

# Strategic human resource practices, emotional exhaustion and OCB: the mediator role of person-organization fit

The mediator role of person-organization fit

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## Abstract

**Purpose** – The paper examines the mediator role of person-organization fit on the relationships between reward management, employee training, emotional exhaustion and organizational citizenship behavior (OCB) among employees in the manufacturing sector in Uganda.

**Design/methodology/approach** – The study took a cross-sectional descriptive and analytical design. Using a sample of 380 respondents, data were obtained in two studies, the 2nd study being carried out after 8 months from the 1st. Using statistical program for social scientists (SPSS) and analysis of moment structures (AMOS), six hypotheses were tested and analyzed.

**Findings** – Results indicate that employee development and person-organization fit were significant predictors of OCB. The influence of Reward Management and Emotional Exhaustion on OCB was inconclusive since in the 1st study it was positive and significant while non-significant in the 2nd study. Person-organization fit emerged as a full mediator of the Reward Management, Emotional Exhaustion–OCB relationships; and a partial mediator of the Employee Development–OCB relationship.

**Practical implications** – Manufacturing firms will be able to implement HR policies and practices that are relevant for increased employee exhibition of extra role activities. They will be able to adhere to efforts that increase person-organization fit in order to reduce emotional exhaustion for OCB exhibition.

**Originality/value** – The study demonstrates that person-organization fit acts as a conduit for the translation of all the inputs of reward management and employee exhaustion and, part of the inputs of employee development into increased worker exhibition of extra role activities.

**Keywords** OCB, Employees, Manufacturing firms, Employee development, Person-organization-fit, Reward management

**Paper type** Research paper



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## Introduction

Given the contemporary disruptive business environment, organizations are looking out for employees who are willing to contribute to effective organizational functioning. In order for the present-day companies to achieve this dream, they must not only recruit people who are technosavvy and emotionally intelligent, but should also realize that ensuring person-organization fit

(P-O fit) is even more imperative (Kumari and Pradhan, 2014). In this study, the concept P-O fit refers to the fit between an employee's beliefs, values and culture, on the one hand and the employer's image, on the other hand. Put differently, P-O fit is used to explicate the level of congruence between employers and employees (Christiaans, 2013). Certainly, the appreciation of this concept is very important to any business undertaking in terms of improving employee engagement, job satisfaction (Priyadarshi and Premchandran, 2018), employee attitudes (Mensah, 2018), affective commitment (Kooij and Boon, 2017), reducing turnover intention (Memon *et al.*, 2017) and most importantly, enhanced employee exhibition of extra role activities also known as organizational citizenship behavior (OCB) (Thomsen *et al.*, 2016).

However, whereas the significance of P-O fit is well acknowledged in literature, it seems this concept is neither fully appreciated nor entirely adopted by practitioners especially in the new industrializing economies such as Uganda. Probably, that is why many employees in companies operating in Africa and Uganda in particular, find it difficult to put in effort beyond their job roles (Calabrese *et al.*, 2019). In fact, there is substantial evidence that a large number of the workforce in developing countries is reluctant to perform tasks outside their formal work duties, hardly help coworkers with work-related problems, do not communicate changes that affect their colleagues and seldom promote organizational image (Akileswaran *et al.*, 2018). Rarely, if at all do workers in these countries ever perform duties to levels beyond employer expectations and/or make creative suggestions (Obwona *et al.*, 2014). Given the level of maturity of the manufacturing sector in developing countries, we posit that the undesirable employee behaviors could be as a result of weak person-organization goal congruence, poor strategic human resource practices (SHRPs) and increasing emotional exhaustion (EE).

Nonetheless, studies that have investigated challenges facing both domestic and foreign manufacturers in these countries have focused on high costs of infrastructure, limited availability of technical and managerial skills and lack of financial sources, whilst grossly ignoring the practices that address personnel issues (Shinyekwa *et al.*, 2016). Specifically, extant literature reveals that there is a dearth of studies that have examined the antecedents and consequences of P-O fit, and where some effort has been made, there is a tendency to use it interchangeably with exhibition of OCB (Hamid, 2013). Thus, the focus of the current effort is on this interesting but understudied concept in organizational research, i.e. P-O fit as a mediator on the strategic human resource practices (SHRPs), emotional exhaustion (EE)–OCB relationship among employees, using Uganda's manufacturing sector as a testing ground.

Uganda was found suitable for this study because her manufacturing sector has been growing at a high rate as manifested by the existence of many mature players and a plethora of new entrants in industrial production (MoFPED, 2017). A case in point is Mukwano Group of Companies which has been and remains one of the leading conglomerates in Eastern and Central Africa. Over the past decades, the firm has diversified into manufacturing, agro-processing, logistics and packaging. Mukwano and others in this category have enormously contributed to the national economy through taxes and poverty reduction. Noteworthy is that the manufacturing industry is one of the largest employers in the country only superseded by government. In the recent times, the sector's contribution to GDP has progressed from 10% in 1990 to 20% by 2018 (Calabrese *et al.*, 2019). It produces a wide range of both commercial and household items not only for local consumption but also for export. The industry is organized under the umbrella, Uganda Manufacturers Association (UMA), and there are over 600 member companies across the country (UMA Report, 2017).

Undoubtedly, the sector would even perform better but the major setback seems to revolve around P-O fit, how it is developed and maintained. Thus, while embarking on the main aim of the study, this paper attempts to assess more complex details between SHRPs, EE and OCB, specifically with P-O fit as a mediator. The variables P-O fit, SHRPs and EE are routed in the social exchange theory (Homans, 1958). The theory highlights social structure as a process of

negotiated exchanges between parties founded on the expectation that human relationships are formed by the use of a subjective cost–benefit analysis and the comparison of alternatives (Gouldner, 1960). This perspective is characterized by reciprocal interdependence, that is, one party's action is contingent on the other party's behavior (Cropanzano and Mitchell, 2005). In practice, the theory assumes that for industry employees to exhibit discretionary behaviors (OCB), it is imperative that managers engage in SHRPs, reduce EE and guarantee P-O fit. This paper attempts to advance our knowledge in organizational research by hypothesizing that P-O fit mediates the relationship between SHRPs (employee development – ED and reward management – RM), EE and OCB.

