

“Job embeddedness and its connection with person-organization fit among Saudi Arabian employees”

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ARTICLE INFO

Shaha Faisal (2022). Job embeddedness and its connection with person-organization fit among Saudi Arabian employees. *Problems and Perspectives in Management*, 20(2), 348-360. doi:[10.21511/ppm.20\(2\).2022.29](https://doi.org/10.21511/ppm.20(2).2022.29)

DOI

[http://dx.doi.org/10.21511/ppm.20\(2\).2022.29](http://dx.doi.org/10.21511/ppm.20(2).2022.29)

RELEASED ON

Friday, 03 June 2022

RECEIVED ON

Thursday, 07 April 2022

ACCEPTED ON

Friday, 20 May 2022

LICENSE



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JOURNAL

"Problems and Perspectives in Management"

ISSN PRINT

1727-7051

ISSN ONLINE

1810-5467

PUBLISHER

LLC “Consulting Publishing Company “Business Perspectives”

FOUNDER

LLC “Consulting Publishing Company “Business Perspectives”



NUMBER OF REFERENCES

80



NUMBER OF FIGURES

1



NUMBER OF TABLES

10

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BUSINESS PERSPECTIVES



LLC "CPC "Business Perspectives"
Hryhorii Skovoroda lane, 10,
Sumy, 40022, Ukraine
www.businessperspectives.org

Received on: 7th of April, 2022
Accepted on: 20th of May, 2022
Published on: 3rd of June, 2022

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Conflict of interest statement:
Author(s) reported no conflict of interest

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JOB EMBEDDEDNESS AND ITS CONNECTION WITH PERSON-ORGANIZATION FIT AMONG SAUDI ARABIAN EMPLOYEES

Abstract

Job embeddedness and person-organization fit are two constructs that reflect employees' attachment toward their organizations. While job embeddedness enhances employees' affection, person-organization fit involves the value convergence with the organization. Therefore, the two constructs facilitate continuance in employment. The study attempted to identify the relationship between job embeddedness, person-organization fit, and human capital among the Saudi workforce. Data for the study were collected from 190 full-time employees employed in various organizations in Saudi Arabia. Convenient sampling was used to collect data. The respondents belong to different demographic categories. The data were analyzed using SPSS and structural equation modeling (SEM) techniques. Three hypotheses were formulated for the study to denote the relationships between the variables. For all the hypotheses formulated in the study, t-values (0.71, 0.88, and 0.84) showed a five percent level of significance. The research results thus indicated a significant positive relationship between job embeddedness, person-organization fit, and human capital. The relationship between the constructs and demographic variables was also examined. The findings are significant as the identified constructs help dealing with turnover intention, which is a bane for any organization. Therefore, the results could be used to identify retention strategies.

Keywords

job embeddedness, person-organization fit, human capital, turnover, turnover intention

JEL Classification

J24, L20, M12

INTRODUCTION

Turnover, in any form, is disruptive and expensive for organizations. It is expensive as organizations require investing a significant amount of resources in recruiting, selecting, and training fresh talents. Turnover leads to considerable direct and indirect costs to the organization. It also indirectly affects the morale of existing employees and reduces productivity (Johnson, 1995; Rainey, 2003; Faisal et al., 2020). These aspects call for organizations to understand and accord serious focus on the various factors that influence intention to leave. They should also strive to reduce employee turnover. Many social scientists have attempted to investigate why people choose to stay with an organization or leave. This topic is high in the mind of industry leaders due to the arduous outlays connected with it.

Recent theory and research on voluntary turnover intentions include multiple dimensions such as perceived availability, number and type of job alternatives, and commitment levels. However, such turnover models have focused chiefly on attitudinal constructs like job satisfaction and organizational commitment (Holtom & O'Neill, 2004; Mohapatra & Sharma, 2010). Though such models succeeded in predicting turnover, they exhibited only limited scope (Mallol et al., 2007). These efforts got a fillip when Mitchell et al. (2001) proposed the heterogeneous concept of job embeddedness (JE).

JE is an offshoot of employee turnover theories, which evolved over the last half-century. While employee turnover addresses why employees leave, JE discusses why they stay with the organization. Unfortunately, though multiple empirical examinations about employee turnover and turnover intention are available, only limited literature exists about JE (Zhao & Liu, 2010). JE addresses individuals' needs and well-being, including links, fit, and sacrifices (Mitchell et al., 2001). Links connect people to groups and teams; fit aims to define how individuals best fit into the job, community, and organization through their viewpoints. Sacrifice facilitates alterations or changes in the job.

