



Does organizational reputation matter in Pakistan's higher education institutions? The mediating role of person-organization fit and person-vocation fit between organizational reputation and turnover intention

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Abstract

Drawing on social identity theory (SIT), signaling theory, and attraction-selection-attrition (ASA) model, we proposed and developed a model linking organizational reputation to turnover intention, both directly and indirectly through person-vocation fit (P-V fit) and person-organization fit (P-O fit). The model was tested using partial least squares structural equation modeling (PLS-SEM) on a sample of 250 full-time faculty members from Pakistan's higher educational institutions. The findings supported the model and found that organization reputation had a negative and direct influence on turnover intention and positive impact on P-V fit and P-O fit. P-O fit and P-V fit, in turn, had negative relationships with faculty turnover intention. Moreover, the study revealed that P-O fit and P-V fit partially mediated the negative relationship between organizational reputation and faculty turnover intention. The findings of the study has important practical implications for the adoption of marketing concepts in non-profit seeking organizations, especially in higher educational institutions. The practical and theoretical implications and some interesting avenues for future research are discussed at the end of the study.

Keywords Organizational reputation · Person-organization fit · Person-vocation fit · Intention to leave the job · Turnover intention · And higher education

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1 Introduction

Over the last two decades, Pakistan has seen a noticeable rise in the number of higher educational institutions (Khan et al. 2019; Zakaria et al. 2016). According to Pakistan's Vision (2025), there are 156 higher educational institutions (HEIs) in the country (Vision 2025, n.d). Most of these HEIs were established in the last twenty years. A number of factors have contributed to the rise of HEIs in Pakistan, including technological revolution and educational reforms, rise in public expenditure on education, the establishment of higher education commission in 2002, Pakistan's visions 2025, and a multi-billion dollar China Pakistan Economic Corridor project (Asrar-ul-Haq et al. 2019; Khan et al. 2019).

However, like many institutions in the world, Pakistan's HEIs are experiencing a high rate of academics turnover. According to an empirical study, the turnover rate in Pakistan's HEIs is 9% per annum (Akhtar et al. 2015); however, some studies have reported turnover rate as high as 60% in private HEIs (Ali, 2008). This level of turnover is detrimental to both individual and industry, as it involves a direct cost (i.e., cost of new recruitment, selection, and training) and indirect cost (i.e., loss of organizational knowledge, productivity, efficiency, and employees demoralization) (Asrar-ul-Haq et al. 2019; Johnsrud and Rosser 2002). Besides, the high turnover of the faculty also leads to a decline in research activities and students' learning (Shrand and Ronnie 2019; Usman Shah 2015). Given the negative implications of academics turnover, scholars have noted that the retention of faculty members should be the top priorities of institutions, especially those aiming to be efficient and effective in their operations (Ashraf 2019; Asrar-ul-Haq et al. 2019; Webber 2018).

Although a wide range of research has been conducted on faculty turnover (e.g., Ashraf 2019; Asrar-ul-Haq et al. 2019; Johnsrud and Rosser 2002; Webber 2018; Williams 2019), but most of these studies are from Western and developed countries. This breadth of research has helped us in understating faculty turnover in the Western context and developed countries. However, limited attention has been given to the phenomena of faculty retention in other parts of the world, such as Asia and less developed countries. This is somewhat surprising given the vast differences between developed and developing countries (Ahmad et al. 2017), and the researchers call for further studies on faculty turnover from the Asian context in general and Pakistan in particular (Asrar-ul-Haq et al. 2019; Saleem and Qamar 2017). Hence, in response to the call for more research, this study focuses on faculty turnover intention, which is an emerging concept in Pakistan and educational industry.

2 Purpose of the study

This study aims to understand the phenomena of faculty turnover by examining the relationships between organizational reputation, P-O fit, P-V fit, and turnover intention. Understanding the relationships between these variables will not only help in understanding turnover intention from the less developed parts of the world but also help human resource professionals in developing strategies for retaining of the faculty members in HEIs. Besides, HEIs and policymakers in Pakistan may also get insights from this study in terms of faculty members' needs and preference analysis, values, and

goals identification. Moreover, this study may help HEIs in retaining their faculty members, designing training and development programs, recruitment and selection strategies, and performance appraisal schemes.

This study focuses on Pakistan for the following reasons: First, Pakistan is the world seventh largest populous but least developed country in the world. The literacy rate in the country is 60%, which is far behind the minimum literacy rate (88%) set by the UNDP (2015). This low rate of literacy is attributed to a lack of infrastructure and HEIs (Rehman and Farooq 2020). Second, though, since 2002, Pakistan has witnessed a rise in the number of HEIs; however, one of the major concerns for HEIs is the increasing turnover of the faculty. Third, a thorough literature review revealed that only limited research have been carried out on faculty turnover in Pakistan (Akhtar et al. 2015; Ali 2008; Asrar-ul-Haq et al. 2019; Kakar et al. 2019). Despite offering useful insights, a major limitation of these studies is the lack of attention to the significant predictors of faculty turnover intention, such as organizational reputation, P-V fit, and P-O fit.

