to turnover intentions was significant ($\beta=-0.124$, $p < .05$) in the presence of the mediator (job satisfaction) which suggested that job satisfaction partially mediates the relationship between HRMPs and turnover intentions. Therefore, in the current study, we found that job satisfaction partially mediates the relationships between HRMPs and both OCB and turnover intentions.

4.7 Discussion

This study was aimed at exploring the mediating effect of HRMPs by job satisfaction on the OCB and turnover intentions of public university employees in Uganda. The study findings revealed, among others, that: first, HRMPs positively affect job satisfaction. Second, job satisfaction significantly and positively influences OCB. Third, both HRMPs and job satisfaction significantly and negatively affect turnover intentions. Fourth, job satisfaction partially mediates the effect of HRMPs on OCB and turnover intentions.

The finding that HRMPs significantly affect job satisfaction, OCB and turnover intentions was consistent with SET as well as the findings of other previous research [13],[80]. Some of these earlier studies also reported that employee perceptions of HRMPs had significant positive influence on OCB and turnover intentions. This finding therefore validated the works of those earlier researchers. Besides, it also reaffirmed the fact that the incorporation of employee perceptions of HRMPs into studies examining factors affecting employee outcomes contributes significantly towards understanding the aspects of HRM that can enhance organizational performance.

In this study, HRMPs accounted for a large proportion (35%) of the variance in job satisfaction. However, Edgar and Geare [81] reported that HRMPs explained 57.8 percent of variance in job satisfaction in the New Zealand. Also, Shafaei, Nejati and Yusoff [82] reported that HRMPs explained 45 per cent of variance in job satisfaction in Malaysia, while Sarker [83] found out that HRMPs accounted for 58% of the variance in job satisfaction in Bangladesh. Thus, consistent with other researchers, the results of this study suggested that HRMPs are important in influencing the feelings of university employees about their jobs in Uganda in spite of the fact that a whole 65% of the variance in job

satisfaction remains unexplained and must be attributed to factors not considered in this study.

Furthermore, the finding that the positive effects of HRMPs on both OCB and turnover intentions occur through job satisfaction was also in tandem with the works. The current study, however, discovered that job satisfaction only partially mediates the relationship between HRMPs and both OCB and turnover intentions. Yet, the effect of job satisfaction was established to be positive on OCB but negative on turnover intentions. In fact, the study revealed that the total variance explained by HRMPs and job satisfaction was 15% for OCB and 30 per cent for turnover intentions. Of these values, the indirect effect of HRMPs on OCB via job satisfaction accounted for 36 per cent of the variance explained, suggesting that job satisfaction is a significant mediator in this relationship. On the other hand, the indirect effect of HRMPs on turnover intentions via job satisfaction accounted for more than half (69%) of the total effects of both HRMPs and job satisfaction on turnover intentions, implying that job satisfaction is an important mediator in the HRMP-turnover intentions relationship.

The finding that both HRMPs and job satisfaction account for a small percentage of the variance in OCB, implying they are weak predictors of OCB in the Ugandan context. This slightly contradicted the works of earlier researchers like Snape and Redman [24] who opined that job satisfaction is one of the most important employee attitudes that predict OCB. It also slightly differed with the findings of Farooq et al. [67] who reported that job satisfaction has a stronger relationship with OCB than other employee attitudes. As noted, in this study HRMPs and job satisfaction explained only 15% of the variance in OCB. Therefore, other factors such as leadership style, organisational commitment, organisational justice and ethical climate which have been suggested as potential predictors of OCB by Snape and Redman [24] may explain the remaining variance. Therefore, future research in university setting may wish to consider these relationships.

5. CONCLUSIONS, LIMITATIONS AND FUTURE RESEARCH

5.1 Conclusion

Based on the findings of the study, we were able to draw the following conclusions. First, this study was a good response to the calls for more research by scholars such as Alfes et al. [13] and

Kehoe and Wright [15] on the mechanisms through which HRMPs influence employee OCB and turnover intentions. In fact, the study contributed additional literature on how HRMPs lead to high levels of job satisfaction and, in turn, enhances OCB and reduces turnover quit intentions. Second, this study also contributed to the job satisfaction literature by examining the effects of HRMPs on employees' job satisfaction. By examining these relationships, the current study addressed recent calls by Hauff, Richter and Tressin [84] for additional empirical work on the factors that help to increase job satisfaction in different contexts. Moreover, we tested the relationships among these variables in an under-researched setting (in a Sub-Saharan country). Therefore, the paper has demonstrated that although these HRM concepts and measures such as OCB, job satisfaction and turnover intentions were developed in western countries, they equally have significant implications like Hauff et al. [84] indicated for employees' attitudes and organisational performance in other parts of the world.