Person-organization fit (P-O fit) has recently gained increased importance in management literature due to its importance in influencing employment relationships. In addition, studies have found P-O fit to predict turnover intentions significantly (Howell & Costley, 2006; Jin et al., 2018). Since multiple employee outcomes are associated with P-O fit, there is a definite need to understand the various mechanisms by which it interacts in the workspace and gather further insight into dealing with employees and successfully meeting their needs. Further, the importance of human capital (HC) in organizations has risen remarkably. HC involves the sum of one's knowledge, skills, competency, and experience connected to the environment. The concept is now accorded strategic focus, as it is considered capable of reducing turnover drastically.

On the other hand, turnover could lead to HC losses, negatively affecting organizational performance (Shaw et al., 2013). Though past empirical examinations have identified the linkages between JE and intention to quit, several vital aspects remain unaddressed. Some of them include the relationship with related concepts like P-O fit, human capital (HC), etc. Both JE and P-O fit are likely to result in turnover intentions. Further, no studies were seen conducted in the Saudi Arabian context. The present paper attempts to fill this gap in the literature.

1. LITERATURE REVIEW AND HYPOTHESES

Adequate literature has accumulated about JE, P-O Fit, and HC, and a few related studies are reviewed and presented as follows.

1.1. Theoretical underpinnings

Employee turnover theories evolved over the last half a century. The theory can be grouped under traditional or nontraditional frameworks. The former framework involves attitudinal models, focusing on job satisfaction and dissatisfaction (Felps et al., 2009; Holtom & Inderrienden, 2006). The traditional attitudinal turnover theories were in force until the end of the previous century. During this period, concepts like job satisfaction, commitment, and the like were in vogue (Felps et al., 2009).

In contrast, the nontraditional theories countered the traditional attitudinal constructs. They focused on and provided a remarkable shift providing a better understanding of the turnover of

employees (Bergiel et al., 2009; Firmand, 2010). As a result, the nontraditional theories marked significant advances and enriched turnover literature. However, the nontraditional theories got a fillip when Mitchell et al. (2001) enriched the framework by including the construct of JE.

Job embeddedness theory proposes that the embeddedness of employees involves a two-dimensional framework. According to this framework, individuals embed specific psychological images, which make them attached to their respective organizations. When this occurs, separating them from their organization becomes difficult. The framework also provides the perceptions of individuals connected to their organizational life. The theory thus suggests that embedded employees generate a sense of attachment to their organizations (Mitchell et al., 2001) and fit well with their jobs.

Further, JE could initiate an element of sacrifice among employees. Based on these directions, exploring theories on JE could open up a multitude of avenues that could facilitate the development of

appropriate strategies that encourage employees to continue with their respective organizations. In addition, an empirical examination of these aspects could broaden the literature about JE (Zhao & Liu, 2010).

P-O Fit has been studied in the backdrop of the conservation of resources theory proposed by Hobfoll (1989). Based on the theory, Jin et al. (2018) found that those with an excellent P-O fit in value congruence are more likely to engage in extra-role behaviors. Thus, through comradeship, P-O fit can help achieve social needs (Jin et al., 2018; Howell & Costley, 2006). These theoretical approaches are perfect for providing alternative reasons regarding why individuals leave and directing human resource professionals and organizational leaders toward practical insights to help them develop ways to keep them.

1.2. Job embeddedness

Literature about embeddedness is still evolving. Why employees opt to stay in an organization is now a matter of deep interest among practitioners and researchers. Mitchell et al. (2001) attempted to answer this puzzle when they introduced the concept of JE. According to them, the concept of JE is heterogeneous and multidimensional and is evolving. Various on-the-job and off-the-job factors of one's present state combine to predict JE (Yao et al., 2004). Such factors are over and above the general constructs like job satisfaction and organizational commitment. JE has been found to predict variance in turnover intentions, which is evident across cultures (Ghosh & Gurunathan, 2015; Mallol et al., 2007; Ramesh & Gelfand, 2010; Tanova & Holtom, 2008). According to Mitchell et al. (2001), JE has three dimensions presented in Table 1.