## Review of literature and development of hypotheses

### *Strategic human resource practices (SHRPs) and OCB*

Organizational citizenship behavior (OCB) is a multidimensional concept represented by; helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue and self-development (Kumari and Pradhan, 2014). It is theorized here that for employees to demonstrate OCB, it is essential that organizations engage in SHRPs such as apposite recruitment, selection, safety measures, skills development, evaluation and reward management (Mansour, 2015). This paper concentrates on RM and ED as major SHRPs organizations should embrace. Scholars have underscored the importance of SHRPs in the performance of employees and ultimately firms (e.g. Mansour, 2015). According to Wojtczuk-Turek and Turek (2016), when organizations provide appropriate SHRPs, then workers can deliver the desired competitive advantage such as exhibition of OCBs. These scholars argue that we can talk about strategic human resource management “SHRM” when linking human resource management (HRM) with strategic business objectives.

This paper does not only emphasize the contribution of RM but also includes a new element of ED as essential precursors to exhibition OCB. RM refers to the development and maintenance of a total remuneration strategy and plan (Coda *et al.*, 2009). This includes establishing levels of remuneration for jobs and people and; developing and managing effective employee benefits (Coda *et al.*, 2009). In contrast, ED involves helping employees in a continuous, planned way to; (1) Acquire and sharpen the required capabilities, (2) Develop and exploit their potentials for organizational development and personal development and (3) Develop organizational culture in which supervisor-subordinate relationships, collaboration among sub units are strong and contribute to the professional well-being and pride of employees (Poojitha and Devi, 2012).

Notwithstanding the above declarations, some studies (e.g. Chang *et al.*, 2016), have found that SHRPs may not necessarily contribute to OCBs. Moreover, hitherto, there is no consensus on the precise observable variables or indicators and manifestations of SHRPs that are completely agreed upon by scholars (Suan and Nasurdin, 2014). In fact, even training has been considered a measure of different variables (Savaneviciene and Stankeviciute, 2012). Finally, Uganda is a low-class income economy, and it would be fascinating to confirm the existing assumptions obtained from developed countries. Now, since Snape and Redman (2010) stress the need to pay attention to potentially differential effects of specific SHRPs, the current study fills this void and investigates the extent to which both RM and ED contribute to OCB; coupled with factors such as EE and P-O fit. The researchers hence hypothesize as follows;

*H1a.* Reward Management will be positively related to exhibition of OCB.

*H1b.* Employee Development will be positively related to exhibition of OCB.

*Emotional exhaustion (EE) and OCB*

EE is the lack of energy and a feeling that one's emotional resources are depleted (Maslach and Jackson, 1981). It is one of three dimensions of burnout, namely; emotional exhaustion, depersonalization and reduced personal accomplishment (Demerouti *et al.*, 2001). EE has been found to produce the strongest association with negative outcomes such as inability to self-regulate (Deci and Ryan, 2012). It occurs when job demands exceed resources and results in a depletion of emotional energy (Brotheridge and Lee, 2003). Investigating the concept of EE is paramount because it has been linked to mixed outcomes such as reduced job performance, organizational citizenship behavior, job satisfaction and turnover intentions among others (Dishop *et al.*, 2019; Skaalvik and Skaalvik, 2014). For example, some studies have reported positive association between EE and turnover intention among healthcare professionals (Hunter and Devine, 2016). In their study of patient safety, physicians and nurses working in intensive care in Switzerland, Welp *et al.* (2015) found EE to significantly predict patient mortality.

Based on the foregoing discussion, EE is both an antecedent and a predictor of several variables especially those not related to OCB. However, whereas many studies have so far revealed a negative association between EE and other OCB related variables (such as performance, commitment and self-efficacy); noteworthy is the fact that few studies (Cropanzano and Mitchell, 2005) have directly linked the two concepts. Moreover, the majority of the earlier studies were conducted in western countries and mainly in the service sectors especially health and education. In order to validate the existing empirical results and assumptions, it is imperative that a study be conducted to specifically examine the direct link between emotional exhaustion and OCB among employees in a manufacturing setting. Such a study would also be more informative if it is undertaken in a low-class economy such as Uganda. The researchers hence hypothesize as follows;

H2. Emotional Exhaustion (EE) will be negatively associated with exhibition of OCB.

*Person-organization fit (P-O fit) and OCB*

P-O fit assumes compatibility between individual characteristics of an employee and conditions of their job environment. It is expressed through two main dimensions namely (1) fit of goals, values and needs of employees to an organization's possibilities of fulfilling them, and (2) fit between employee competencies and requirements of a job position (Wojtczuk-Turek and Turek, 2016). Various scholars have argued that P-O fit is a precursor for positive employee and organizational outcomes. Khaola and Sebotsa (2015) indicate that good P-O fit forms a basis for positive employee attitudes and behaviors such as OCB. In fact, Wojtczuk-Turek and Turek (2016) stress that people, who perceive a strong sense of fit with their employing organization, tend to be good organizational citizens by regularly engaging in discretionary behaviors that benefit both workers and the firm. According to Khaola *et al.* (2015), P-O fit enables employees to help the organization because they integrate their self-concept with the organization and hence consider the success of the organization as their own achievement.

In effect, empirical works (e.g. Mitonga-Monga and Cilliers, 2016) have found employee perceptions of high ethical leadership to translate into willingness to engage in positive behaviors such as altruism, courtesy and civic virtue. Researchers have reported a positive link between transformational leadership (Hackett *et al.*, 2018), interactional justice (Khan *et al.*, 2018), employee trust in the supervisor (Thomsen *et al.*, 2016) and, OCB. In Uganda, Kasekende (2017) ascertained a positive link between employer obligations, employee obligations and the state of the psychological contract and, employee discretionary behaviors in the public service. Nonetheless, these and other studies have not explicitly captured the concept of P-O fit as a building block for OCB. Studies that attempt to include P-O fit as a

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predictor of OCB have remained scanty (Memon *et al.*, 2017). In this study, it is therefore hypothesized that

*H3.* Person-Organization Fit (P-O fit) will be positively related to exhibition of OCB.