5.2 Limitations and Future Research

In spite of its contribution to the literature on the relationships among the examined variables, the current study has some limitations. First, the four HR practices used in the current study are not representative of all HRMPs used by organisations. This could explain why in this study HRMPs explained a smaller percentage of variance in job satisfaction (35%) compared to Edgar and Geare's [81] study which reported a whole 57.8%. In this study, the HRMPs and job satisfaction explained only 15% of the variance in OCB. This is a small percentage variance compared to previous studies such as Mkamwa [85] who found that HRMPs explained 52% of the variance in OCB and Rotundo and Sackett [86] who reported that 67% ($R^2 = 0.67$). Future studies may consider including other HRMPs such as rewards and participation. Second, although the results of the Herman's single-factor test in this study provided evidence that common method bias was not a problem, the effect of common bias cannot be entirely ruled out since data on all variables was collected using single-sourced self-reports. Future research may use multiple sources of data such as employees and their supervisors to investigate the same issues. Third, in the study, data were collected from only three Ugandan public universities. Thus, the findings of the current study cannot be generalised to the entire Ugandan higher

education context. To increase generalisability, future research may survey more universities, including private ones. Despite these limitations, this study still provides empirical support for the importance of job satisfaction as a mediating variable in the relationship between HRMPs and both employee OCB and turnover intentions.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

REFERENCES

1. Organ DW. The motivational basis of organizational citizenship behaviour'. In: Staw BM, Cummings LL. (Eds) *Research in Organizational Behavior*, JAI Press, Greenwich, CT. 1990;12:43-72.
2. Bateman TS, Organ DW. Job satisfaction and the good soldier: The relationship between affect and employee "citizenship". *Academy of Management Journal*. 1983; 26(4):587-595.
3. Mwesigwa R, Tusiime I, Ssekiziyivu B. Leadership styles, job satisfaction and organizational commitment among academic staff in public universities. *Journal of Management Development*. 2020;39(2):253-268.
4. Nabawanuka JW. Brain drain at African higher education institutions: The case of Makerere University (Doctoral dissertation, University of Georgia); 2011.
5. Office of the Auditor General Annual Report of the Auditor General on Financial Statements of GOU for the Financial Year Ended 30th June 2016. Office of Auditor General (OAG), Republic of Uganda; 2016.
6. Office of the Auditor General Annual Report of the Auditor General on Financial Statements of GOU for the Financial Year Ended 30th June 2019. Office of Auditor General (OAG), Republic of Uganda; 2019.
7. National Council for Higher Education, NCHE (2019), *The State of Higher Education and Training in Uganda 2017/18*; 2019. Available: <https://unche.or.ug/webpages/training.aspx>
8. Uganda Bureau of Statistics, UBOS Statistical Abstract; 2019 . The Republic of Uganda Available: <http://www.ubos.org>
9. Rwendeire A. Bringing the future to the present. The report of the visitation