Against these three factors, JE involves the combined effects of a three-by-two matrix with six sub-dimensions, including organizational and community levels. Each dimension is negative-

ly related to turnover (Mitchell et al., 2001). The increase in strength of each dimension enhances how the individual is tied to the organization. This could, in turn, reduce turnover intentions. The multidimensional model of JE identifies the contextual antecedents of how individuals are embedded within the different dimensions, thus impacting performance outcomes (Kiazad et al., 2015). The fit and links dimensions would enable employees to fulfill job responsibilities efficiently and effectively and facilitate the acquisition of organizational resources (Kiazad et al., 2015).

JE is a broad-based retention construct involving two dimensions that could predict turnover intentions – on- and off-the-job embeddedness. In addition, JE influences a host of withdrawal behaviors, including reduced organizational citizenship behavior (OCB) and performance and enhanced levels of absenteeism (Cho & Son, 2012). On-the-job embeddedness could help enhance commitment and have a direct effect on absences. In addition, it could help reduce turnover substantially. Ramesh and Gelfand (2010) generalized the JE model across cultures. Their cross-cultural investigation found that the JE has applicability in both individualistic and collectivist cultures. Their study also succeeded in expanding the scope of JE by extending it to family embeddedness. Bergiel et al. (2009) found the ability of JE to mediate the relationship with employee compensation, leadership support, career advancement, and intention to quit.

Low JE reduces performance levels and has a high employee turnover level (Lee et al., 2004). On the other hand, Eslamlou et al. (2021) found JE to mediate between career satisfaction and creativity in organizations. It is also positively related to innovative behavior (Ng & Feldman, 2010). Ghosh and Gurunathan (2015), through a review of a decade of literature, found JE to predict organizational citizenship behavior (OCB) and job performance.

Table 1. Dimensions of JE

No	Dimension	Description
1	Links	Various formal or informal connections between an individual and his organization.
2	Fit	Perceived compatibility of an individual with his respective organization and its environment.
3	Sacrifice	Costs or benefits that an individual could lose by quitting his job. This could also include both material and psychological benefits.

1.3. Person-organization fit (PO-fit)

P-O fit is a well-studied concept that sheds insight on how employees perceive their relationship with their organization. P-O fit is the compatibility between individual and organizational characteristics (Kristof, 1996). A similar definition was proposed by Mathis and Jackson (2010) when they identified it as the agreement between individual and organizational factors. Thus, P-O fit is the degree of compatibility or identification determined by how well the employee's needs are met, how content the employee is with his organization, or how precisely an individual's personality is matched (Kristof-Brown et al., 2005). P-O fit could involve actual fit and perceived fit (Van Vuuren et al., 2007). While the actual fit involves indirect measurement based on the organizational and personal characteristics, perceived fit involves the direct measurement of employees' estimations of their P-O fit. P-O fit is studied under various dimensions presented in Table 2.

According to Schneider et al. (1995), this compatibility between the employee and organizational values represents a measure of P-O fit, which could predict workplace behavior and organizational performance. High levels of P-O fit are critical to maintaining the workforce with flexibility and organizational commitment needed to address market competition. In addition, it has been found to influence work attitudes like organizational commitment and turnover intentions (Silverthorne, 2004; Ambrose et al., 2008). P-O fit has an adverse relationship with turnover intention (Hoffman & Woehr, 2006; Verquer et al., 2003). Thus, P-O fit contributes to a robust relationship between employees and their organizations, making it more difficult for employees to quit even if more excellent alternative opportunities are available (Jin et al., 2018).

P-O fit aids in the retention of loyal followers, thereby conserving valuable organizational resources. It also inspires employees to engage in

followership behavior by satisfying psychological needs such as comradeship, social service, and identity with a worthwhile cause (Howell & Costley, 2006). These things can improve employee self-concept within the firm. The added personal resources gained through P-O fit, in turn, help reduce turnover intention (Jin et al., 2018).