The mediator role of person-organization fit

#### *Human resource practices (SHRPs) and P-O fit*

Extant literature suggests that a relationship exists between SHRPs and P-O fit since properly designed SHRPs are beneficial to both the organization and its employees (Kilroy *et al.*, 2016). In Ghana, Mensah (2018) found that management promoted P-O fit through well designed efforts in order to manage employee talent among bank employees. Similarly, in a study of teachers in Flemish primary schools, Vekeman *et al.* (2016) found human resource orientation a training/development program for new entrants in the education sector as a practice, to be associated with teachers' P-O fit. Among other recent works, Presbitero *et al.* (2016) ascertained remuneration, training, career development and work-life balance, tenets of SHRPs, to positively predict P-O fit among BOP firms in the Philippines. In their study of DeConinck *et al.* (2015) argue that serving subordinates well and rewarding workers appropriately has a direct influence on person – job fit and eventually overall employee performance. In their study, Priyadarshi and Premchandran (2018) found promotion of co-worker support to predict P-O fit. Priyadarshi and Premchandran (2018) further argue that supplementary fit manifests when firms recruit employees who have skills and values achieved through continuous career development similar to those who have been already employed. In a study of sophomores (second-year students enrolled in the MBA program) at the top three B-schools of the National Capital Region of India, Tanwar (2019), found person-organization fit a function of work culture and salary incentives. Work culture involves the way management treats its employees including providing opportunities for further education. Kooij and Boon's (2017) study of Dutch university employees found a positive association between high-performance work practices (HPWP) and P-O fit. HPWP have been defined as a set of interconnected HR practices such as selective recruitment and selection, extensive training and development, performance management, performance based pay and participation in decision making (Jiang *et al.*, 2012); that are expected to improve firm performance by enhancing employee knowledge, skills and abilities, motivation and opportunity to contribute. Vekeman, Devos and Valcke (2016) argue that teachers' abilities will be enhanced through "hiring" and "professional development" as a result of induction practices. Presbitero *et al.* (2016) found HRM practices such as remuneration (a form of reward), training and development, career development and work life balance to influence the fit between employee and organization. Again, all the above studies emphasize the significance of SHRPs as a predictor of P-O fit. However, neither of the studies listed above tested for the joint role of RM and ED as a precursor to P-O fit. Moreover, there is need to cross validate the existing results using a manufacturing sector as a testing ground. The authors hence hypothesize as follows;

*H4a.* Reward Management will be positively associated with exhibition of P-O fit.

*H4b.* Employee Development will be positively associated with exhibition of P-O fit.

#### *Emotional exhaustion (EE) and P-O fit*

Many recent studies have generally revealed a negative association between EE and P-O fit. Tang *et al.* (2015) found that servant leadership as a practice in the management of human resources significantly reduced employees' EE. In other words servant leadership was negatively significantly related to EE. The finding is supported by Dust *et al.* (2018) who ascertained the inverse relationship between psychological empowerment and EE. Dust *et al.* argue that EE impairs the motivational efforts of ethical leaders. Likewise, in a survey of hotel

employees in South Korea, [Hur et al. \(2016\)](#) established that co-worker incivility is positively related to EE. In a Malaysian study, [Ramana et al. \(2016\)](#) found affectivity to impact EE. Generally, a plethora of studies especially from European countries, USA and emerging Asian economies have reported similar results (e.g. [Conway et al., 2016](#)). [Kammeyer-Mueller et al. \(2016\)](#) studied service workers in the nursing profession and found emotional exhaustion to affect both the way the employees fit in the organization and their motivation. In another study of healthcare professionals, [Thanacoody et al. \(2014\)](#) found disengagement a function of emotional exhaustion; yet disengagement reflects individuals' failure to fit in organizations ([Memon, 2018](#)). In a study of mental health providers from community mental health programs, [Dishop et al. \(2019\)](#) argue that emotional exhaustion was negatively related to work attitudes implying non fit into the organization. According to [Dust et al. \(2018\)](#), emotional exhaustion impairs the motivational efforts of ethical leaders by attenuating the direct effects on psychological empowerment and the indirect effects on employees' current (inrole success) success and success potential (future success). In other words, employees' effort to succeed depends on their fit with the organization and this is hampered by emotional exhaustion.

[Hunter and Devine \(2016\)](#) studied doctoral students' intentions to leave academia and found that this was due to failure to fit the profession a consequence of emotional exhaustion. Employees tend to fit within the organization if they are intrinsically motivated. However, [Hur et al. \(2016\)](#) found emotional exhaustion to be negatively related to intrinsic motivation among frontline hotel employees in upscale luxury hotels in South Korea implying it could affect employee organization fit. One reason why employees tend to leave is because they do not fit within the organization ([Memon, 2018](#)). Indeed EE has several effects as [Skaalvik and Skaalvik \(2017\)](#) study of Norwegian teachers found it to lead to higher motivation to leave the organization.

However, in most of these studies, the tests were not run using mediated models. In particular, P-O fit was not used as a variable of interest in the equations. Moreover, virtually all the earlier works focusing on this relationship seem not to have been conducted in none-service sectors. There is therefore need for context-specific studies and, preferably from low income countries to fully authenticate the available theories and findings. We hence hypothesize as follows;

*H5. Emotional Exhaustion (EE) will be negatively related to exhibition of P-O fit.*

#### *The mediator role of P-O fit in the SHRPs, EE–OCB relationship*

Extant empirical findings and theories seem to suggest P-O fit as a significant mediator on SHRPs, EE–OCB relationships ([Presbitero et al., 2016](#)). In an Indian study, [Priyadarshi and Premchandran \(2018\)](#) found a mediating effect of P-O fit on the coworker support–OCB relationship. Similarly, [Mensah \(2018\)](#) revealed that P-O fit partially mediates the relationship between talent management and employee attitudes among bank employees in Ghana. Also, [Tanwar \(2019\)](#) reported P-O fit as a mediator between employer brand dimensions and employer of choice (EOC) among second-year MBA students in India. In a three wave survey among the Dutch university employees, [Kooij and Boon \(2017\)](#) found similar results.