Fourth, the majority of the available studies on faculty turnover have been conducted in research-oriented universities (for an exception, see Kakar et al. 2019). However, the majority of the HEIs, especially public sector colleges, are teaching-oriented. Research suggests that employees working in different institutional types (e.g., research-oriented or teaching-oriented institutions) have different types of work, workload, and performance appraisal criteria (Walker 2016; Whitman et al. 1999). These differences found in the nature of work and working conditions of the faculty members may have varied impacts on their turnover intention. Therefore, undertaking research in teaching-oriented institutions would broaden our understanding of the phenomena of faculty turnover.

Fifth, the working environment in Pakistan's HEIs is somewhat different from those of the Western countries. For instance, Kanwal et al. (2019) noted that, on average, 40% of Pakistani employees are working over 48 h per week, which is considered to be overutilization of human resource. Researchers also mentioned that Pakistan's HEIs are known for low productivity, poor service quality, organizational politics, lack of financial resources and infrastructure, and poor working conditions (Asrar-ul-Haq et al. 2019; Sardar et al. 2016). The quality of work-life of academics working in Pakistan's HEIs is also poor as compared to the academics working in Western countries (Arif and Ilyas 2013). Likewise, people's perception of the prestige of teaching as an occupation and the institution's reputation is relatively low in Pakistan (John and Kerio 2017). The above-mentioned issues are critically important because researchers in the Western context have found them major obstacles in the recruitment and retention of faculty members (Harris 2020; Kinman 2016; Sheikh and Aghaz 2019).

Given the challenges and circumstances of HEIs in Pakistan, this research has the following objectives. First, this study examines the influence of organization reputation on turnover intention, P-O fit, and P-V fit of the faculty. Second, the study examines the influence of P-O fit and P-V fit on turnover intention. Third, this study explores P-O fit P-V fit as psychological mediators between organization reputation and faculty turnover intention (see Fig. 1). Fourth, the study tends to examine whether the findings of the Western contexts' studies are generalizable in Pakistan.

3 Literature review

3.1 Organizational reputation

Various conceptualization and operationalization of organization reputation exist in the literature. For example, Nguyen and LeBlanc (2018) define organizational reputation as the reflection of an organization's past decision and action, while Otchere-Ankrah et al. (2016) define it as "knowledge and emotions perceived by the various stakeholders concerning the activities of the firm" (p. 69). According to another conceptualization, organization reputation is "aggregate perceptions of outsiders about the salient characteristics of firms" (Fombrun and Rindova, 2000, p. 78), and collective opinions of stakeholders about an entity (Bromley 2000). Helm (2013) refers to it as employees' perception of how external stakeholders/outsiders judge or evaluate the reputation of the organization. In this study, we use perceived organizational reputation in place of organization reputation and refer to it as academics' perception of how external stakeholders/outsiders judge or evaluate the reputation of the HEIs.

Organizational reputation is an intangible asset that is built over time and is linked with a wide range of individual and organizational positive outcomes. For example, organization reputation increases firms' competitiveness (Fombrun and Shanley 1990) and financial performance (Raithel and Schwaiger 2015). In terms of individual outcomes, organizational reputation has been linked to job satisfaction, job engagement, organization commitment, and pride in membership (Carmeli and Freund 2009; Helm 2013; Maden et al. 2012; Men 2012). In the context of human resource management, organizations with good reputations are found to have substantial influence on employees attraction and retention (Carmeli and Freund 2009; Lange et al. 2011; Maden et al. 2012; Turban and Cable 2003).

While it is widely recognized that employee retention is influenced by organization reputation (e.g., Turban and Cable, 2003; Helm, 2013); however, the relationship between organizational reputation and turnover intention of the faculty member is poorly understood. The existing reputation literature has largely emphasized on its effect on organizational identification, employees retention, and turnover intention in corporate environments. Still, there remains a noticeable paucity of studies on organizational reputation in academic settings (Makarius et al. 2017; Plewa et al. 2016). This study attempts to address this deficiency by understanding the influence of organizational reputation on turnover intention, P-O fit, and P-V fit of the faculty members.

3.2 Turnover intention

Turnover intention refers to the subjective probability of leaving the job in the near future. It is a cognitive process in which employees plan whether or not to quit the job (Mashile et al. 2019). Turnover intention is the last stage of withdrawal cognition, where employees from the intention of leaving the job start searching for alternative employment (Chhabra 2016). Theories and literature suggest that an employee's leaving intention is the significant predictor of

actual leaving behavior (Ajzen 1991; Rubenstein et al. 2018). For instance, in a meta-analysis study, Rubenstein et al. (2018) revealed that intention to leave the job is the most reliable and consistent predictor of actual turnover. Prior studies in the academic work environment also emphasized on turnover intention instead of actual turnover behavior (Jin et al. 2018; Kakar et al. 2019). This is because employees turnover intention is proved to be the proximal predictor of actual behavior (Ajzen 1991; Rubenstein et al. 2018). Besides, turnover intention is subjective and can easily be scaled and measured (Dalton et al. 1999). Hence, this study uses turnover intention rather than actual turnover.