Verquer et al. (2003) examined the relationship between P-O fit and a few attitudinal outcomes through a meta-analytical study. The study found that P-O is related to the intention to quit and organizational commitment. The same results were found by Biswas and Bhatnagar (2013) and Resick et al. (2007). Hoffman and Woehr (2006) and Kim et al. (2013) found a positive relationship between P-O fit and task performance. The relationship of P-O fit with organizational identification was examined by Cable and DeRue (2002). Finally, Siegall and McDonald (2004) examined the effect of P-O fit on burnout and found a significant negative association. Thus, high levels of P-O fit can deal with stress and burnout through reduced emotional exhaustion. Further, a high P-O fit also enhances proactive behaviors and heightened self-concepts through comradeship, reducing turnover intentions (Jin et al., 2018).

Since both JE and P-O fit, identified for the study, are found to predict turnover intentions, the current investigation is expected to explain the antecedents of employee intention to quit. The study is, as such, expected to present a different perspective of intention to quit.

1.4. Human capital (HC)

The roots of HC can be traced to the early 1960s when Schultz (1961, p. 140) identified it as the "knowledge, skills, and abilities of the people employed in an organization." This was later revised by Schultz (1981, p. 21) when he defined it as "all human abilities to be either innate or acquired." More recently, Bontis et al. (1999, p. 391) defined

Table 2. Dimensionality of P-O fit

No.	Dimensionality	Reference
1	Value congruence	Chatman (1991), O'Reilly et al. (1991)
2	Goal congruence	Vancouver and Schmitt (1991)
3	Match between employee needs and preferences at the workplace	Cable and Judge (1994), Ambrose et al. (2008)
4	Match between individual personality and organizational culture	Bowen et al. (1991)

it as “the human factor in the organization; the combined intelligence, skills, and expertise that gives the organization its distinctive character.”

Thus, HC is the sum of one’s knowledge, skills, competency, and experience connected to the environment. Sheffin (2003) identified HC as the stock of skills and knowledge facilitating labor performance to produce economic value. According to Frank and Bernanke (2007), HC is “an amalgam of factors such as education, experience, training, intelligence, energy, work habits, trustworthiness, and initiative that affect the value of a worker’s marginal product.” It is also identified as expandable, self-generating, and shareable (Crawford, 1991), contributing to competitive advantage.

Earlier HC theories suggested that firms should desist from investing in the workforce’s skills as it could lead to increased employee turnover (Becker, 1964). This has undergone a sea change. Based on the social exchange theory, it is suggested that employees reciprocate investment in their development, and they tend to stay in their respective organizations (Koster et al., 2011). Recently the importance of HC has risen remarkably and is now accorded strategic focus ever since the share of physical capital in GDP fell drastically across the globe. Due to this, the concept of the knowledge economy has come into being. Employee turnover could lead to HC losses, negatively affecting organizational performance (Shaw et al., 2013).

On the other hand, various components of HC – higher education levels and employee experience – could enhance performance and resultant profitability. Based on the literature review, the objectives of the study are to study the relationship between JE and P-O fit of the Saudi workforce and the relationship between JE and HC of the Saudi workforce. In addition, it examines the relationship between HC and P-O Fit among Saudi Arabian employees and identifies the difference in the constructs identified for the study based on the different demographics of the sample. Thus, the following hypotheses were formulated to be tested for their tenability:

H1: There is a significant positive relationship between JE and P-O fit.

H2: There is a significant positive relationship between JE and HC.

H3: There is a significant positive relationship between HC and P-O fit.

2. DATA AND METHODOLOGY

Data for the study were collected online with the help of a few standardized questionnaires.

2.1. Measures

The job embeddedness scale developed by Holtom et al. (2006) was used to measure JE. The scale has 16 items on a five-point scale. This questionnaire was selected as it exhibited good reliability and validity and has been used extensively (Khalid et al., 2021). A few samples of items on the scale include.

- a. “If I stay with my organization, I will be able to achieve most of my goals.”
- b. “My job utilizes my skills and talents well.”

P-O fit was measured by the Person organization fit scale adopted by Findık et al. (2013). The questionnaire has 10 items on a five-point scale. A few samples of items are:

- a. “The organization where I work meets my all expectations.”
- b. “I have the ability and skill that my organization demanded from me.”

2.2. Control variables

Age, gender, experience, and income have influenced JE (Giosan, 2003; Nguyen et al., 2017). Therefore, demographic variables were used in this study as control variables between JE and P-O fit. The potential respondents were emailed the link to the survey to collect data, explaining the study. A reminder to respond to the survey was sent after two weeks to non-respondents. This procedure yielded a total response of 190, used for the analysis. The respondents belonged to various demographics, which are presented in Table 3. The minimum age of the sample was 20 years, and the maximum was 58. The average

age was 32.14 years. The overall experience ranged from less than a year to 32 years. The average age was 8.42, and the standard deviation was 6.66.