- committee on Makerere University, 2016. Presented to H.E. General Yoweri K. Museveni, President of the Republic of Uganda. August. Kampala; 2017.
[Downloaded: 12- Oct- 2020].
Available:<http://www.education.go.ug/wp-content/uploads/2020/02/The-Report-of-the-Visitation-Committee-on-Makererere-University-2016-compressed-1.pdf> .
10. Office of the Auditor General Annual Report of the Auditor General on Financial Statements of GOU for the Financial Year Ended 30th June 2011. Office of Auditor General (OAG), Republic of Uganda.
 11. Uganda Bureau of Statistics, UBOS (2018) Statistical Abstract; 2012 .
The Republic of Uganda
Available:<http://www.ubos.org>
 12. Mostafa AMS. High-performance HR practices, work stress and quit intentions in the public health sector: Does person–organization fit matter? *Public Management Review*. 2016;18(8):1218-1237.
 13. Alfes K, Shantz AD, Truss C, Soane EC. The link between perceived human resource management practices, engagement and employee behaviour: A moderated mediation model. *International Journal of Human Resource Management*. 2013;24(2):330-351.
 14. Fan D, Cui L, Zhang MM, Zhu CJ, Härtel CE, Nyland C. Influence of high performance work systems on employee subjective well-being and job burnout: Empirical evidence from the Chinese healthcare sector. *International Journal of Human Resource Management*. 2014; 25(7):931-950.
 15. Kehoe RR, Wright PM. The impact of high-performance human resource practices on employees' attitudes and behaviours. *Journal of Management*. 2013;39(2):366-391.
 16. Gould-Williams JS, Gatenby M. The effects of organizational context and team working activities on performance outcomes: A study conducted in England local government. *Public Management Review*,. 2010;12(6):759-787.
 17. Husin S, Chelladurai P, Musa G. HRM practices, organizational citizenship behaviours, and perceived service quality in golf courses. *Journal of Sport Management*. 2012;26(2):143-158.
 18. Valeau PJ, Paillé P. The management of professional employees: linking progressive HRM practices, cognitive orientations and organizational citizenship behaviour. *International Journal of Human Resource Management*. 2019;30(19): 2705-2731.
 19. Obedgiu V, Nkurunziza G, Simiyu G, Lubogoyi B. An investigation of key predictors of organizational citizenship behavior of civil servants. *International Journal of Organization Theory & Behavior*. 2020;23(2):1093-4537.
DOI:10.11910.1108/IJOTB-03-2019-0041
 20. Ocen E, Francis K, Angundaru G. The role of training in building employee commitment: The mediating effect of job satisfaction. *European Journal of Training and Development*. 2017;41(9):742-757.
Available:<https://doi.org/10.1108/EJTD-11-2016-0084>
 21. Daly CJ, Dee JR. Greener pastures: Faculty turnover intent in urban public universities. *The Journal of Higher Education*. 2006;77(5):776-803.
 22. García-Chas R, Neira-Fontela E, Castro-Casal C. High-performance work system and intention to leave: A mediation model. *The International Journal of Human Resource Management*. 2014;25(3):367-389.
 23. Blau P. *Exchange and Power in Social Life*, Wiley, New York, NY; 1964.
 24. Snape E, Redman T. HRM practices, organizational citizenship behaviour, and performance: A multi-level analysis. *Journal of Management Studies*. 2010; 47(7):1219-1247.
 25. Foote DA, Tang TLP. Job satisfaction and organizational citizenship behaviour (OCB): Does team commitment make a difference in self-directed teams? *Management Decision*. 2008;46(6):933-947.
 26. Pio RJ, Tampi JRE. The influence of spiritual leadership on quality of work life, job satisfaction and organizational citizenship behavior, *International Journal of Law and Management*. 2018;60(2):757-767.
Available:<https://doi.org/10.1108/IJLMA-03-2017-0028>
 27. Memon MA, Sallaeh R, Baharom MNR, Nordin SM, Tin[g] H. The relationship between training satisfaction, organisational citizenship behaviour, and turnover intention. *Journal of*

- Organizational Effectiveness: People and Performance. 2017;4(3):267-290.
28. Messersmith JG, Patel PC, Lepak DP, Gould-Williams J. Unlocking the black box: exploring the link between high-performance work systems and performance. *The Journal of Applied Psychology*. 2011;96(6):1105-1118.
 29. Lepak DP, Liao H, Chung Y, Harden EE. A conceptual review of human resource management systems in strategic human resource management research. In J. J. Martocchio (Ed.), *Research in personnel and human resource management*, Greenwich, CT: JAI. 2006;25:217–271.
 30. Huang WR, Su CH. The mediating role of job satisfaction in the relationship between job training satisfaction and turnover intentions. *Industrial and Commercial Training*. 2016;48(1):42-52.
 31. Na-Nan K, Kanthong S, Joungtrakul J, Smith ID. Mediating effects of job satisfaction and organizational commitment between problems with performance appraisal and organizational citizenship behavior. *Journal of Open Innovation: Technology, Market, and Complexity*. 2020;6(3):64.
 32. Memon MA, Salleh R, Mirza MZ, Cheah JH, Ting H, Ahmad MS. Performance appraisal satisfaction and turnover intention: The mediating role of work engagement. *Management Decision*. 2019; 58(6):1053-1066.
 33. Podsakoff NP, Whiting SW, Podsakoff PM, Blume BD. Individual-and organizational-level consequences of organizational citizenship behaviours: A meta-analysis. *Journal of applied Psychology*. 2009; 94(1):122.
 34. Williams LJ, Anderson SE. Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviours. *Journal of Management*. 1991;17(3):601-617.
 35. Teh CJ, Boerhannoeddin A, Ismail A. Organizational culture and performance appraisal process: Effect on organizational citizenship behavior. *Asian Business & Management*. 2012;11(4):471-484.
 36. Zheng W, Zhang M, Li H. Performance appraisal process and organizational citizenship behavior. *Journal of Managerial Psychology*. 2012;27(7):732 – 752.
 37. Price JL. Reflections on the determinants of voluntary turnover. *International Journal of Manpower*. 2001;22(7):600-624.
 38. Lambert E, Hogan N. The importance of job satisfaction and organizational commitment in shaping turnover intent: A test of a causal model. *Criminal Justice Review*. 2009;34(1):96-118.
 39. Sun R, Wang W. Transformational leadership, employee turnover intention, and actual voluntary turnover in public organizations. *Public Management Review*. 2017;19(8):1124-1141.
 40. Locke EA. The nature and causes of job satisfaction. in Dunnette, M.D. (Ed.), *Handbook of Industrial and Organizational Psychology*, Rand McNally, Chicago, IL. 1976;1297-349.
 41. Spector PE. *Job satisfaction: Application, assessment, cause and consequences*. Thousand Oaks, CA: Sage; 1997.
 42. Vandenberg W. Motivation, job satisfaction and retention/turnover in the public sector. In *Human resource management in the public sector*. Edward Elgar Publishing. 2013; 214-235.
 43. Huselid MA. The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*. 1995;38:635–672.
 44. Rosser VJ, Tabata LN. An examination of faculty work: Conceptual and theoretical frameworks in the literature. In *Higher Education: Handbook of Theory and Research*. Springer, Dordrecht. 2010; 449-475.
 45. Khanna P, Sehgal M. A study of HRM practices and its effect on employees job satisfaction in private sector banks with special reference to ICICI banks in Ludhiana. *International Journal of Management*. 2016;4:36-43.
 46. Zamanan M, Alkhaldi M, Almajroub A, Alajmi A, Alshammari J, Aburumman O. The influence of HRM practices and employees' satisfaction on intention to leave. *Management Science Letters*. 2020;10(8):1887-1894.
 47. Ssesanga K, Garrett RM. Job satisfaction of university academics: Perspectives from Uganda. *Higher Education*. 2005;50(1):33-56.
 48. Amin M, Ismail WKW, Rasid SZA, Selemani RDA. The impact of human resource management practices on performance: Evidence from a Public University. *The TQM Journal*. 2014;26(2): 125-142.