3.3 Person-vocation fit (P-V fit)

P-V fit is defined as the extent to which an individuals' interests and capabilities are compatible with the requirements and characteristics of their vocation (Vogel and Feldman 2009). A vocation is defined as an occupation/profession or pursuit in which one engages oneself for living. Though somewhat related to occupation, a vocation is something that represents individuals' interests, aspirations, and trajectories in which one finds identity, worth, or sense of achievement. In contrast, the occupation is something that an individual does for a living (Billett 2011). Research and theory suggest that people search for, and choose a vocation that best fit their interest (Holland 1997). The fit of a person's interest with a vocation (i.e., P-V fit) is the highest level of the working environment (Kristof-brown et al. 2005) and is linked with numerous work outcomes. For example, employees who feel fit with the vocation are more satisfied with the job, feel compatible with the organization, and intend to continue working with the organization (Vogel and Feldman 2009). Besides, P-V fit has been found to reduce employees' perceived stress and increases their satisfaction with the job, commitment with organization and P-O fit, respectively (Giauque et al. 2014; Vogel and Feldman 2009).

3.4 Person-organization fit (P-O fit)

Vogel and Feldman (2009) define P-O fit as the congruence of an individual's values and goals with the values, goals, and culture of the organization. The fit between the organization and a person could be either complementary or supplementary (Kristof-brown et al. 2005). Complementary fit occurs when an organization needs are met by the individual or individual needs are met by the resources of the organization, while supplementary fit occurs when the characteristics or attributes of the person and organization are identical, such as values and goals (Jin et al. 2018; Kooij and Boon 2018; Vogel and Feldman 2009).

While researchers have used both complementary and supplementary fit to conceptualize P-O fit, the supplementary fit is the most commonly used one in the literature (e.g., Jin et al. 2018; Kakar et al. 2019; Kristof-brown et al. 2005). The supplementary fit is subjective and is based on individual perceptions of similarities between him/herself and the organization. When employees perceive that organization's values and goals are aligned with their own goals and values,

they are more likely to portray positive attitudes and behaviors, including job satisfaction (Chhabra 2016), organization commitment (Giauque et al. 2014), person-job fit, and intention to stay. In contrast, in case of P-O misfit, employees are more likely to quit the job (Wheeler et al. 2007).

4 Underpinning theories and hypotheses development

To build the conceptual framework of the study, the paper borrows arguments from SIT (Ashforth and Mael 1989) and signaling theory (Connelly et al. 2011). Insights are also drawn from Schneider's (1987) ASA model of turnover. The SIT posits that people identify themselves in various social categories based on their group memberships (Ashforth and Mael 1989). The social identity, which reflects how individuals view the group to which they belong, can drive from a variety of group memberships, including those based on vocation, organization, and job. This social identification is then shaped by the individual's own evaluation of the group and as well as how outsiders assess the group (Luhtanen and Crocker 1992). The perception that a group has a favorable evaluation (i.e., positive reputation) among outsiders (out-groups) may invoke a positive meta-stereotype among members of the group (in-groups). A positive meta-stereotype reflects the in-groups members' beliefs that out-groups possess a favorable perception about them because of their association with a particular group. Prior studies have shown that when employees believe that they work for an organization that is highly regarded by the external stakeholders (positive meta-stereotype), it would foster employees' emotional attachment (Rathi and Lee 2015), organizational identification, and engagement with the organization, and reinforce their commitment to the values, missions, and objectives of the organizations (Men and Stacks 2013). Hence, in line with SIT, a positive reputation of the organization may strengthen the identification (fit) of a person with organization and vocation and lower their willingness to leave the job.

The signaling theory posits that organization reputations, as an intangible resource, send signals to the employees that their organization is highly reputed and regarded in the community (Connelly et al. 2011). These signals sent by the reputation of the organization can be positively or negatively received by employees, which, in turn, may affect their fit perceptions and, ultimately, their intention to stay or not to stay with the job.

The ASA model posits that people are attracted to, selected by, and stay with organizations whose values and goals are identical with their own values and goals (Schneider 1987). The attraction stage of the Schneider's (1987) model suggests that job applicants are attracted to organizations whose values and goals are aligned with their own, while the selection stage explains that organizations select employees who best fit organizations' values and goals. Finally, the attrition stage of ASA explains that in case of any incongruence between person and organization, the attrition will occur. Hence, following the ASA model, we predict that P-O fit and P-V fit will negatively predict academics' intention to leave the job.