Table 3. Demographics

Particulars		Number	Percentage
Gender	Male	141	74.2
	Female	49	25.8
Qualifications	Graduate	124	65.3
	Master Graduate	48	25.3
	Doctorate	18	9.5
Marital status	Married	96	50.5
	Unmarried	94	49.5
Age	20-30	89	46.84
	31-40	76	40.00
	41-50	15	7.89
	51 and above	10	5.26
Total Experience	0-5	75	39.47
	6-10	59	31.05
	11-15	28	14.74
	16-20	14	7.37
	21 and above	14	7.37
	Experience with the current organization	Less than 3	63
3-7		83	43.68
8-11		30	15.79
12-16		8	4.21
	17 and above	6	3.16

Now labor is identified as a productive asset and is accorded strategic importance. Increasingly the term human capital is used to denote the labor force. For example, Hendricks (2002) identified HC as the volume of knowledge, technical skills, and experience gained. Human capital is neither physical capital nor financial capital. Becker (2002) defined it as knowledge, skill, creativity, and health. According to Namasivayam and Denizci (2006), it involves knowledge, education, work competence, and a few psychometric evaluations. Accumulated knowledge and HC directly influence the efficiency of any organization. The present study considered qualification, age, and experience to include HC based on these views.

2.3. Common method bias

Since the data for the study were collected based on self-reported responses from a single survey, the common method bias was examined. This was done through Harman's single-factor test, which facilitates the examination of bias's seriousness (Podsakoff et al., 2003). All items were subjected

to exploratory factor analysis (FA), using principal component analysis with varimax rotation. Rather than a single factor, the FA revealed six factors with eigenvalues greater than 1.0 with a total variance of 63.41%. Furthermore, the first component accounted for almost 37% of the overall variance, indicating no single general factor. Thus, common method bias is ruled out.

2.4. Measurement of reliability and validity

The reliability was assessed using Cronbach's Alpha (Nunnally, 1978). Table 4 presents the reliability values. It can be observed that the Alpha values meet the stipulations of 0.70, as suggested by Nunnally (1978). This shows that the questionnaires have reliability.

Table 4. Reliability and validity measures

No.	Variables	Cronbach Alpha	AVE	CR	JE	POF	HC
1	JE	0.88	0.68	0.93	1	–	–
2	POF	0.89	0.78	0.87	0.67	1	–
3	HC	0.83	0.63	0.81	0.88	0.64	1

Exploratory and confirmatory factor analyses were done to examine the validity (Kaur & Sharma, 2015). For construct validity, there need to be convergent and discriminant validities. The average variance extracted (AVE) facilitates the ascertainment of convergent validity. According to Fornell and Larcker (1981) and Gefen et al. (2000), the minimum acceptable value for AVE is a minimum of 0.50 for each variable. The AVE presented in Table 4 (between 0.63 and 0.78) confirms the convergent validity. Furthermore, the composite reliability (CR) that varied between 0.81 and 0.93 is within the minimum value of 0.60 stipulated by Bagozzi et al. (1991). Thus, the results are an intimate exceptional CFA model fit.

The discriminant validity was also assessed, which is presented in Table 5. The results meet the specification of Hulland (1999). From the matrix, it is evident that all the *r* values are less than 0.70 (Anderson & Gerbing, 1988). The *r* values are also less than the square root of AVE (Fornell & Larcker, 1981), presented in the diagonal. These results indicate discriminant validity. Finally, Table 6 provides the fit indexes. It confirms that all the fit indices in the proposed model enjoy robust fit.