49. Somech A, Drach-Zahavy A. Exploring organizational citizenship behaviour from an organizational perspective: The relationship between organizational learning and organizational citizenship behaviour. *Journal of occupational and organizational psychology*. 2004;77(3): 281-298.
50. Lu CY. HR practice and its impact on school efficacy enhancement, *School Administration Research*. 2006;43:82-95.
51. Shahani N. Human resource management practices and their impact on organisational citizenship behaviour in the public sector universities of Pakistan (Doctoral dissertation, Charles Sturt University Australia); 2015.
52. Lawrence J, Ott M, Bell A. Faculty organizational commitment and citizenship. *Research in Higher Education*. 2012; 53(3):325-352.
53. Kasekende F, Nasiima S, Otengei SO. Strategic human resource practices, emotional exhaustion and OCB: The mediator role of person-organization fit. *Journal of Organizational Effectiveness: People and Performance*. Ahead of print; 2020.
54. Dysvik A, Kuvaas B. The relationship between perceived training opportunities, work motivation and employee outcomes. *International Journal of Training and Development*. 2008;12(3):138-157.
55. Lam W, Chen Z, Takeuchi N. Perceived human resource management practices and intention to leave of employees: the mediating role of organizational citizenship behaviour in a Sino-Japanese joint venture. *The International Journal of Human Resource Management*. 2009; 20(11):2250-2270.
56. Chang K, Nguyen B, Cheng KT, Kuo CC, Lee I. HR practice, organisational commitment & citizenship behaviour. *Employee Relations*; 2016.
57. Santhanam N, Kamalanabhan TJ, Dyaram L, Ziegler H. Impact of human resource management practices on employee turnover intentions. *Journal of Indian Business Research*. 2017;9 (3):212-228.
58. Allen DG, Shore LM, Griffeth RW. The role of perceived organizational support and supportive human resource practices in the turnover process. *Journal of Management*. 2003;29(1):99-118.
59. Juhdi N, Pa'wan F, Hansaram RMK. HR practices and turnover intention: The mediating roles of organizational commitment and organizational engagement in a selected region in Malaysia. *The International Journal of Human Resource Management*. 2013; 24(15):3002-3019.
60. Nawaz MS, Siddiqui SH, Rasheed R, Iqbal SMJ. Managing turnover intentions among faculty of higher education using human resource management and career growth practices. *Review of Economics and Development Studies*. 2019;5(1):109-124.
61. Sung TP, Yee GCS, Bahron A, Rahim IHA. The influence of training, employee engagement and performance appraisal on turnover intention among lecturers in Sabah private higher education institutions. *Journal of Global Business and Social Entrepreneurship (GBSE)*. 2017;1(3):89-98.
62. Yousaf A, Sanders K, Yustantio J. High commitment HRM and organizational and occupational turnover intentions: The role of organizational and occupational commitment. *International Journal of Human Resource Management*. 2018; 29(10):1661-1682.
63. Amarnah S, Muthuveloo R. Human resource management practices and person-organization fit towards nurses' job satisfaction. *Management Science Letters*. 2020;10(14):3197-3206.
64. Randhawa G. Relationship between job satisfaction and turnover intentions: An empirical analysis. *Indian Management Studies Journal*. 2007;11(2):149-159.
65. Dechawatanapaisal D. Examining the relationships between HR practices, organizational job embeddedness, job satisfaction, and quit intention: Evidence from Thai accountants. *Asia-Pacific Journal of Business Administration*. 2018; 10(2/3):130-148. <https://doi.org/10.1108/APJBA-11-2017-0114>
66. Lin CY, Huang CK. Employee turnover intentions and job performance from a planned change: The effects of an organizational learning culture and job satisfaction. *International Journal of Manpower*, ahead-of-print; 2020. DOI: 10.1108/ijm-08-2018-0281
67. Farooq N, Bilal H, Khalil SH. Pay discrepancy and the mediating role of job satisfaction between pay satisfaction and organizational citizenship behavior: a case of the federal government of Pakistan.