4.1 Relationships between organization reputation and turnover intention

As discussed above, the social identity theory and signaling theory suggest a probable link between organizational reputations and turnover. However, empirical studies on the influence of organizational reputation on turnover intention of the academics are scarce. Though not explicitly from academic settings, some empirical evidence is available in this direction from the corporate environment. For instance, Ramasamy and Abdullah (2017) conducted interviews with faculty members and found that their perceptions regarding the image and reputation of the university had a significant role in determining their decisions to leave the job. In a qualitative study, Tanwar and Prasad (2016) found that IT professionals were more likely to continue working with the organization when their perceptions of the organization's reputation were positive. Similarly, in an empirical study among alumni, Helm (2013) found that organizational reputation was negatively related to turnover intention. These studies reveal that when employees believe that outsiders hold their organization in high regard, they are less likely to quit the job (Alniacik et al. 2011) because leaving a highly reputed organization is detrimental to one's self-concept (Mignonac et al. 2006). Based on the above-mentioned empirical evidence and theoretical arguments, we predict that:

H1: Organizational reputation relates negatively to the turnover intention of academics.

4.2 Relationships between organization reputation, P-O fit, and P-V fit

Following signaling theory, we expect that organization reputation has a positive impact on P-O fit and P-V fit. This theory posits that organization reputation communicates information to the employees regarding the values, goals, norms, and working conditions of the organization and vocation. This information signaled by organizational reputation can influence a person's fit with the organization and vocation values, goals, and characteristics. For example, if employees perceive the reputation signal as positive (i.e., not contradicting their own values, goals, and norms), it will strengthen their fit with the organization and vocation. In contrast, in case of negative information (i.e., organization and vocation attributes contradict theirs one), they will feel incompatible with the organization and vocation.

Furthermore, in the literature, numerous prior empirical studies have found evidence suggesting that similar fit-related constructs are positively predicted by organizational reputation. For instance, Helm (2013) analyzed the impact of organization reputation on pride in membership. Helm (2013) found that employees feel pride in the membership of a reputed organization. Ashforth and Mael (1989), Mignonac et al. (2006), Shrand and Ronnie (2019) showed that organizational reputation positively influences organizational identification, which, in turn, fulfill employees' self-enhancement need. Organizational identification, self-enhancement need fulfillment, and organizational membership are

the significant indicators of P-O fit and P-V fit (Andela and van der Doef 2019; Holland 1997; Vogel and Feldman 2009). Besides, scholars also acknowledge that organizational identification, self-enhancement need fulfillment, and pride in membership strengthen employees' fit perception with the attributes of the working environment (e.g., Schneider, 1987; Ashforth and Mael, 1989).

Given the theoretical and empirical underpinnings discussed above, we propose that:

H2: Organizational reputation relates positively to P-O fit.

H3: Organizational reputation relates positively to P-V fit.

4.3 Relationships between P-O fit, P-V fit, and turnover intention

Previous literature in non-academic work settings also acknowledges that P-O fit and P-V fit can affect individuals' decisions to stay with or leave a job. For instance, Vogel and Feldman (2009) found that employees' perception of P-O fit and P-V fit negatively influenced their intention to leave the job. Andela and van der Doef (2019), Kakar et al. (2019) found that positive perception about P-O fit reduces employees' likelihood of leaving the job. Other studies in non-academic work settings have also established inverse relationships between P-O fit and turnover intention (Chhabra 2016; Jin et al. 2018; Kristof-brown et al. 2005). This study extends the literature by proposing that:

H4: P-O fit relates negatively to academics' turnover intention.

H5: P-V fit relates negatively to academics' turnover intention.

4.4 The mediating role of P-O fit and P-V fit

Prior research indicates that the relationship between organizational reputation and turnover intention is not direct; instead, it is mediated by certain variables. For instance, Shrand and Ronnie (2019) argued that organization identification mediated the influence of reputation on employees' attitudes. Helm (2013) found that employees' satisfaction with job and their pride in organizations' membership mediated the impact of organizational reputation on turnover intention. This study offers additional insights by examining P-O fit and P-V fit as mediators between organizational reputation and turnover intention. The following reasons justify these indirect relationships.

First, theoretical arguments and empirical studies have proposed a positive relationship between organization reputation, P-O fit, and P-O fit. For instance, Ashforth and Mael (1989), Helm (2013), Shrand and Ronnie (2019) noted that employees positive perceptions about organization reputation strengthened their identification and commitment with the organization and enhanced their job satisfaction. In return, employees who feel satisfied with the job and committed to their organization were more likely to feel fit with the working environment, including vocation and organization (Andela and van der Doef 2019; Vogel and

Feldman 2009). Hence, it is anticipated that organizational reputation has a positive impact on P-O fit and P-V fit.