Table 5. Discriminate validity

Constructs	JE	POF	HC
JE	1	–	–
POF	0.12	1	–
HC	0.32	0.15	1

Table 6. Fit index

Index	Criteria	Obtained value	Reference
Chi-square/df	< 3	1.06	Bentler (1990)
Goodness of fit index (GFI)	≥ 0.90	0.97	Hair et al. (2010)
Root mean square error of approximation (RMSEA)	≤ 0.08	0.05	Diamantopoulos and Siguaw (2000)
Root mean square residual (RMR)	≤ 0.08	0.05	Hu and Bentler (1999)
Comparative fit index (CFI)	≥ 0.90	0.91	Hu and Bentler (1999)
Incremental fit index (IFI)	≥ 0.90	0.91	Bollen (1989)
Tucker-Luis Index (TLI)	≥ 0.90	0.97	Byrne (1994)

3. RESULTS AND DISCUSSION

The data collected were analyzed using SPSS and R-programing. The proposed path diagram was examined with structural equation modeling (SEM) using R-program. SEM was used, and it facilitated the simultaneous testing of relationships and the hypotheses formulated for the study. Table 7 presents the descriptive statistics of the variables. The mean value shows relatively good JE (61.1), P-O fit (37.0), and HC (42.0) scores.

Table 7. Descriptive statistics

Variables	Min	Max	Mean	SD
Job embeddedness	17.0	80.0	61.1	9.54
P-O fit	11.0	50.0	37.0	6.9
Human capital	8.0	91.0	42.0	14.1

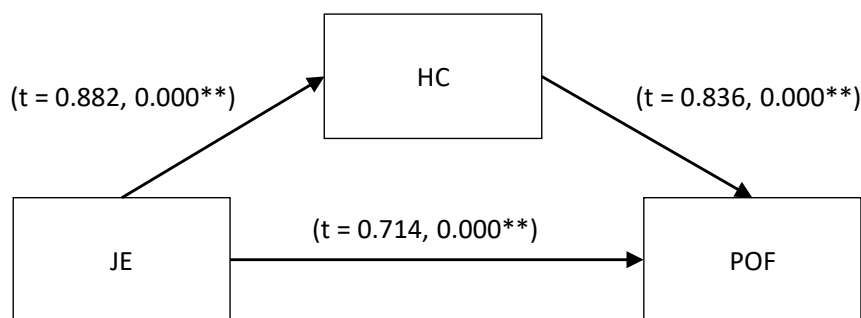


Figure 1. Structural equation modeling

Table 8 presents the results of the hypothesis tests. It was observed that robust t-values are evident for all the paths. H1 (JE → POF) had a t-value of 0.71, significant at 0.05. H2 (JE → HC) also had a robust t-value of 0.88 (significant at 0.01 level). H3 (HC → POF) had a t-value of 0.84, also significant at 0.05. Thus, all the paths, and, hence, the model proposed for the study are accepted. The final model is presented in Figure 1.

Table 8. Hypothesis testing

Hypothesis	't' statistics	Sig
H1 JE → POF	0.71	0.000**
H2 JE → HC	0.88	0.000**
H3 HC → POF	0.84	0.000**

Note: ** 5 percent level of significance.

An attempt was also made to examine any differences among the demographics and the variables identified for the study. Towards this, t-test and ANOVA were done, and the results are presented in Tables 9 and 10. It can be observed that no significant difference was found in the demographics like gender and marital status. However, a significant difference at a 0.01 level was observed in the analysis of a home ownership. For all the three variables, those owning a home had high JE and P-O fit levels. This is evident from the high mean values observed for those owning a home.

ANOVA helped to know the differences based on qualification, and the results are presented in Table 10. It can be observed that a significant difference was observed in JE based on qualification. The other two variables did not have any significant difference.

Table 9. Data and t-value based on demographics

Variables	Demographics	N	Mean	Std. deviation	t-value
Gender					
JE	Male	141	61.47	9.32	.88*
	Female	49	60.08	10.16	
P-O fit	Male	141	36.84	7.07	.49*
	Female	49	37.41	6.31	
Human capital	Male	141	42.49	14.85	.66*
	Female	49	40.86	11.67	
Marital status					
JE	Married	96	61.323	10.58	.31*
	Unmarried	94	60.894	8.39	
P-O fit	Married	96	36.667	7.80	.65*
	Unmarried	94	37.319	5.79	
Human capital	Married	96	48.323	14.82	6.99**
	Unmarried	94	35.543	9.81	
Ownership of home					
JE	Yes	66	63.23	9.31	2.26**
	No	124	59.98	9.50	
P-O fit	Yes	66	39.03	6.20	3.05**
	No	124	35.90	6.98	
Human capital	Yes	66	46.41	16.37	3.22**
	No	124	39.65	12.16	

Note: * not significant, ** correlation is significant at the 0.01 level.