These studies provide firm ground to emphasize the importance of P-O fit as a mediator variable. However, neither of the studies listed above tested for the mediator effect of POF on SHRPs (RM and ED)–OCB relationship; the reason this study deviates from existing ones. Now, it is true that properly designed SHRPs are beneficial to both the organization and its employees well-being ([Kilroy et al., 2016](#)), wellbeing viewed as a sign of P-O fit. Existing literature also suggests that an association exists between P-O fit and OCB ([Wojtczuk-Turek and Turek, 2016](#)); and SHRPs and P-O fit ([Kilroy et al., 2016](#)). Then an association may also

exist between SHRPs and OCB. This therefore calls for testing for a mediating effect of P-O fit on the SHRPs–OCB relationship as recommended by Jose (2008).

On the other hand, EE was found to mediate perception of a performance goal structure and motivation to exit among Norwegian teachers (Skaalvik and Skaalvik, 2017). A Chinese study also revealed that reduced EE mediated the link between servant leadership and work-to-family positive spillover (WFPS) and; between servant leadership and work-to-family conflict (WFC) (Tang *et al.*, 2015). Likewise, Thanacoody *et al.* (2014), found disengagement to mediate the relationship between EE and affective commitment. Additionally, disengagement is reported to mediate the relationship between EE and turnover intentions (Thanacoody *et al.*, 2014). Other studies have found EE to mediate between a diversity of variables (Dust *et al.*, 2018; Hur *et al.*, 2016), and to have a predictive potential on other variables being mediated by different variables (Thanacoody *et al.*, 2014). However, none of the studies have examined the mediator effect of P-O fit on the combined SHRP, EE–OCB relationship. The researchers thus hypothesize as follows;

*H6.* Person organization fit will mediate the relationship between:

*H6a.* Reward management and OCB

*H6b.* Employee development and OCB

*H6c.* Emotional exhaustion and OCB

The study examines discretionary behavior-related factors at work in line with both individual and organizational perspectives. These might be the first works to the best of the understanding of the authors, to study manufacturing firms' employees' OCB using both individual and organizational approaches in a single, comprehensive study particularly in a sub-Saharan developing environment. Human resource practices and EE are theoretically more group or organizationally induced (Gong *et al.*, 2010; Van Dyne *et al.*, 2007), whereas P-O fit is theoretically more personally based (Fuchs and Edwards, 2012; Podsakoff *et al.*, 2014). This study deviates from prior studies by clarifying the behavioral mechanisms of OCB through integrating two varied perspectives, thus contributing to our understanding of OCB and its management. In order to seal this important research gap on manufacturing firms' employees' OCB, the authors intention is to find the association between manufacturing firms' employees' RM, ED, EE, P-O fit and OCB. Consequently, this study provides the following contributions: First, the authors analyze manufacturing firms' employees' OCB using SHRPs and EE (Study 1) as organizationally induced antecedents. Second, the researchers examine the influence of P-O fit (a personally induced antecedent) on the SHRPs, EE (organizationally induced)–OCB association (Study 2). Third, the authors increase understanding of manufacturing firms, employees' OCB, suggesting key implications for firm proprietors and human resource managers (Bartunek and Rynes, 2010) and other sectors (e.g. Restubog and Bordia, 2007). By exploring the Ugandan context, the study hence contributes to literature with a perspective from a petite investigated milieu. The non-spatial variation in the second study was intended to help validate (see similar validated cross-sectional studies by Bundred *et al.*, 2001 and Magnus *et al.*, 1997) the results of the first study and the effect a mediator variable on the findings on the relationships. The study is hence benched in the following hypothesized model:

## Methodology

### *Study design, population, sample size and sampling procedure*

The study espoused a cross-sectional descriptive and analytical design examining RM, ED, EE, P-O fit and OCB among employees working in selected manufacturing industries in Uganda. The data were collected in two studies spaced 8 months apart. Both studies were on

the same population. The second study was aimed at validating the findings of the previous study (see related validated cross-sectional studies by [Bundred et al., 2001](#) and [Magnus et al., 1997](#)). The target study population for both studies was 7,569 employees in the selected manufacturing industries in Uganda. The employees form the unit of analysis. The researchers sought 95% assurance level and computed a sample size of 380 ([Yamane, 1973](#)). To obtain the 380 respondents, the researchers used proportionate stratified random sampling.

#### *Data collection and measurement of variables*

The researchers administered a questionnaire anchored on a five-point Likert scale. The response categories ranged from “1 – strongly disagree” to “5 – strongly agree” for all the variables. The authors measured OCB in terms of altruism, sportsmanship, conscientiousness, civic virtue and loyalty using a 25 item tool ([Organ, 1988](#)). It had items like “*I assist my superior with his/her work.*” To measure P-O fit, the authors used [Piasentin and Chapman’s \(2007\)](#) 9 item tool. This included items such as “*My skills and abilities match the skills and abilities this company looks for in coworkers.*” The authors measured EE based on the works of [Maslach and Jackson \(1986\)](#). This included items such as “*My work makes me feel emotionally exhausted by the end of the day.*” The authors measured SHRPs using two dimensions, RM and ED following [Jouda et al. \(2016\)](#). RM’s sample items included “*My employer provides sufficient pay to motivate all employees*”; while ED’s sample items had items such as “*Our organization always arranges seminars for staff after a specified period of time.*”

#### **Study 1**

##### *Statistical power and demographics*

This paper presents results derived from a sample of 239 useable questionnaire copies implying a response rate 62.9%. To establish whether the 141unreturned questionnaire copies created common methods bias (CMB), the authors carried out statistical computations to estimate the extent of the bias by establishing the statistical power of this sample. Results indicated that 134 participants were sufficient to detect large effect sizes (Cohen’s  $f^2 = 0.15$ ) for linear multiple regression analyses with four predictors at recommended power  $0.80$  ([Cohen, 1992](#)). This implies that regardless of the 141responses that were not obtained, 239 were representative enough to reduce the bias. The particulars of the 239 respondents were 59.4% male and 40.6% female. In terms of marital status, 46.9% were single, 52.7% married and 0.4% separated. The respondents’ age fell in the following brackets: 18% between 20 and 25 years, 35.1% between 26 and 30 years, 13.8% between 31 and 35 years, 26.4% between 36 and 40 years and 6.7% above 40 years. In terms of monthly earnings 0.4% earned less than UGX 200,000, 43.3% earned between UGX 200,000 and 500,000, 60.7% earned between UGX 600,000 and 1,000,000, 3.7% earned between UGX 1,100,000 and 2,000,000 and; 0.8% earned UGX 2,000,000 and above. As for status of education; 0.8% had a certificate, 32.2% a diploma, 64% a degree, 2.5% a postgraduate diploma and 4.2% a master’s degree. In terms of length of service, 23% had served between 1 and 5years, 54.4% between 6 and 10 years, 15.1% between 11 and 15 years, 3% between 16 and 20 years and, 0.4% between 21 and 25 years.