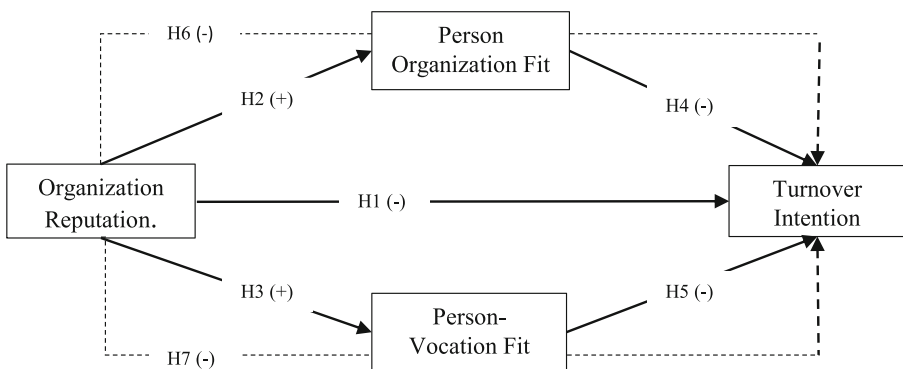
Second, research shows that P-O fit and P-V fit can influence individuals' decision of whether to stay with or leave a job. For example, Kakar et al. (2019) found that academics' perception of P-O fit influenced their turnover intention. Additionally, Jin et al. (2018) found similar results between P-O fit and turnover. Likewise, Vogel and Feldman (2009) explored the negative relationship between P-V fit and turnover intention. These studies indicate that employees make an assessment of their fit with the vocation and organization, which, in turn, determine their intention of staying or leaving the job. Thus, based on the anticipated positive impact of reputation on P-O fit and P-V fit, and P-O fit and P-V fit negative impact on turnover intention, we expect that P-V fit and P-V fit will mediate the relationships between reputation and turnover intention.

Third, the ASA framework also provides the basis for understanding the mediating role of P-O fit and P-V fit in the relationships between organization reputation and turnover intention. This framework indicates that the fit between people and organizations is influenced by the attractiveness of the organization (Schneider 1987). In other words, this framework posits that individuals are attracted to organizations whose values and other characteristics are well matched with their own values and goals. The higher the attractiveness of the organization, the stronger will be the compatibility between person and organization values and goals. Finally, individuals whose values, goals, personality, and interests are compatible with the attributes of the organization will choose to remain with the organization, and those who do not find congruence will quit the organization (Schneider 1987; Wheeler et al. 2007).

Hence, given the theoretical and empirical underpinnings discussed above, this study predicts that:

H6: P-O fit mediates the relationship between organizational reputation and turnover intention.

H7: P-V fit mediates the relationship between organizational reputation and turnover intention.



Note: the dashed lines indicate indirect effect

Fig. 1 Hypothesized structural model

5 Methodology

5.1 Research context and sample

Since the study aims to examine the influence of organization reputation on academics turnover intention, therefore, the target population for this study were full-time faculty members working in public sector higher education colleges of Baluchistan, Pakistan. Baluchistan is the largest province of Pakistan, representing half of the area of the country (43%).

The minimum sample size for the study was calculated using Hair et al. (2017) recommended power analysis tools. In PLS-SEM, the sample size calculation is based on the model's R^2 value, statistical power, significance level, the complexity of the path model, and constructs in a model with the greatest number of predictors (Hair et al., 2016). Using 80% statistical power, 5% significance level, and R^2 value of 0.10, the sample for the study was 110.

Initially, 450 questionnaires were self-administered (i.e., researchers personally distributed and collected questionnaires) among academics that were conveniently and readily available. Of the total 450 questionnaires, 277 were returned, representing an initial response rate of 61.55%. Out of 277, 27 cases were deleted based on straight-lining (i.e., where participants intentionally choose the same response to all questions) and missing values. The elimination of 27 cases resulted in a usable response of 250 cases, representing an effective response rate of 55.55%. A summary of the sample's descriptive statistics is provided in Table 1.

Table 1 Demographic Profile

Demographic	Number of respondents ($n = 250$)	%
<i>Gender</i>		
Male	152	60.80
Female	98	39.20
<i>Age (Years)</i>		
21–25	17	6.80
26–30	50	20.0
31–35	46	18.4
36–40	37	14.8
40 and above	100	40.0
<i>Level of Education</i>		
Doctorate	5	2.00
Master of Philosophy	50	20.0
Master	193	77.2
Other	2	0.80
<i>Designation</i>		
Lecturers	180	72.0
Assistant Professors	37	14.8
Associate Professor	20	8.00
Professors	12	4.80
<i>Experience (Years)</i>		
1–5 Years	92	36.8
6–10	63	25.2
11–15	37	14.8
16 and above	57	22.8

The results in Table 1 shows that out of 250 participants included in the study, 72% ($n = 180$) were lecturers, 14.8% ($n = 37$) were assistant professors, 8% ($n = 20$) were associate professors, and the remaining 4.8% ($n = 12$) were professors. In terms of gender, most of the participants were male ($n = 152$; 60.80%), while female participants constitute 39.20% ($n = 98$) of the survey. It is worth noting that the majority (40%, $n = 100$) of the participants were older than 40 years. Out of the total participants, 36.8% ($n = 92$) had work experience of 1 to 5 years, 25.2% ($n = 63$) had a working tenure of 6 to 10 years, 14.8% ($n = 37$) had worked for their organization from 11 to 15, and the remaining 22.8% ($n = 57$) had a working experience of more than 16 years. 77.2% ($n = 193$) participants had attended postgraduate education, 20% ($n = 50$) had master of philosophy, while the remaining 2.00% ($n = 5$) had doctorate degree.