- Journal of the Research Society of Pakistan. 2020;57(1):219.
68. Sendjaya S, Pekerti AA, Cooper BK, Zhu CJ. Fostering organisational citizenship behaviour in Asia: The mediating roles of trust and job satisfaction. In *Leading for High Performance in Asia*. 2019;1-18.
 69. Tett RP, Meyer JP. Job satisfaction, organizational commitment, turnover intention, and turnover: path analyses based on meta-analytic findings. *Personnel Psychology*. 1993;46(2):259-293.
 70. Martin MJ. Influence of human resource practices on employee intention to quit (Doctoral dissertation, Virginia Tech); 2011.
 71. Wanous JP, Reichers AE, Hudy MJ. Overall job satisfaction: How good are single-item measures? *Journal of Applied Psychology*. 1997;82:247-252.
 72. DeConinck JB, Stilwell CD. Incorporating organizational justice, role states, pay satisfaction and supervisor satisfaction in a model of turnover intentions. *Journal of Business Research*. 2004;57(3):225-231.
 73. Field A. *Discovering Statistics using SPSS* (2nd ed), Sage; 2005.
 74. Cheung GW, Lau RS. Testing mediation and suppression effects of latent variables: Bootstrapping with structural equation models. *Organizational Research Methods*. 2008;11(2):296-325.
 75. Anderson JC, Gerbing DW. Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*. 1988;103(3):411-423).
 76. Bentler PM. *EQS 6 Structural Equations Program Manual*. Encino: Multivariate Software, Inc; 2006.
 77. Fornell C, Larcker DF. Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*. 1981;18(1):39-50.
 78. Kline RB. *Principles and practice of structural equation modeling*. Guilford Press. New York; 2005.
 79. Baron RM, Kenny DA. The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*. 1986;51(6):1173.
 80. Ling FYY, Ning Y, Chang YH, Zhang Z. Human resource management practices to improve project managers' job satisfaction. *Engineering, Construction and Architectural Management*. 2018;25(5): 654-669.
Available: <https://doi.org/10.1108/ECAM-02-2017-0030>
 81. Edgar F, Geare A. HRM practice and employee attitudes: Different measures–different results. *Personnel Review*. 2005; 34(5):534-549.
 82. Shafaei A, Nejati M, Mohd Yusoff Y. Green human resource management: A two-study investigation of antecedents and outcomes, *International Journal of Manpower*, ahead-of-print; 2020.
 83. Sarker AR. Increasing employee job satisfaction as well as organizational performance through effective HRM practices in private commercial banking sector of Bangladesh. *Journal of Economics and Sustainable Development*. 2014;5(10):157-165.
 84. Hauff S, Richter NF, Tressin T. Situational job characteristics and job satisfaction: The moderating role of national culture. *International Business Review*. 2015;24(4): 710-723.
 85. Mkamwa TF. The impact of high performance work systems in Irish companies: an examination of company and employee outcomes (Doctoral dissertation, Dublin City University); 2009.
 86. Rotundo M, Sackett PR. The relative importance of task, citizenship, and counterproductive performance to global ratings of job performance: A policy-capturing approach. *Journal of Applied Psychology*. 2002;87(1):66.

© 2020 Tumwesigye et al.; This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Peer-review history:
 The peer review history for this paper can be accessed here:
<http://www.sdiarticle4.com/review-history/64380>