##### **Validity, reliability, common methods variance and multicollinearity**

The authors applied procedural and statistical techniques to control for CMB and hence common methods variance consistent with the works of [Podsakoff et al. \(2012\)](#) and [Podsakoff et al. \(2006\)](#). By doing so, the authors reduced measurement errors (random and systematic errors) which normally threaten the validity and conclusions about the relationships between measures ([Podsakoff et al., 2003](#)). During questionnaire development, the authors incorporated negatively worded or reversed-coded items ([Podsakoff et al., 2003](#)).

These acted as cognitive “speed bumps” that reduced the respondents auto cognitive processing but rather engaged them to answer the items in a more controlled manner. The  $\alpha$  level (Table 1) for all these variables was found to be  $>0.7$  implying adequate reliability of the tool (Nunnally, 1978). Principle Component Analysis, a post-hoc procedure, revealed that a single factor did not emerge as one “general” factor to account for the majority of the covariance in the independent and criterion variables; implying there was no common methods variance (CMV) present (Podsakoff *et al.*, 2012). The Bartlett’s test of sampling adequacy statistic was significant for all variables with KMO above 0.7, the  $X^2$  above 5 indicating suitability for factorization (Field, 2009). For all the study variables the KMOs were above 0.5 suggesting adequate convergent validity (Hair *et al.*, 2010). The determinant for all variables was way above 0.00001, indicating absence of multicollinearity (Field, 2009).

**Descriptive statistics**

The following were the means and standard deviations; RM (Mean = 3.13, SD = 0.89), ED (Mean = 3.90, SD = 0.71), EE (Mean = 3.46, SD = 0.99), P-O fit (Mean = 3.65, SD = 0.88), OCB (Mean = 3.67, SD = 0.72). The small SDs relative to the mean scores, suggest that the computed averages represent the observed data (Field, 2009). In terms of skewness and kurtosis levels, the absolute values for all variables fell between 3 and 10 respectively (Kline, 2011) implying normally distributed data.

**Correlation analysis**

Noteworthy are the correlations (Table 1) between EE and other variables which are negative and significant or negative and non-significant; whereas all other relationships are positive and significant.

**Regression analysis**

To test support for or against the hypothesized relationships, the researchers used a regression model, with OCB as the criterion variable (Table 2).

**Study2**

*Demographics*

This section presents results derived from a sample of 208 useable questionnaire copies implying a response rate 55 percent. The computed statistical power met the requirements as guided by Cohen (1992). Among the 208 respondents, 59.6% were male and 40.4% female. In terms of marital status; 45.7% were single, 53.8% married and 0.5% separated. The respondents fell in the following age brackets: 18.3% between 20 and 25 years, 34.1% between 26 and 30 years, 13.9 % between 31 and 35 years, 27.4% between 36 and 40 years and, 6.3% above 40 years. In terms of monthly earnings 0.5% earned less than UGX 200,000,

	1	2	3	4
RM (1)	0.90	0.29**	-0.53**	0.37**
ED (2)		0.82	0.01	0.51**
EE (3)			0.89	-0.02
OCB (4)				0.89

**Note(s):** \*\* Correlation is significant at the 0.01 level (2-tailed), The diagonals represent the reliabilities, Narration: RM-Reward Management; ED-Employee Development; EE – Emotional Exhaustion; OCB – Organizational Citizenship Behavior

**Table 1.** Reliability and correlation

	Model 1	Model 2	Model 3	Model 4
(Constant)	3.82*** (12.02)	2.73*** (7.99)	1.41*** (3.96)	1.91*** (5.02)
Gender	-0.01 (-0.09)	0.03 (0.43)	0.03 (0.58)	0.03 (0.45)
marital status	0.00 (0.02)	0.01 (0.09)	-0.056 (0.61)	-0.02 (-0.26)
Age	-0.00 (-0.00)	0.08 (0.68)	0.074 (0.71)	0.051 (0.49)
Qualification	-0.01 (-0.13)	0.04 (0.50)	-0.014 (-0.22)	-0.041 (-0.64)
Income	0.04 (0.47)	0.01 (0.13)	0.02 (0.22)	-0.001 (-0.01)
Service spent in the organization	-0.09 (-0.10)	-0.16 (-1.9)	-0.06 (-0.77)	-0.06 (-0.77)
RM		0.39*** (6.33)	0.25*** (4.30)	0.37*** (5.47)
ED			0.43*** (7.38)	0.40*** (6.84)
EE				-0.22*** (-3.30)
<i>F</i>	0.28	6.01	13.27	13.51
<i>R</i>	0.09	0.39	0.56	0.59
<i>R</i> <sup>2</sup>	0.01	0.15	0.32	0.35
Adjusted <i>R</i> <sup>2</sup>	-0.02	0.13	0.30	0.32
<i>R</i> <sup>2</sup> change	0.01	0.15	0.16	0.03
<i>F</i> change	0.28	40.11	54.39	10.84
SE of the estimate	0.73	0.67	0.61	0.59
df	232	231	230	229
Sig. <i>F</i> change	0.95	0.000	0.000	0.000
Regression	0.89	19.04	39.02	42.84
Residual	122.64	104.49	84.51	80.69
Total	123.53	123.53	123.53	123.53

**Table 2.** Hierarchical multiple regression analysis for OCB – study 1

**Note(s):** Dependent Variable: OCB, \*\*\*, Correlation is significant at the 0.001 level (2-tailed), \*, Correlation is significant at the 0.05 level (2-tailed), Narration: RM-Reward Management; ED-Employee Development; EE – Emotional Exhaustion; OCB – Organizational Citizenship Behavior

34.1% earned between UGX 200,000 and 500,000, 61.1%, earned between UGX 600,000 and 1,000,000, 2.9% earned between UGX 1,100,000 and 1,500,000, 0.5% earned between UGX 1,600,000 and 2,000,000 and 1.0% earned UGX 2,000,000 and above. As for the level of education, 0.5% held a certificate, 33.3% a diploma, 65.9% a degree and while 3.4% had either postgraduate degree and masters' degree. In terms of length of service in the organization, respondents fell in the following categories: 3.8% had worked for 1 year or less, 22.1% between 1 and 5 years, 55.3% between 6 and 10 years, 14.9% between 11 and 15 years and, 3.8% between 16 and 20years. The demographics in study 2 do not significantly change from those of study 1, implying that the responses are likely to reflect the actual perceptions of the firms' employees.