5.2 Measures

The instruments used in the study were adapted and adopted from the literature. Organizational reputation was measured on seven items scale developed by Carmeli and Tishler (2005). An example item of the scale is, "My College possesses a very favorable reputation for its quality of management." A slight modification was made to the items to make it fit to the context of the study. Furthermore, for the measurement of P-O fit, six items were adopted from Vogel and Feldman (2009). An example item is, "I identify strongly with the goals of my organization." Likewise, four items from the study of Vogel and Feldman (2009) were used for the measurement of P-V fit. The sample item of the P-V fit scale is, "There is a good fit between my personal interests and the kind of work I perform in my vocation (or occupation)." Finally, the turnover intention was measured with five items adopted from O'Reilly et al. (1991), Cennamo and Gardner (2008). A 5-point Likert scale ("strongly disagree, disagree, neutral, agree, and strongly agree") was used for all constructs.

5.3 Common method bias (CMB)

Since the data was collected from a single source (i.e., the participants were only full-time faculty members), therefore, CMB was a concern. Thus, to avoid CMB, Podsakoff et al. (2012) procedural remedies and Harmon's single factor tests were used. In Harman's single factor test, all the observable indicators were loaded on a single factor. The results showed that all items explained 37.63% variance in a single factor, which is less than the recommended 50% threshold. Thus, CMB was not an issue.

5.4 Data analysis: Method and results

This study employed PLS-SEM for data analysis using Smartpls 3.2.8 software. The rationale for using PLS-SEM lies in its ability to maximize the explained variance in endogenous constructs, relaxation of normality assumptions, and the simultaneous analysis of factor model and structural model (Hair et al. 2017). Following Hair et al. (2017) guidelines, the model assessment was done in two stages: 1) measurement model assessment and 2) structural model assessment.

5.4.1 Stage one: Measurement model

In stage one, the measurement model was examined for constructs' reliabilities and validities. The constructs' reliabilities were evaluated through Cronbach alpha (CA), composite reliabilities (CRs), and average variance extracted (AVE). According to Hair et al. (2011), for a construct to be reliable, the values of CA and CRs should be higher than 0.70, and AVE's values should exceed 0.50 thresholds. As presented in Table 2, the values of CA, CRs, and AVE are all greater than their minimum thresholds, thus indicating that all items and constructs are reliable.

Discriminate validity, which measures to what extent a construct in a model is different from other constructs, was verified through Fornell and Larcker (1981) criteria, and Henseler et al. (2015) proposed heterotrait-monotrait ratio of correlations (HTMT). Fornell and Larcker (1981) assume that for a construct to be discriminately valid, the square root of AVE should be higher than the latent variable squared correlation with any other latent variable in the model. As presented in Table 3, the AVE square root is higher than the squared correlation of latent variables. Furthermore, a construct is discriminately valid if the values of HTMT are less than 0.90 (Henseler et al. 2015). The findings in Table 4 shows that all HTMT values are less than 0.90, thus indicating that constructs are discriminately valid.

5.4.2 Stage two: Structural model

The structural model evaluation is based on the assessment of the model's path coefficients, R-squared (R^2) or the coefficient of determination, model's predictive relevance, and effect size. The values of path coefficients were obtained using Preacher et al. (2007) proposed 5000-sample re-sample bootstrapping procedure. The findings obtained through the bootstrapping procedure are shown in Figure 2 and Table 5. The findings show that the effect of organization reputation on turnover intention is significant and negative ($\beta = -0.161$, t -values = 2.162, p -values = 0.031), thus providing support for H1. The results also reveal that the influence organization reputation on P-O fit is significant and positive ($\beta = 0.624$, t -values = 13.341, p -values = 0.000), hence, H2 is supported. H3, which predicted positive relationship between organization reputation and P-V fit is supported ($\beta = 0.578$, t -values = 13.211, p -values = 0.000). Furthermore, the results showed that P-O fit had a negative and significant relationship with turnover intention ($\beta = -0.300$, t -values = 3.841, p -values = 0.000), thus endorsing H4. The results also provided support for H5, which predicted a negative relationship between P-V fit and turnover intention ($\beta = -0.229$, t -values = 3.109, p -values = 0.002).