Table 10. Data and ANOVA based on qualification

Demographics	Sum of squares	Df	Mean square	F	Sig.
Job embeddedness	Between groups	2	304.27	3.43**	.03
	Within groups	187	88.71		
	Total	189			
P-O fit	Between groups	2	135.12	2.92*	.06
	Within groups	187	46.25		
	Total	189			
Human capital	Between groups	2	199.14	1.00*	.37
	Within groups	187	198.85		
	Total	189			

Note: ** significant at 0.05 level, * not significant.

4. DISCUSSION

The study has brought out certain exciting findings. In the current industrial era, there is a definite need for a committed, agile, and stable workforce with low levels of turnover. The findings suggest turnover intention and actual turnover can be reduced through employees and organizations having compatible values and effectively serving their followership roles. Individuals have a fundamental motive to belong and control their work environment. Therefore, such behaviors facilitated through higher JE and P-O fit could trigger fol-

lowership (Yu, 2009). Another aspect that helps followership and protects valued resources is HC.

Further, these constructs connect employees with their respective organizations and ensure their psychological binding. The findings of the study have multiple theoretical and practical applications. Though few earlier studies have been conducted regarding the relationship between JE and P-O fit, the present study has extended the literature with respect to HC. Finally, the study is the first to be conducted among Saudi Arabian samples.

CONCLUSION

The outcomes of the present study have several implications and lessons in organizational behavior and the management of human resources. The study aimed to identify the relationship between JE, P-O fit, and HC among the Saudi workforce. The hypotheses for the study were formulated accordingly. The formulated hypotheses were tested using structural equation modeling (SEM). The study results clearly state that JE has a significant positive relationship with P-O fit and HC. Furthermore, P-O fit also has a significant positive relationship with human capital. The study also assumes significance that since the share of physical capital in GDP has fallen dramatically over the world, the importance of HC has risen dramatically and is now given strategic focus.

As the other variables studied could influence employee turnover intention and actual turnover and create undue hardships and losses to organizations, they need to be given utmost focus and importance. For instance, P-O fit is found to aid the retention of loyal employees, thereby helping to conserve valuable organizational resources. As such, organizations need to consider measures that could enhance JE and P-O fit levels. Employees need to maintain and protect their fit perceptions, as they produce a favorable psychological climate resulting in reduced intention to turnover. Further, they should be provided with appropriate development of their skills and attitudes so that the HC is maintained at sufficiently higher levels. Toward this, HC needs to be accorded strategic importance. This would help the organizations to face competitive forces and take the organization to higher levels.

The study has a few limitations, like any other empirical examination, which must be considered. For instance, the sample size was limited to 190, which is a potential constraint. Future studies could consider higher cross-sectional samples. Further, the samples were collected from Saudi Arabia. A comparative study with data from other countries or regions will help identify if culture has any impact on the relationships. Future researchers could examine this aspect. Such studies could also focus on the effects of various cultural aspects in strengthening the relationship between the variables. This aspect could be significant, particularly in other multiethnic countries where employees of various ethnicities associate together at the workplace.

The present study has added the dimensions of HC, which will help trigger further studies in this interesting area. Further, it is expected that more studies will be undertaken in Saudi Arabia about the importance of these concepts and how they can enhance the competitiveness of the Saudi industry. The present study was undertaken with a modest sample size of 190. Future studies could also be undertaken with a larger sample to identify the relationship of the constructs with turnover intention or actual turnover and certain other related organizational behavioral constructs.

AUTHOR CONTRIBUTIONS

Conceptualization: Shaha Faisal.

Data curation: Shaha Faisal.

Formal analysis: Shaha Faisal.

Investigation: Shaha Faisal.

Methodology: Shaha Faisal.

Software: Shaha Faisal.

Supervision: Shaha Faisal.

Validation: Shaha Faisal.

Visualization: Shaha Faisal.

Writing – original draft: Shaha Faisal.

Writing – review & editing: Shaha Faisal.

ACKNOWLEDGMENTS

This publication was supported by the Deanship of Scientific Research at Prince Sattam Bin Abdulaziz University, Alkharj, Saudi Arabia, under the Specialized Research Grant program with Grant No- 2020/02/17318.

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