### Validity and reliability

The results indicate that the constructs' average variances extracted (AVEs) were greater than the CFA Squared Latent Correlations (Table 3); suggesting the measurement scales' ability to discriminate between measures that are supposed to be distinct (Farrell, 2010). The fit indices for the measurement model provided absolute fit for the data, i.e.  $X^2$  (181.18), *GFI* (0.95), *AGFI* (0.90), *NFI* (0.96), *TLI* (0.95), *CFI* (0.96), *RMSEA* (0.07), *AVE* (0.63) (Hair et al., 2010). The *NFI* indices were above 0.95 indicating strong convergent validity and the AVEs were greater than 0.5; suggesting adequate discriminant validity (Hair et al., 2010). All the  $\alpha$  coefficients were > than 0.7 (see Table 4) implying adequate reliability.

CFA squared latent variable correlations											
Variable	AVE	EE & P-O fit	ED & P-O fit	RM & P-O fit	OCB & P-O fit	ED & EE	RM & EE	EE & OCB	RM & OCB	ED & OCB	RM & ED
OCB	0.67	0.005	0.080	0.129	0.177	0.007	0.172	0.006	0.077	0.127	0.097
P-O fit	0.68										
EE	0.65										
ED	0.52										
RM	0.56										

**Table 3.** Discriminant validity – 2nd Study

	1	2	3	4	5
RM (1)	0.80				
ED (2)	0.29**	0.72			
EE (3)	-0.32**	0.01	0.85		
P-O fit (4)	0.39**	0.35**	-0.03	0.88	
OCB (5)	0.32**	0.44**	-0.07	0.48**	0.80

**Table 4.** Correlation analysis for the 2nd Study

**Descriptive statistics**

The small means relative to the standard deviations; RM (Mean = 3.08, SD = 1.01), ED (Mean = 4.03, SD = 0.84), EE (Mean = 3.48, SD = 1.10), P-O fit (Mean = 3.55, SD = 1.18), OCB (Mean = 3.79, SD = 0.88) indicate that the calculated means were a good facsimile of the actual population (Field, 2009). In terms of skewness and kurtosis levels, the absolute values were less than 3 times the standard error; implying normally distributed data (Field, 2009).

Noteworthy, in the correlations (Table 4) is the behavior of EE towards other variables and also the inclusion of P-O fit (see Figure 1).

**Structural equation modeling (SEM)**

In 2nd study the researchers used SEM to test all the hypotheses developed during literature review. Following Anderson and Gerbing’s (1988) guidelines, several nested SEMs were tested to establish which model was the better fit of the data (Hair et al., 2010). To determine which model could be used to test the hypotheses (see Morgan and Hunt, 1994), the mediated model emerged the better fit of the data (see both Figure 2 and Table 5).

The authors proceeded to extract standardized total, direct and indirect effect tables from the mediated model to establish whether a mediation effect existed of P-O fit on the SHRPs–OCB association (Table 6). It is these results (Tables 5 and 6) that the researchers used to examine support for or against the study hypotheses.

**Results**

H1a sought to establish whether RM was positively related to OCB. Results in Table 2 (study 1) indicate that RM is a significant predictor of OCB ( $r^2 = 0.37, p < 0.001$ ). On the contrary,

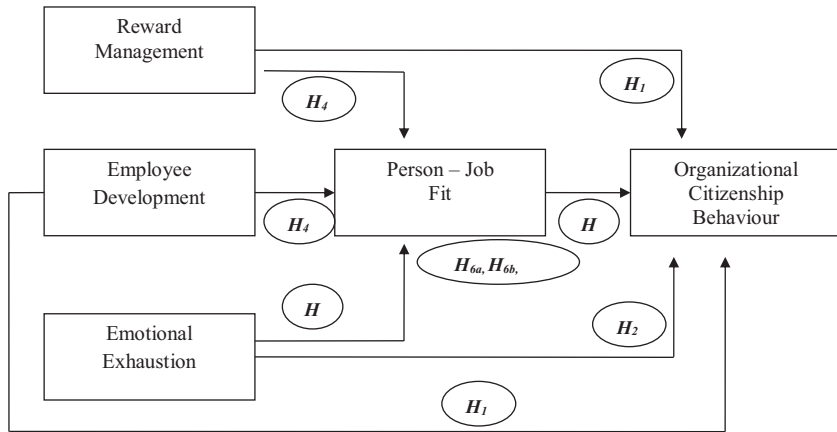
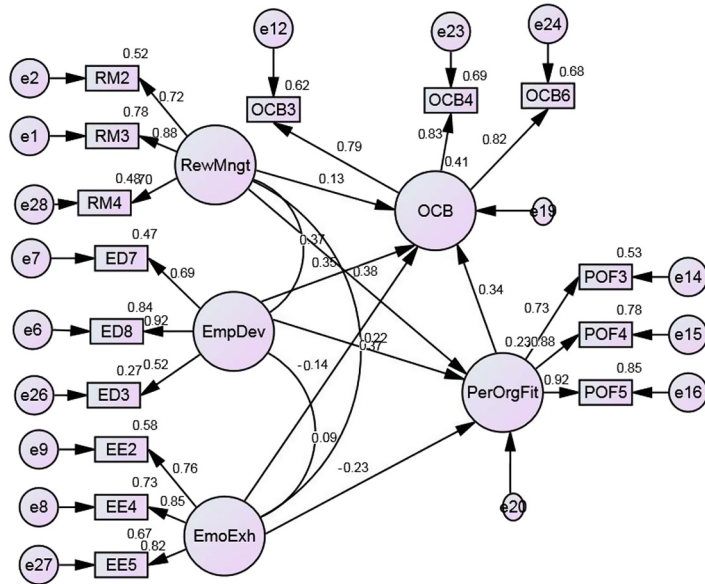