Table 2 Constructs reliability and validity

Constructs	Cronbach's alpha	Composite reliabilities	Average Variance Extracted
Organization reputation	0.924	0.939	0.688
Person-vocation fit	0.893	0.918	0.651
Person-organization fit	0.883	0.912	0.633
Turnover intention	0.889	0.918	0.692

Table 3 Fornell and Larcker criteria

Constructs	1	2	3	4
1. Organization reputation	0.830			
2. Person-vocation fit	0.578	0.807		
3. Person-organization fit	0.624	0.630	0.796	
4. Turnover intention	-0.481	-0.512	-0.545	0.832

To test the mediation hypotheses, bootstrapping the indirect effect was conducted (Preacher et al. 2007). If the confidence interval does not include a zero, then there is sufficient evidence to suggest that mediation exists. The results showed that the bias-corrected 95% confidence interval did not include any zero, thus providing support for the mediation effect of P-O fit (i.e., H6) and P-V fit (i.e., H7) on the relationship between reputation and turnover intention. Furthermore, as shown by the dashed lines in Fig. 2 and Table 5, the path coefficient of the indirect effect of organizational reputation on turnover intention through P-O fit is significant ($\beta = -0.187$, t -values = 3.728, p -values = 0.000). In addition, the path coefficient of the indirect effect of organizational reputation on turnover intention through P-V fit is significant ($\beta = -0.133$, t -values = 2.959, p -values = 0.003), thus further confirming H6 and H7.

R^2 , which represents the amount of variance in an endogenous construct explained by the model, was also assessed. The results (see Fig. 2) of the R^2 revealed that organizational reputation, P-O fit, and P-V fit explained a 35.8% variance in turnover intention. Similarly, 38.9% variance in P-O fit and 33.4% variance in P-V fit were explained by organizational reputation. In terms of effect size, organization reputation had a weak effect on turnover intention ($f^2 = 0.022$), while its effect on P-O fit ($f^2 = 0.637$) and P-V fit was large ($f^2 = 0.501$; Cohen, 1988).

6 Discussion and conclusion

Based on social identity theory, ASA model, and signaling theory, we examined a research model linking organizational reputation to P-O fit and P-V fit as mediators and turnover intention as a dependent variable. Our findings revealed that perceived organizational reputation was negatively related to turnover intention and positively related P-O fit and P-V fit. The implications of these results are that faculty members acknowledge that the reputation of their institutions determines their decision of

Table 4 Heterotrait-Monotrait Ratio (HTMT)

Constructs	Organization reputation	P-V fit	P-O fit	Turnover intention
Organization reputation	–			
Person-vocation fit (P-V fit)	0.632	–		
Person-organization fit (P-O fit)	0.689	0.707	–	
Turnover intention	0.529	0.560	0.609	–

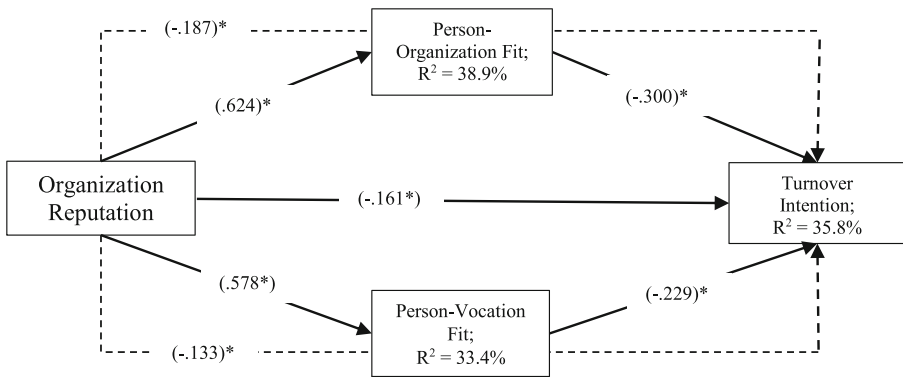


Fig. 2 Structural model results

whether to stay or not to stay with the job, and also determines their level of fit with the organization and vocation, respectively. This is consistent with the works of Ramasamy and Abdullah (2017), Shrand and Ronnie (2019). They found that highly reputed institutions attract and retain employees and enhance their commitment and identification with the organization. On the other hand, poorly reputed institutions are faced with the challenges of employees’ turnover intention and job dissatisfaction.

The results of the study also confirmed that P-O fit and P-V fit are significant predictors of faculty members’ turnover intention. These findings imply that faculty members who feel their personality, goals, and values are identical with the goals and values of the organization (i.e., P-O fit) and vocation (i.e., P-V fit), they are likely to stay with the organization. These findings are consistent with Jin et al. (2018), Kakar et al. (2019), who found that academics’ perception of fit with the organization determines their turnover intention. The findings also corroborate Vogel and Feldman’s (2009) study, who had identified P-V fit and P-O fit as essential determinants of turnover intention of the employees working in non-academic work settings.

Furthermore, the results demonstrated that P-V fit and P-O fit served as a psychological mechanism that explains the relationship between reputation and turnover intention. These results imply that faculty members who perceive their institutions as having a high reputation tend to have a stronger level of fit with the vocation and organization than their counterparts who perceive their institutions as being low-rated.