Figure 1.  
Hypothesized model



CMIN=181.167; df=80; p=0.000;  
CMIN/df=2.265; GFI=0.900; AGFI=0.850;  
NFI=0.911; TLI=0.913; CFI=0.964;  
RMSEA=0.078

OCB: Organizational Citizenship Behaviour  
PerOrgFit: Person Organization Fit  
EmoExh: Emotional Exhaustion  
EmpDev: Employee Development  
RewMngt: Reward Management

Figure 2.  
SEM-mediated model

			Non _mediated model	Mediated model
P-O fit	<—	RM		0.38***
P-O fit	<—	ED		0.23*
P-O fit	<—	EE		-0.23**
OCB	<—	RM	0.27**	0.14
OCB	<—	EE	-0.22**	-0.14
OCB	<—	P-O fit		0.34***
OCB	<—	ED	0.41***	0.35***
$X^2$			106.62	181.18
df			48	80
<i>P</i>			0.000	0.000
CFI			0.95	0.96
NFI			0.91	0.96
RMSEA			0.08	0.07
SMC for P-O fit				0.23
SMC for OCB			0.31	0.41

**Note(s):** Dependent variable: OCB, \*\*\* Correlation is significant at the 0.001 level (2-tailed), \*\* Correlation is significant at the 0.01 level (2-tailed), \* Correlation is significant at the 0.05 level (2-tailed), Narration: OCB: Organizational Citizenship Behavior; P-O fit: Person-Organization-Fit; ED: Employee Development; RM: Reward Management; EE: Emotional Exhaustion; SMC: Squared Multiple Correlation

**Table 5.** Results of competing models

		EE	ED	RM	P-O fit	OCB
Standardized total effects	P-O fit	-0.23	0.23	0.38	0.000	0.000
	OCB	-0.22	0.42	0.26	0.34	0.000
Standardized direct effects	P-O fit	-0.23	0.23	0.38	0.000	0.000
	OCB	-0.14	0.35	0.14	0.34	0.000
Standardized indirect effects	P-O fit	0.000	0.000	0.000	0.000	0.000
	OCB	-0.08	0.08	0.13	0.000	0.000

**Table 6.** Standardized total, direct and indirect effects for mediated model

findings in [Table 5](#) (study 2) indicate a non-significant association ( $\beta = 0.14$ ,  $CR < 1.96$ ). The non-significance in study 2 could be attributed to the introduction of a mediator variable [P-O fit] in their relationship. The findings are hence inconclusive on the RM-OCB association. In [H1b](#) the researchers sought to establish whether ED was positively related to OCB. Results in [Table 2](#) (study 1) indicate ED as a significant predictor of OCB ( $r^2 = 0.40$ ,  $p < 0.001$ ). Additionally in [Table 5](#) (study 2) results indicate ED as a significant predictor of OCB ( $\beta = 0.35$ ,  $CR > 1.96$ ). These findings support [H1b](#) implying that improvements in ED, lead to improvements in OCB. [H2](#) sought to establish the relationship between EE and OCB. Results in [Table 2](#) (study 1) show that EE is a significant negative predictor of OCB ( $r^2 = -0.22$ ,  $p < 0.001$ ). On the contrary, findings in [Table 5](#) (study 2) show a non-significant association between the two ( $\beta = -0.14$ ,  $CR < 1.96$ ). The non-significance in the second study could be attributed to the introduction of a mediator variable [P-O fit] in their relationship. The findings are hence inconclusive on the EE-OCB relationship.

For [H3](#) the results of the 2nd study indicate P-O fit as a significant predictor of OCB ( $\beta = 0.34$ ,  $CR > 1.96$ ) ([Table 5](#)). Hence [H3](#) is supported. [H4a](#) sought to establish the RM-P-O fit relationship. Results from study 2 ( $\beta = 0.38$ ,  $CR > 1.96$ ) ([Table 5](#)) show that RM positively predicts P-O fit. Hence [H4a](#) is supported. Similarly, [H4b](#) sought to establish the ED-P-O fit relationship; and results ( $\beta = 0.23$ ,  $CR > 1.96$ ) ([Table 5](#)) show that ED positively predicts P-O fit. Hence [H4b](#) is supported. On the other hand, [H5](#) sought to examine the EE- P-O fit

relationship. Results from study 2 ( $\beta = -0.23$ ,  $CR > 1.96$  (Table 5) show that EE significantly but negatively predicts P-O fit. Hence H5 is supported.

In H6a, H6b and H6c, the researchers sought to test for mediation effects of P-O fit on the relationship between the exogenous variables and the endogenous variable. The researchers did this in study 2. Following Hair *et al.* (2010), results indicate that P-O fit mediates the RM–OCB relationship (Total Effect = 0.26; Direct Effect = 0.14; Indirect Effect = 0.13) (Table 6). Note that RM lost all its predictive power on the criterion variable OCB ( $\beta = 0.14$ ,  $CR < 1.96$ ) (Table 5); indicating a full mediation (Zack *et al.*, 2009) exists on the RM–OCB relationship. The results support H6a. As for H6b which sought to establish the mediating effect of P-O fit on the ED–OCB relationship, results (Total Effect = 0.42; Direct Effect = 0.35; Indirect Effect = 0.08) (Table 6) indicate that a mediation effect exists (Hair *et al.*, 2010). However, ED did not lose all its predictive influence on the criterion variable OCB ( $\beta = 0.35$ ,  $CR > 1.96$ ) (Table 5) indicating a partial mediation (Zack *et al.*, 2009) exists on the ED–OCB relationship. The results indicate that H6b is supported. Lastly, H6c sought the mediation effect of P-O fit on the EE–OCB relationship. Results (Total Effect =  $-0.22$ ; Direct Effect =  $-0.14$ ; Indirect Effect =  $-0.08$ ) (Table 6) indicate that a mediation effect exists (Hair *et al.*, 2010). But, EE lost all its predictive potential on OCB ( $\beta = -0.14$ ,  $CR < 1.96$ ) (Table 5) indicating a full mediation (Zack *et al.*, 2009) exists on the EE–OCB relationship. The results indicate that H6c is supported.