Table 5 Hypothesis testing, direct and indirect effects

Hypotheses	Relationship	β	t-values	p-values	Results
H1	organization reputation →turnover intention	-0.161	2.162	≤ 0.05	supported
H2	organizational reputation→P-O fit	0.624	13.341	≤ 0.05	supported
H3	organizational reputation→P-V fit	0.578	13.211	≤ 0.05	supported
H4	P-O fit→turnover intention	-0.300	3.841	≤ 0.05	supported
H5	P-V fit→turnover intention	-0.229	3.109	≤ 0.05	supported
H6	organization reputation→P-O fit → turnover intention	-0.187	3.728	≤ 0.05	supported
H7	organization reputation→P-V fit → turnover intention	-0.133	2.959	≤ 0.05	supported

Note: A 95% confidence interval with a bootstrapping of 5000 was used

In return, faculty members who perceive a stronger level of fit with the vocation and organization tend to stay with the job longer, and those who perceive P-O misfit and P-V misfit tend to leave the job. This result substantiates the work of Helm (2013) that organization reputation influences employees turnover through the intermediary mechanism.

7 Theoretical and practical implications

The study contributes to the literature in several ways. One of the contributions of this study to the body of literature is that faculty members in Pakistan's HEIs accept that institutions' reputation has a significant influence on their level of fit with the vocation and organization, and their turnover intention. The implications of these findings are that Pakistan's HEIs, especially low-rated institutions, can still reduce academics turnover intention by enhancing their fit with the organization and vocation they work for. This can be done by enhancing organization reputation through positive word of mouth (Heffernan et al., 2018). For instance, HEIs may engender positive word of mouth by ensuring that all stakeholders, including faculty members, students, parents, and community, have positive experiences with the services of institutions. Besides, the management must ensure that all products and services are efficiently and effectively delivered. These activities will result in a positive word of mouth among stakeholders and thus enhance the reputation of the organization among stakeholders. Furthermore, research shows that employees always look for institutions that are family-friendly, socially responsible, known for employees' wellbeing, and provide a conducive working environment. Thus, HEIs with the provisions of working environment that encourage social responsibilities, employees' wellbeing, and a family-friendly atmosphere, the institutions may enhance its reputations in the eyes of the stakeholders, which in turn may result in increased P-O fit and P-V fit, and lower faculty intention to quit the job.

Another contribution of this study is the negative influence of P-O fit and P-V fit on the turnover intention of the faculty members. The implications of these findings are that HEIs may retain their faculty members by aligning their values and goals with the attributes of organization and vocation. This can be done by attracting and selecting individuals that share similar values with the organization and vocation. Besides, organizations may arrange orientation and training programs to bridge the gap between the organization and faculty values and goals. Furthermore, with the provisions of organizational practices such as training, orientation, socialization, flexible working hours, and competitive pay, an organization may enhance the compatibility between faculty and their working environment, which, in return, would discourage their turnover intention.

The mediating analysis of P-O fit and P-V fit between turnover intention and organization reputation is one of the novel contributions of this study. This finding has important implications for management. These results imply that if management wants to reduce the turnover intention of the academics, they might be able to do so by increasing their congruence with the organization and vocation. The management can affect faculty congruence with the organization and vocation by providing more resources, or by showing them that they care about their values and goals. The management may also offer training and development opportunities to their employees

and communicate to them the values and goals of the organization. The provisions of such practices will strengthen the bond between faculty and their organization and vocation, which, in return, will decrease their turnover intention.

Besides, the findings suggest that high-rated institutions, possibly because of their excellence in research and teaching, social and community responsibilities, are more likely to enjoy a favorable reputation among stakeholders compared to low-rated ones. To minimize this discrepancy, the government of Baluchistan, Pakistan, may provide financial and material resources to these institutions. Since many of these institutions are located in urban and remote areas, the government may provide accommodation and transportation facilities to these institutions. The provision of such activities will enhance institutions' reputation, which, in the norms of reciprocity, will affect faculty members fit with the organization, vocation, and turnover intention.

8 Limitations

The findings of this study are subject to some limitations that need to be considered. First, the data were self-reported (i.e., illustrates the perception of participants themselves) and collected from a single source (i.e., faculty members only); therefore, CMB may be an issue. Second, the cross-sectional nature of the study may limit the findings' generalizability. Third, for the present study, we only used subjective measures for all constructs. Thus, future researchers are encouraged to use both subjective and objective measures for all constructs. Furthermore, future scholars may also conduct a longitudinal study to provide a better understanding of the concept of the study under investigation. Besides, collecting data from different sources such as management and faculty members will broaden our understanding of the phenomena of turnover intention in higher education institutions. Future researchers may also investigate other variables such as organization support, organization commitment, and organizational culture as intervening variables between organizational reputation and turnover intention.

Data availability Data available upon request.

Compliance with ethical standards

Conflict of interest The authors have no conflict of interest.

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