### Discussion

Results on the first hypothesis revealed a positive and significant relationship between reward management and exhibition of OCB during the first study. This implies that when employees for instance, perceive their salary to be commensurate to the work they do or receive performance related bonuses, they are likely to exhibit OCB in form of helping others who have heavy workload and volunteering to do things not required by their offices but which are crucial for the firm. The findings are in line with earlier scholars such as Mansour (2015). Furthermore, for employees in the manufacturing industry in Uganda to get involved in making innovative suggestions to improve the firm, they have to be satisfied with the organizations' compensation package. However the results from the second study are contrary to those of the first study. The findings negate those of OJO (2011) who found a positive association between SHRPs and performance related outcomes. The reason for this could be associated with the introduction of a mediator variable [P-O fit] in their relationship. This then renders the findings inconclusive.

The researchers also demonstrate that positive changes that are made by managers such as arranging seminars and encouraging employees to seek knowledge through training, yield positive changes in employee exhibition of extra role behaviors through actions such as suggesting new ways of doing things. These findings support earlier studies by Snape and Redman (2010) and Suan and Nasurdin (2014). The results also suggest that extra role behaviors such as volunteering to do things not formally required by specific job descriptions but helpful to the firm are as a result of facilitating employees to develop themselves through training and increasing their chances of being promoted.

Results obtained from the third hypothesis demonstrate that as management actions that create emotional exhaustion increase among employees in the manufacturing firms, the level of exhibition of discretionary behaviors tends to lower. Now, when employees feel used, this negatively impacts their level of OCB exhibition. Thus, they neither get involved in helping others nor suggest initiatives that enhance firm performance. The finding relates well with those of Dishop *et al.* (2019) who state that EE is negatively related to work attitudes. The findings further reveal that a frustrated employee who feels he/she is working too hard will exhibit lower levels of involvement in extra role activities. On the contrary, results in the second study revealed an insignificant relationship between EE and OCB.

This is inconsistent with earlier studies (e.g. Keller *et al.*, 2014) who argue that EE leads to decreased experiences of enjoyment and increased exhibition of anger resulting into emotional labor. The non-significance in the second model could be attributed to the introduction of a mediator variable [P-O fit] in the relationship. The findings are thus inconclusive on the EE–OCB relationship.

The findings further show that salaries commensurate to work done and bonus payments make employees not only feel that their needs are met, but also that their values match those of the organization. In fact, employees feel that their abilities match what their company looks for in employees when they are satisfied with the organization's compensation package. In addition, the results affirm that employee development through seminars, workshops and encouraging knowledge search through training, makes workers feel their expectations are met. The researchers posit that among manufacturing sector employees, encouraging further training as a way of increasing promotion chances makes employees perceive that their values match those of their employer. Conversely, the study finds that frustrated employees, who feel used up, are less likely to appreciate that the firm meets their needs. Put differently, employees in the manufacturing sector in Uganda will feel no goal congruence between them and the employers when they perceive job exhaustion. This makes such employees feel that their values do not match those of other current employees the firm wants. Therefore, tendencies of high EE will in most times yield negative outcomes such as depression and job stress.

In Hypotheses 6a, 6b and 6c the results reveal that P-O fit acts as a full mediator of both the RM–OCB relationship and the EE–OCB relationship, and partial mediator for the ED–OCB relationship. This means that P-O fit takes all the inputs of both RM and EE, and part of the inputs of employee development and translates them into discretionary behaviors. In other words, when the organization meets the needs and expectations of the employee, when the employee's competences match the expectation of the firm, this becomes a fertile ground for enhancing the effect of an appropriate remuneration structure for tendencies to helping others or volunteering in a firm. The findings support earlier studies (e.g. Skaalvik and Skaalvik, 2017) and Tang *et al.* (2015) who have found person job fit to mediate between similar variables.

### **Theoretical, practical and managerial implications**

The study develops a model that takes into account dynamic environment factors by expounding on the tenets of the social exchange theory in a practical perspective. The study underscores the role of P-O fit as a mediator of the SHRPs and EE–OCB relationships. This study sends a message for building OCB where we need P-O fit as a conduit of the relationship between SHRPs and EE and discretionary behavior. To reduce EE for OCB, managers of firms must increase employee fit in the organizations; indeed firms should now endeavor to study and meet the needs employees expect of them. Proprietors of firms and HR managers should train or develop their employees to acquire skills and abilities that match those that they (firms) require. Managers need to critically cultivate among the employees the values that they need their employees to have; which values match those of the organization. This could be through tagging reward to value enhancing performance. Employers need to make efforts to reduce employee perceptions that they are being used or that they are working too hard on the job. These efforts coupled with skill development and appropriate reward will make the employee fit the organization hence exhibit extra role efforts at work. In other words, managers will hence increase the level of exhibition of extra role actions among employees if they are able to put in place appropriate reward and employee development practices and or reduce acts that cause EE through creation of goal congruence between employers and employees. The study results depart from previous studies that have mainly

centered on the negative outcomes of EE by introducing P-O fit to mitigate negative influence of EE on OCB. This is relevant in that firms will ensure operationalization of HR policies and practices that are pertinent for appropriate reward management and employee development to increase employee exhibition of extra role activities. Furthermore, the firms will be able to adhere to efforts that increase P-O fit in order to reduce EE.

### Conclusion

This study offers a novel opportunity to explore consequences of SHRPs and EE and, P-O fit in a manufacturing firms' context. The study demonstrates that firms may enhance their employee exhibition of extra role behaviors by making improvements in reward management and employee development via person organization fit. They can also apply practices of P-O fit such that the negative effect of EE on OCB reduces. These findings create inferences for the management of human resources in organizations.

### Limitations and suggestions for further research

A few aspects limit the scope of this paper. First, findings of this study are based only on a sample of one country. This may not be fully representative of all developing countries' manufacturing firms and necessitates replications in similar countries with different economic backgrounds to be able to generalize the research findings. The study may suffer from mono-method bias given all of the data were collected using self-report questionnaires. However this is countered by the fact that data were collected from respondents at different times hence validated. Future scholars should continue to explore the link between EE and OCB and reward management and exhibition of OCB where the results were inconclusive. Despite possible limitations above, the results of the present study provide valuable insights into the effect of SHRPs and EE on OCB by: revealing the mediation power of P-O fit in a less studied sector in a developing country.

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